



The Initial Impact of Organization Development Interventions (ODI) on
Performance Management, Employee Motivation, Job Satisfaction and Employee
Performance of Production Worker at P. Lube Company

Archaree Phiphadkusolkul

A Dissertation Submitted in Partial Fulfillment of the Requirements
for the Degree of Doctor of Philosophy in Organization Development
Faculty of Graduate School of Business
Assumption University
Academic Year 2010
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Dissertation Title	The Initial Impact of Organization Development Interventions (ODI) on Performance Management, Employee Motivation, Job Satisfaction and Employee Performance of Production Worker at P. Lube Company
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The Graduate School/Faculty of Graduate School of Business, Assumption University, has approved this dissertation as a partial fulfillment of the requirements for the Degree of Doctor of Philosophy in Organization Development.

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Abstract

Objective: In order to fill the gap of the study in the field, this dissertation would examine the initial impact of performance management, employee motivation, job satisfaction and employee job performance in the Thai company, P. Lube Co.,Ltd. The study is to describe, to identify, to design and to determine attributes of performance management, employee motivation, job satisfaction on employee job performance of the workers at the P. Lube Company. The researcher of this study is to find the relationship – correlation and impact of independent variables in terms of performance management, employee motivation, and job satisfaction on the dependent variable of employee job performance. The dependent variable is examined under the aspects: task differentiation, task completion, zero waste, and quality of output.

OD Intervention: In the pre-ODI, the poor performance management of the company is included by unapparent job design, lack of recognition, rare feedback and inadequate rewards and incentive. Moreover, on accounting to low employee motivation; lack of responsibility, misunderstanding of work itself, lack of opportunity for advancement, poor relationship with the co-workers, poor supervision, and inadequate salary and incentive. It can influence on ineffective job performance. Therefore, in the ODI, the researcher designs the programs focusing on personnel development, developing goals and challenging workers to improve employee job performance. Besides in terms of low employee motivation and poor job satisfaction of the company, the researcher designs the programs focusing on employee involvement, autonomous decision and team performance to develop employee job performance. However, another one program is designed to increase effective performance management, high employee motivation, and high job satisfaction is promoting job ownership. It means group talk weekly as such because it motivates workers to feel they are

the part of the company. All of these programs will lead to improve the level of employee job performance at last.



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Chapter 1

Generalities of the study

This chapter will present about the overview of lubricant industries growth at the global level, the regional level and national level. Then, the researcher chooses P. Lube Company together with their workers as an action research model to examine the initial impact of the level of performance management, employee motivation, job satisfaction in relation to employee job performance. After talking about background of study, the researcher will present the research objectives, research questions, statement of problem, research hypothesis, and significance of study as well as definition of terms used for understanding.

1.1 Global Industry Overview

1.1.1 Global Context

The global lubricant industry has progressed from isolated purpose to being a major industry worldwide which has seen growth and development of companies as ExxonMobil, Shell, BP and Chevron Texaco which account for a significant market share of lubricants market. The lubricants business has grown manifold over the last five years backed by strong lubricant sales of global majors. The major strategy push of these global players is to capitalize on economies of scale whereby these players have pried open markets leading to value erosion in midsize players which are either reprocessing base oil from these global giants or depending on erratic domestic supply, these practices have led to their loss competitive ability. The market is increasingly moving toward divergence whereby rivalry has moved from local or local markets to global regional or even national markets but is increasingly becoming global in nature.

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1.1.2 Industry Leader

Pennzoil-Quaker State Company, based in Houston, Texas, led the U.S. lubricants industry in the early 2000s with an estimated 37 percent market share. Formed by the 1998 merger of the lubricants businesses of Pennzoil Company and Quaker Chemical Corp., Pennzoil-Quaker State took in \$960.5 million from its lubricants and consumer products segment. The firm also runs the Jiffy Lube quick-oil-change chain and other oil-related businesses. Lubricants and consumer product sales accounted for about half of the company's total sales.

Valvoline Company of Lexington, Kentucky, was another leading producer. A division of oil-refining giant Ashland Inc., Valvoline produced automotive and industrial lubricants and maintained a sizable presence in the consumer market. In 1999 Valvoline posted sales of \$1.26 billion. These results included revenue from the company's oil-change outlets as well as from sales of non-lubricant car care products.

Large, integrated oil companies, often dubbed the majors, also supplied a substantial portion of lubricant output. These included Chevron, ExxonMobil, and BP Amoco. The majors participated in the lubricant industry as a side enterprise to their oil exploration, production, refining, wholesaling, and retailing operations.

1.1.3 Regional Context

The regional lubricants market in Asia is a capital intensive business, largely driven by advertising and publicity programs. Consequently the industry is dominated by a few major oil companies that have extensive distribution networks. The challenge for this industry is to attract new end users and be repositioned in the minds of customers. With regards the variation in product, the year 2006 witnessed a series of new lubricant varieties. It can be clearly concluded

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all the new products developed by each lubricant manufacturer are featured with energy-saving and environment-protecting performance, which is just the inevitable trend of lubricant. The promulgation of national new standard for automobile exhaust emission as well as the requirement in approaching foreign environment-protection criterion will definitely boost the vigorous generalization of environment-friendly products. Meanwhile, the pressure on energy will put an increasingly higher demand on the oil-saving function of lubricant, so manufacturers are successively devote to the development of oil-saving products so as to highlight their sale points. Considering China lubricant industry's development, it is full of fierce competition and its competition pattern and characteristics are set as critical enterprise guidelines in terms of regulating strategic deployment and implementing market strategies. Based on the diversified competition involving product quality, brand value, cultural deposits and technical dispute, how to master the demand features of consumer market and create new demand has become the most crucial strategy to the competition in lubricant market.

1.1.4 National Context

Thailand Lubricants Companies, Thai Lubricants Manufacturers process and distribute a wide variety of lubricants, special oils and greases for industrial use as well as for use in automobiles and other vehicles used in the public and private sectors. Thailand Lubricants Products include: Industrial Oils, Automotive Oils, Engine Oils, Hydraulic Oils, Rust Prevention Oils, Gear Oils, Wholesale Greases, Casting Release Agents, Grease Guns, Air-Operated Grease Pump, Special Lubricants, Bio Diesel Additives, and Lubricating Oils.

Demand for automotive lubricants is estimated at 450 million-Liters last year at estimated value of Baht 28,000 Million (about USD 666 million at Baht 42 = USD 1). Based on its

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applications, the market is divided into Diesel, Gasoline, Hydraulic, Auto Lube (for motorcycles), and others. Lubricants for diesel engines have a 60% share of the market, followed by gasoline engine 20%, Hydraulics 10%, and auto lube 2.6%. Sales of lubricants, particularly those for diesel engines, are concentrated in the provinces throughout the country. This is because one-ton pickup trucks comprise the majority of the vehicles in-use in Thailand, particularly in areas outside of Bangkok. A few companies, mostly major petroleum refineries with retail operations nationwide, control more than 80% share of the lubricant market. Their market share is estimated as follows; Shell 22%, Caltex 20%, Esso 15%, Petroleum Authority of Thailand 13% and Castrol 9%. Two other market leaders that are not made and distributed by major oil companies are Pennzoil and a local brand, Trane. However, there are close to 160 makes competing in the market. Most of these makes are imported by small trading firms targeting the premium segment of the automotive market. The large number of participants in the market creates intense competition, yet indicates strong perceived business potential in this market segment. Imported lubricants normally aim at the high-end segment of the market as they are less likely be competitive with locally manufactured product in other segments.

1.2 Company Background

P. Lube Co., Ltd. which is family medium business is one of subsidiaries of SBC Co., Ltd. SBC Co., Ltd registered and paid up capital is Baht 345.00 million. SBC Co., Ltd is the distributor of lubricating oils, greases, and automotive batteries manufactured by its 3 subsidiaries as follows: P. Lube Co., Ltd., SL. Industry Co., Ltd. and SLI. Industry Co., Ltd. The business relationship between SBC Co., Ltd. and its subsidiaries are as follows: SBC will act as the distributor for all three products manufactured by its three subsidiaries. This includes both

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domestic and export sales (mainly to Laos, Cambodia, and Burma). SBC utilizes its own sales force in its channel of distribution, the subsidiaries also can bypass SBC and deal with customers directly but only in the case when customers are original equipment manufacturing (OEM) - related or are foreign importers.

P. Lube Co., Ltd. is established in the year of 1988. This company is a manufacturer of Trane, Eneos and Honda lubricating oils, also manufacturer of plastic containers, caps, and lids. It distributes both domestic and export sales mainly, Malaysia, China, Taiwan, Laos, Philippines, Singapore, Hong Kong, Bangladesh, Burma, Vietnam, and Nepal.

Main Raw material for lubricating is base oil which is produced domestically. And there are also many available sources in foreign countries. The company's raw material can be conveniently accommodated by both international and domestic suppliers. In the past 20 years, the company group has never faced with any raw material procurement problem.

The major customers are domestic market. The company also exports to various customers in many continents in order to diversify risks; the sales ratio for each continent is about 20-30%. The majority of lubricant customers are neighboring and Asian countries who the company has given good and continuous services and sales promotion like domestic customers. Therefore, this leads to good and long term relationship.

P. Lube Co., Ltd. Emphasizes on market channels outside gas stations which are retailers, wholesalers, industrial consumers as well as blending for others. Quality, Image and price are developed. The company continuously has sales customer promotion, advertisement, public relation and supports social and sporting activities.

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In very long period of business operation, the company is known for its credibility among its lenders. With clear receivable policy and prudent customer credit policy including the exchange risk protection policy, the company's financial health remains strong.

Under severe competition in domestic market, the company emphasizes on improving both products and packages. In the year of 2008, the company group has sales revenue of 1,505 million baht. It is increased by 11 and 23 percent on domestic and export markets compared to the preceding year.

The company has its marketing policy that emphasizes the good quality and service for every customer's satisfaction. Its staffs and sale forces are always trained to have very good understanding of customers' need, company's and competitors' products and also new marketing strategy.

P. Lube Co., Ltd. has manufactured lubricant for more than 20 years and has been studying to improve the product quality to catch up with the same industries. The company is acceptable to all groups of customers in terms of manufacturing technology development

Vision:

“We intend to serve customers with good quality manufacturing standard and efficiently working administration.”

Mission:

1. Give customers the most satisfaction
2. Support the continuous improvement with the best effort of all staffs and related persons
3. Respond to customers' need and specification
4. Develop all levels of personnel for better efficiency

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5. Keep long term relationship with customers and partners

6. Continue developing the production technology

1.3 Organization Design

P. Lube Co., Ltd. is the family business since starting at 1988. It is family system bound that motivated largely by traditional responsibility and loyalties. The business's operating style, decision making, and future prospects is managed by family system. Besides, P. Lube Co., Ltd. looks like mechanistic organizational structures because it tends to be efficiency machines and rely on rules, regulations, standardized tasks and similar control. The view and metaphorical analogy of an organization as a machine was the result of the only frame of reference available at that time, and is anchored in the conditions then prevalent, large numbers of non- or semi-educated people aggregating into centers clustered around factories.

The hierarchical, pyramidal representations also correspond with the machine where one part is crucial, diffusing downward through power level. Also, the company is like a machine that is useful and appropriate in bureaucratic organizations where repetition and conformity is practical, and where the output is a standard uniformity. This is called Mechanistic approach where the workers have little control or autonomy on their work.

1.4 Organization life cycle

According to Dr. Adizes Organizational Lifecycles, Every organization grows and develops according to a natural lifecycle, facing predictable problems at each stage along the way. Knowing where the organization is at on the corporate lifecycle can be critical to its success (<http://www.adizes.com/index.html>). As the result of this test, P' Lube Company is in the

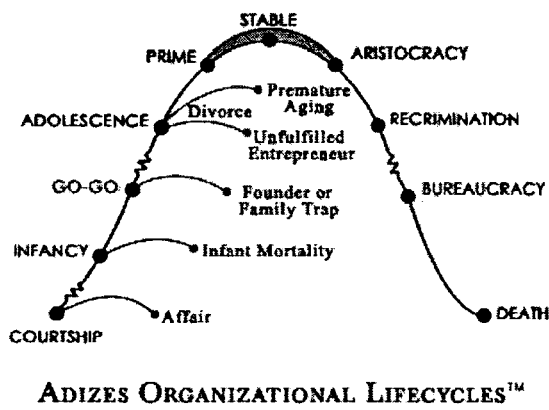
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stage of Prime, Stable and aristocracy. The researcher analyzes the outcome and concludes that in the Prime stage, P. Lube is sometimes more controllable than flexible. In the stable stage, P. Lube is currently more than 20 years. Perhaps, it comes into an aging organization and stable. Certainly, the company has rich financial statement but starts to lose its vitality of long term goal. Also, some symptoms won't show up on the report. Lastly, in Aristocracy stage, it reduces flexibility in prime stage and continues reducing more and more obvious in Aristocracy stage because the company ignores to pursue long term opportunities. It focuses more only financial oriented and low risk.

Based on analysis, this may be one reason for poor productivity. The company might concern more on outcome oriented and neglect on people oriented. So this is the good opportunity for the researcher to help P. Lube management team to understand what cause low employee's performance particularly production workers. Organization development intervention (ODI) would help managers deal and handle the problem to the right direction and achieve effectiveness at last.

This is assumption what can happen in the organization. This is also something that organization and manager need to be aware of and prevent it. (See appendix 1)

Figure 1.1: Lifecycle of organization



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1.5 Demographic of P. Lube’s worker

Table 1.1: Demographic profile

This table below is shown the total number of employees and remuneration of P. Lube Company. The employees of P. Lube are assigned to be 11 groups

Group	Male	Female	Total	Average Salary
1	42	170	212	5,506.48
2	36	22	58	8,225.00
3	30	22	52	9,027.88
4	8	10	18	11,615.83
5 – 11	20	9	29	-

Remark:

- Group 1: Production workers
- Group 2: Operation staff, Technician Assistant, and Technician Staff
- Group 3: Administrative Officer, Technician Officer, Maintenance Staff
- Group 4: Special Technician Office, Staff, Administrative Secretary
- Group 5-11: Assistant to Head of department, Head of Department, Manager

According to employee at P. Lube, most of employees are production workers and technical assistants (group 1 and group 2). Particularly, there are 212 production workers; 80.2% of female and 19.8% male. On the other hand, the supervisors who supervise and control all production workers are more male than female (62: 38)

According to documents and table 1.2, it can analyze that most of P. Lube company are in group 1 (production workers). They are graduated in the middle school or high school levels which are identified as low educational people. Besides, based on The Education and development foundation, it found out that Some behavior and life patterns that contribute to poverty are: disrespect for self, lack of confidence, lack of protection, being

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drug/cigarette/gambling addicted, lack of information, education and managerial skills leading to unsuccessful investment, imitation of consumption and production patterns without thorough contemplation, expenditure exceeding income due to high spending, cultivation for sale rather than family/own consumption, lack of savings both in monetary and non-monetary terms, greed, selling off land (to send children for higher education, yet children are unable to work at the locality nor find decent job due to economic situations) (www.wdf.com).

Therefore, they migrate to Bangkok to find the job. Most of the job they found are manufacturing jobs, menial jobs as examples. Due to their low education level, they have low skills to understand the work processes or orders from supervisors. Moreover, they might have problem with communication effectively. Also, they cannot work complicatedly. Consequently, they have no choices to select good jobs. All communication should be clear and easy to them to understand.

Table 1.2: Education background of worker

Education Background	Percentage
Primary School	49.33 %
Secondary School	27.92%
Vocational & Higher Vocational Diploma	12.46%
Bachelor Degree	10.02%
Master Degree	0.27%
TOTAL	100%

This is shown on Table 1.3 that 189of employees at P. Lube are around 31-40 years old. They are in the middle age which can be identified that they have to earn their living to support their families and they need the stability of jobs. However, they don't focus on work challenging as new generation and they are too slow to learn and adapt new skills. Also, they don't pay more

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attention to the community's interest but they are concern of their own and family interest. That is why they work dad by day on the basis to exchange for their salaries. (See appendix 2)

Table 1.3: the age of employees at P. Lube

Age	Number of Worker	Percentage
18 – 20	7	1.9%
20 – 25	46	12.47%
26- 30	55	14.90%
31 - 35	103	27.91%
36 – 40	76	20.59%
41 – 45	54	14.63%
46 – 50	17	4.62%
51 – 55	9	2.44%
55 or above	2	0.54%
TOTAL	369	100%

1.6 S.W.O.T Analysis

It is a tool used in management and strategy formulation. It can help to analyze the strength, weakness, opportunity and threat of the company. SWOT analysis can provide a framework for understanding strengths, weaknesses, opportunities, and threats of the company. Then, managers can develop suitable strategies to handle the weakness and threats of the company. For this study, the weaknesses of the company are underperforming personnel. Therefore, it would be the good chance for the researcher to analyze the problem and would advice ODI to cope with the weaknesses.

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Table 1.4: S.W.O.T analysis

Strength <ul style="list-style-type: none">- The company has built customer loyalties and relationship.- The company has developed production quality for customers.- The company has outstanding financial statement.	Weakness <ul style="list-style-type: none">- The company lack of capable personnel.- The employees do not have enough skill and knowledge to do the job.- The company has undifferentiated products.
Opportunity <ul style="list-style-type: none">- The company production's prize is lower cost than competitions.- The financial statement is stable so it is good opportunity for company to open new market or invest more in the technology.	Threat <ul style="list-style-type: none">- The company has larger competitors to get majority of market share.- The competitors have a new updated technology.

1.7. The Current Situation

1.7.1 The focal study of the research

As management team's concern, the researcher would like to focus on the improvement of production workers performance at P. Lube Company. There are 212 blue collars working in this company. Employees use technical skills to achieve the company's efficiency. It is kind of semi automatic work as well as it is a routine job for workers. A production worker is often an entry-level job in a processing plant, performing physical tasks like moving stock, racking, packing, cleaning up and janitorial functions. Most of workers are graduated in the elementary school or vocational schools. They come from rural areas and poor family. Therefore, they need to find job to afford their family because of the limitation of the level of education, they have no choices to select job.

Table 1.5: Production workers:

Position	Male	Female	Total
Production Worker	42	170	212

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Work Procedure for workers Group 1

1. Preparation in each division:

1.1 Printing Division needs to prepare brushes and ink.

1.2 Blowing Division needs to prepare knife, sandpaper and product bag.

2. Preparation for an individual needs. This includes mask and gloves.

3. Raw Material Examination:

Blending Division: Base oil blending, additive blending etc.

Oil Packaging Division: Canning, lid, foil, film, complimentary gifts.

Printing Division: Printing container, ink, etc.

Plastic Injecting Division: Plastic pellets.

4. Product manufacture at each assigned site.

5. Product count, list of defects, separation of defects, report to product manufacturing supervisor.

6. Tools Cleaning and storage after use.

1.7.2 Assumption of Management's point of view

Managers assume that production workers are not competent to apply skills and knowledge to their job. Sometimes, there is no attention given to occurring mistakes considering it is unimportantly common. Moreover, workers do not fully understand their own work; they are not able to think by themselves or not attempt to educate themselves in the area of work but prefer to wait for an order from supervisor. Nevertheless, having too much routine job, being bored with working environment, but the workers cannot find new job. So they keep doing their work without driving force in work. As pointed out by the top management, the employees

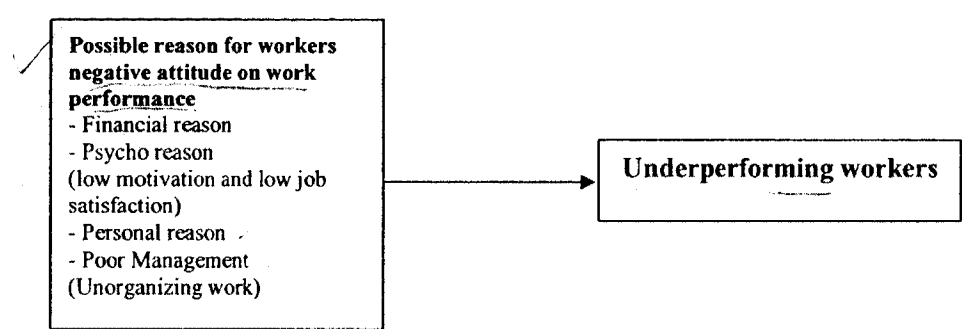
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currently are working on day to day basis and they work for money and their living, not for the interest of the company. Or, Management viewed that workers underperform their works.

Therefore, the production workers lead a negative impact to the company's goal because some of the workers did not have enough experience to use machine and understand the activity process. It affects on the loss of raw material and productivity when workers were not yet skillful and no good attitude on work performance of their duty. (See appendix 3)

As shown below a figure 1.2, performance management, employee motivation and job satisfaction might be the cause of employee's underperformance. However, as the researcher's view, it is important to assess Organization Development Intervention (ODI) to ascertain what extent managers are correct by investigating these workers to find out how one can improve their underperformance especially when it comes to motivation because this will be valuable to the company. As everyone understands that blue color workers performs low skilled jobs and that have little choice for flexibility and job satisfaction. Before ODI strategy can be formulated and implemented should be made, the researcher would like to evaluate performance management, employee motivation, job satisfaction and employee performance of P. Lube.

Figure 1.2: Reason for workers negative attitude on work



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1.8 The areas of study

1.8.1 Performance Management

It is important to understand management overall approach and attitudes with the regards to employees job design and working practices. Management may be the problem. For example, it is improper of performance management process. They are like rules and plans, standard criteria, feedback and reward system. These are not proper to the understanding of workers. So it cannot motivate workers to meet job satisfaction and increase job performance as company expects.

Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. However, they should always ensure that employees have and are aware of personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

Performance Appraising Systems: The Company requires managers to conduct official appraisal once a year at end of December. The Company's standard annual performance appraisal form is available for evaluation. Evaluations result affects the salary adjustment.

Reward Systems: A Reward system is based on individual performance (attendance, performance and discipline of employees. Adjustment on salary and fringe benefits are based on individual performance.

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The criteria of employee performance appraisal

Rank A: 91-100%

Rank B: 81-90 %

Rank C: 71-80%

Rank D: 70 or less

1.8.2 P. Lube's employee motivation

There were many possible causes of employee's negative attitude toward job for instances, pay rise, bonus, award and salary might not reach individual's goal. Besides, there were inappropriate motivation and job satisfaction. That's why it would lead to reduce employee's performance and employee's unreliability.

1.8.3 P. Lube job's satisfaction

To understand job satisfaction, it would help P. Lube to find the best way to fit the job satisfaction with the individual's satisfaction. P. Lube might need to get involved with job design, and increase the sense of belonging among employees. When employees feel good with their responsibility, their motivation will be improved.

1.8.4 Employee Performance

The workers in P. Lube do not have job satisfaction on individual's responsibility. Rewards might keep some of motivation. Some workers are complaining about heavy workload, but workers have never pay attention on their jobs. Some workers might utilize more raw material than others but ignore the waste of theirs.

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1.9 The need for action research and statement of the research problem

Action research is inquiry in the context of focused efforts to improve the performance of the workers. It gives manager new opportunities to reflect on their weakness; to explore and test new approach to enhance the problem. To improve workers' performance, it requires support and participation from many parts of the organization. Manager might be influenced by rewards system and responsibility to investigate what extent they can fulfill motivation, and job satisfaction of the workers.

According to P. Lube Company's background, this company can be judged as the stable company because it has been settled about 20 years. As it is shown on organization's mission and vision, the company focuses more on customer satisfaction and the success of company. The problem statement might be the company might look over the one of the important assets of the company is production workers. They all are the part of company's success. Although their responsibility is not as important as managers, they are in the process of manufacturing production. They can help company achieve efficiency as company's expectation. Therefore, the company should give more important to production workers. Besides, the management team also criticizes that underperformance of production workers lead to inefficiency of the company. Nevertheless, the focal study will concern with the production workers. The researcher would like to take a look at the attitude of production workers by finding out which factors is the most important and less of job satisfaction among production workers. After recognizing the factors which have more influence on job satisfaction of workers, the researcher would like to develop program to help management team to set up performance management and to determine activities to motivate workers to have a willingness to perform. Consequently, when workers

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think positively to their work and condition, workers might have good willingness to use 100% of their potential to perform.

In this research, the researcher would like to focus on the performance management, employee motivation, and job satisfaction with the regards to employee performance. ODI approach will be based on checklists, questionnaires, small group discussion and interview to understand to what extent does performance management, employee motivation, job satisfaction contribute to the perceived poor employee performance and improve them.

1.10 Research Objective

1. To describe and analyze the current situation of the organization as corporate living person in terms of performance management, employee motivation, job satisfaction and employee performance;
2. To design and implement appropriate ODI
3. To identify interrelationship between performance management, employee motivation, job satisfaction and employee performance;
4. To identify the relationship between Performance Management, Employee Motivation, and Job Satisfaction on Employee performance;
5. To analyze impact of Performance Management, Employee Motivation, and Job Satisfaction on the current level of Employee Job Performance.

1.11 Research Question

1. What are the levels of performance management, employee motivation, and job satisfaction and employee job performance of the workers?

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2. What is the relationship between Employee Job Performance and a) Performance Management; b) Employee Motivation; c) Job Satisfaction?
3. What is the impact of performance management, employee motivation, job satisfaction on employee job performance?
4. Is there any significant difference in the level of Employee Job Performance pre ODI and post ODI?

1.12 Research Hypothesis:

H₀₁: There is no significant interrelationship among a) Performance Management; b) Employee Motivation; c) Job Satisfaction; and d) Employee Performance

H_{a1}: There is significant interrelationship among a) Performance Management; b) Employee Motivation; c) Job Satisfaction; and d) Employee Performance

H₀₂: There is no significant relationship of Employee Performance with a) Performance Management; b) Employee Motivation; and c) Job Satisfaction.

H_{a2}: There is significant relationship of Employee Performance with a) Performance Management; b) Employee Motivation; and c) Job Satisfaction

H₀₃: There is no significant difference in the level of Employee Performance before pre-ODI and post-ODI

H_{a3}: There is significant difference in the level of Employee Performance before pre-ODI and post-ODI

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1.13 Significance of study

Practical level

According to the research, it will be able to draw conclusions and make recommendation on the employee's needs. Taking into account many factors related to job satisfaction, motivational theories to cope with workers' performance can be found. It helps to concentrate on the employees in organization and bring about what must to be done such as recruitment, and performance appraisal. Besides, this study will help managers understand about attitude and characteristics of employees together with some issues of organization system affects on employee job performance. Also, it fully explains the actual job satisfaction of workers. Lastly, this study might be useful for other researchers with similar OD problem.

Academic level

This study is offered to add on the literature theories to determine the interrelationship among performance management, employee motivation, job satisfaction and employee performance. Then, this study will understand the relationship of performance management, employee motivation, job satisfaction and employee performance. Besides, this study will determine the impact of ODI on employee performance.

1.14 Limitation of the study

1.14.1 The scope of the study

This research is based on P. Lube Co., Ltd. The finding therefore cannot be held to be true for other companies. This research focuses on the performance of production workers in P. Lube Co. Ltd. With the level of job satisfaction job performance and motivation. So this study

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may not be generalized for employees working in other organizations. Also, some of respondents may diverge while answering the questions since they don't want to reveal their true views because they are afraid of the effect on their job. Also, some of respondents have low level of education that might make them misunderstand the questions which may distort some information.

1.14.2 The conduct of the problem

This study is conducted by considering certain keys variables and sub variables of performance management, employee motivation, job satisfaction and employee performance. However, it might have other variables that affect on employee performance at P. Lube but the researcher might not include in this study.

1.14.3 Timeframe

For Organization Development Intervention, the researcher develops programs and activities to cope with the problem of P. Lube. However, the researcher would like to take 6 months to collect data and intervene the activities. Some activities might need to take more than 6 months to implement and monitor.

1.15 Definition of terms

For uniformity of this research, the following terms as applied are defined as follows;

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Organization Development

A process that applied behavioral science knowledge and practices to help organizations build the capacity to change and achieve effectiveness (Cummings & Worley, 2005)

Family business

A family business which is partly or wholly owned by family members. Moreover, the business might be held by the founder or is directly managed by a spouse or relatives (Lea, 1991)

Human resource management

To understand the dynamic interaction of personnel functions with each other and with the objective of the organization (Sherman, Bohlander, and Chrudden, 1988).

Performance management

Performance management involves with the goal setting, performance appraisal, reward system that help member work behavior with the strategy, employee involvement and workplace technology (Cumming and Worley, 2005).

Employee Motivation

Motivation is the willingness to give the effort towards organization's goal, conditioned by the effort's ability to satisfy some individual need (Robbins, 1998).

Job satisfaction

Job satisfaction is emotional response to the job situation. It is difficult to measure by how well outcome meets but it depends on individual's attitude (Luthans, 1995).

Employee Performance

Individual performance is generally determined by three factors. Motivation, the need to do the job, the capability to do the job, and the work setting, the tools, materials, and information needed to do the job (Robbins, 1998).

Chapter 2

Literature Review

This chapter will describe the literature review which is related to the study. It will start with organization as a big picture, Organization life cycle, performance management, employee job performance, employee motivation and employee job satisfaction.

2.1 Organization as a System

There are two basic types of systems: open and closed (Brown & Harvey, 2006). A closed system that is self contained and isolated from its environment, and cannot generously exchange energy, information, or matter with it. An open system, however, has a two-way relationship with its environment. Open systems bring in power, material, and information from their environments, frequently renewing the system's capacity for change and transformation. Machines are closed systems; living systems are open systems. Human systems are inherently open. Organization and people viewed base on open system approach see that organization cannot completely manage their own activities and are influenced in part by external forces. Understanding how external forces affect the organization can help explain some of its internal behavior (Cummings & Worley, 2005).

Any organization system is composed of three related parts: input, transformation, and outputs, as shown in Figure 2. Inputs are acquired from the system's external environment and consist of human or other resources such as information, energy, and materials. Transformations are the processes of converting inputs into outputs. This covers both social components – people and their work relationships and technological components

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– tools, techniques, and methods of production or service delivery. Outputs are the results of what is transformed by the system and sent to the environment. The idea of boundaries helps to distinguish between systems and environments. Feedback is information regarding the actual performance or the output results of the system which can be used to control the future functioning of the system. Equifinality refers to the concept that similar results may be achieved with different initial conditions and in many different ways. This concept suggests that manager can use varying degrees of inputs into the organization and can transform them in a variety of ways to obtain satisfactory outputs (Cummings & Worley, 2005).

Figure 2.1: Organization as an open system



Source: Modified from Cummings, T. and Worley, C. (2005). *Organization Development and Change*. 8th e. (Ohio: Thomson South – Western) p. 86.

Organization is a collection of people working together to achieve a common purpose (Mejia, Balkin and Cardy, 2005). Many organizations are unprepared to cope with change. What make one organization a winner or another failure? The success or failure of organization depends on how well they are managed. If the company has met with the problem like sale performance drops, so as OD practitioner, the researcher attempt to find the various management

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concept to analyze the cause of the problem and use techniques to intervene to develop effectiveness for the organization (Brown, Harvey, 2006).

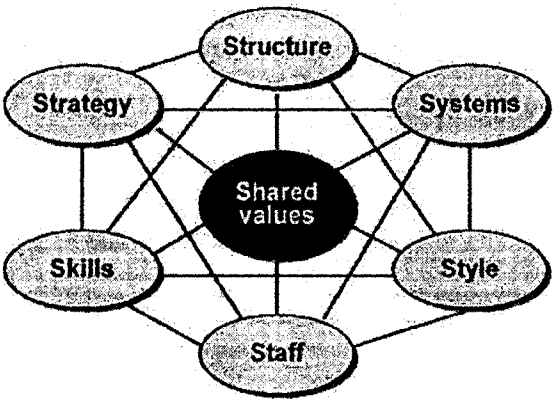
An organization consists of a group of people working together to achieve one purpose (Mejia, Balkin and Cardy, 2005). Many organizations are unprepared to deal with any changes that may occur. In order to be successful, an organization needs a good management.

What should be carried out when an organization confronts problems such as decrease in work performance? In this review, the researcher aims to find various management concepts to analyze the cause of such problems and will point out some techniques that will help improve the effectiveness of the organization (Brown, Harvey, 2006).

2.1.1 Theoretical concepts

According to the 7S Framework of McKinsey -- a management model that describes 7 factors to organize a company in a holistic and effective way. All these factors determine the way in which a corporation operates. Managers should, therefore, take all of them into account, and make sure to use this strategy for an implementation. Since these factors are interdependent, they should be given proper attention. Failing to do so will result in others. Furthermore, the relative importance of each factor may vary over time (Peters, T. and Waterman, R. 1982).

Figure 2.2: McKinsey Model – 7S framework



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In conclusion, Organizations are formed to serve some human need, whether that is to provide products or services, comfort or collegueship, inspiration or education. In an organization body, persons are associated to achieve some end by performing some functions or work. The organization has been described as a collection of human objectives, expectations, and obligations. It structures human roles and relationships to attain its ends (Moran & Harris, 1981).

2.2 Organization Development (OD) and Intervention

Most organizations are unprepared to cope with rapid change. An organization needs to find a way to handle this situation. Thus, OD plays an important role in this change by providing strategies, structures and processes. Moreover, OD is oriented to improve the total system such as the organization and its parts in the context of a larger environment that has an impact upon them. Cumming & Worley (1993) points out that OD is not only designed to solve a single problem or a temporary problem of organization, but it is also used to improve the performance and satisfaction of an organization.

Besides, Harvey and Brown (2001) mentions about the model of OD process for the successful change. This model requires 6 stages which are interdependent and in a logical order:

Stage one: Before implementing the change, an organization must foresee the need for change.

Stage two: An organization should strengthen “consultant VS client” relationship. -- A key factor for success or failure in the OD program.

Stage three: An organization should have a “Diagnostic Phase”. This includes gathering data such as questionnaires, interviews, observations, and unobtrusive methods. The collection of data allows an organization to have an insight into client problems.

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Stage four: An organization should have an action plan which leads to a series of intervention aimed at solving problems and increasing organization effectiveness.

Stage Five: An organization should monitor any results and stabilize any desired changes.

Stage Six: An organization should encourage an improvement process and a team work.

2.2.1 Organization Development Intervention Techniques

The OD practitioners are sometimes called change agents. They use OD techniques to bring group members together to examine their own interaction, intervention, and the relationship to achieve organization effectiveness. There are no universal rules to solve all the organizational problems. However, some general techniques of OD are provided as followed:

Process consultant: This technique aims at establishing a better relationship in an organization, especially among group members. Once assistance is given, they will be equipped with skills that enable them to solve their own problems (Cumming and Worley, 1993).

Managerial grid: This technique shows any organization concerned for people and for production. An OD practitioner can apply this technique as a tool for assessing the leadership style in the organization and to encourage manager toward the optimum position.

TQM: This includes all activities which are essential for achieving high quality goods and services in the marketplace.

In order to succeed in any business, an organization needs to be well-adapted and to improve themselves with the available resources.

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Organization development techniques have been developed but little has been done to compare their impact. It is expected that different techniques would affect organizational variables in unique ways. Some techniques would probably be more effective in changing certain variables than others. Similarly, interventions of varying intensities would also be expected to yield different results. This study attempts to assess the ODI in an effort to decide the comparative impact of the more common change techniques and varying intervention intensities to the company.

2.2.2 Change Management process

Jeanie Daniel Duck stated in the Harvard Business Review that organizational change management includes processes and tools for managing the people side of the change at an organizational level. These tools include a structured approach that can be used to effectively transition groups or organizations through change. When combined with an understanding of individual change management, these tools provide a framework for managing the people side of change. Organizational change management processes include techniques for creating a change management strategy, engaging senior managers as change leaders, building awareness of the need for change, developing skills and knowledge to support the change, helping employees move through the transition, and methods to sustain the change such as measurement systems, rewards and reinforcement (Harvard Business Review, 1988).

According to figure 2.3, an organization's work which is performed by groups' characteristics can produce resistance to change. First, the groups enlarge strong uncereemonious norms that identify appropriate and inappropriate behaviors and govern the interactions among groups. Change alters task and role relationships in a group; it disrupts group norms, and

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informal expectation that group members have for one another. Consequently, members of the group may resist change because a new set of norms are developed to meet the needs of the new situation. Moreover, there are many reasons why people resist the change such as the fear of uncertainty about its outcome. Moreover, there is a general group of people who subjectively recognize information depending on their existing views of their organization. Thus, when change occurs, employees tend to focus only on how it will influence on them.

Table 2.1: Resistance to change

Resistance to Change
Organizational Level <ul style="list-style-type: none">• Structure• Culture• Strategy
Functional Level <ul style="list-style-type: none">• Differences in Submit Orientation• Power and Conflict
Group Level <ul style="list-style-type: none">• Norms• Cohesiveness• Groupthink
Individual Level <ul style="list-style-type: none">• Cognitive Biases• Uncertainty and Insecurity• Selective Perception and Retention• Habit

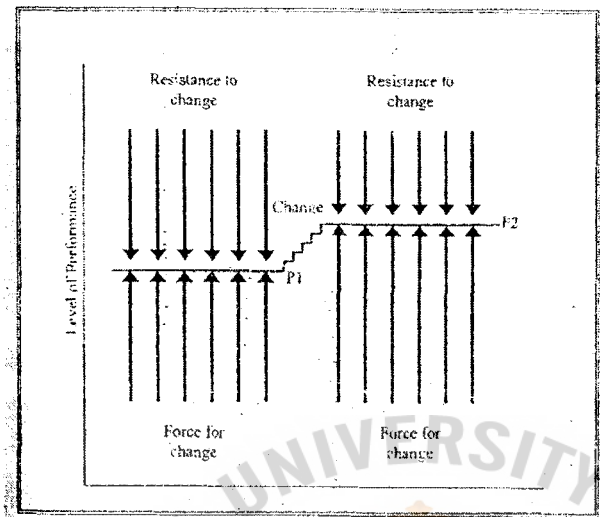
Source: Jones, 2004, Organizational Theory, Design and Change, (4th edition).

2.2.3 Lewin’s Force Field Theory of change

According to Lewin’s force field, the two sets of forces resist to each other in an organization (Jones, 2004). If the force is balanced, the organization will be inertia. To get the organization’s change, the manager must find a way to increase the forces for change, to reduce resistance to change. This strategy can result in a change in an organization.

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Figure 2.3: Lewin's Force Theory of Change



Source: Jones, 2004, Organizational Theory, Design, and Change, (4th edition).

As shown above, an organization at performance level P1 is balanced; so forces for change and resistance to change are equal. Management makes a decision that the organization should try hard to achieve performance level P 2. To get to P2, manager must enhance forces of change and decrease resistance to change or to do both. The achievement will be reached when the organization reach the performance of P 2.

2.2.4 General model of planned change

This model explains the four activities that OD practitioners and organizational members jointly handle in the organization development. The connecting arrow shows the sequence of events, from entering and contracting, to diagnosing, and to planning and implementing change, to evaluating and institutionalizing change. The lines connecting the activities are focused on an organizational change and not in a direct linear process, but involve overlap and feedback among the activities.

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Entering and contracting

Gathering the initial data is to understand the problem facing the organization. When information is gathered, managers and members in the organization discuss about the problem and develop contract to engage the planned change.

Diagnosing

This is the one of the most important activity of OD. It focus on choosing the proper model for understanding the organization and gathering, analyzing, and feeding back information to managers and organization members about the problems or opportunities that exist.

Planning and implementing change

In this stage, organization members and OD jointly plan and intervene the process. There are many sources to design intervention. For instances, the organization's readiness for change, its current change ability, its culture and power distribution and the change's agent's skills and abilities. Also implementing intervention is concerned with leading and managing change process.

Evaluating and institutional change

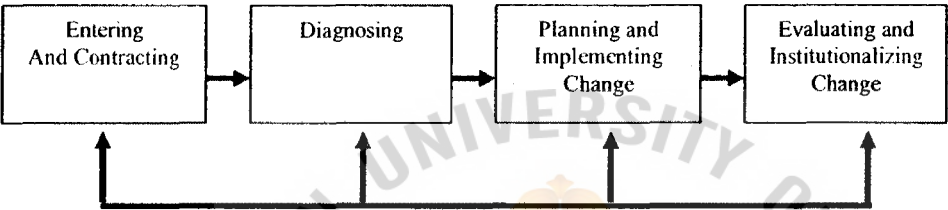
This is about evaluating the effects of intervening and managing the institutionalization of successful change program. Institutionalizing successful changes involves reinforcing through feedback, rewards, and training.

However, the change management process deals with how to get things done. The process of change requires management as the organization make the process effectively, and

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efficiently and close to the plan as much as possible. This process involves with a lot of decision making as problems and a professional team is to take responsibility and deal with it (Harvard Business Review, 1998).

Figure 2.4: General Model of Planned Change



Source: Cummings T.G., and Worley C.G. (1993). *Organization Development and Change*, 5th Ed. USA: West Publishing Company.

Finally, Management’s responsibility is to detect trends in the macro environment as well as in the micro environment so as to be able to identify changes and initiate programs. It is also important to estimate what impact a change will likely have on employee behavior patterns, work processes, technological requirements, and motivation. Management must assess what employee reactions will be and make a change program that will provide support as workers go through the process of accepting change. The program must then be implemented, disseminated throughout the organization, monitored for effectiveness, and adjusted where necessary.

2.3 Life Cycle of Organization

Organizations are like a living organism. They go through the normal struggle of the organization life cycle and are faced with the transition problem or the next level of

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development. Sometimes they themselves cannot resolve their problems because they are infected with diseases and are required an external intervention for solution (Adizes, 1988)

Dr. Adiez (1988) explains that the stages in an organization life cycle are predictable. Knowing where the organization is placed in the life cycle will enable the management to take preventive measure in order to cope with any rising problem or even to avoid them.

Dr. Adiez's intervention has a profound impact on changing organization climates. He also explains how an organization perceives itself and how people relate to each other, how they work as a team and how they make a decision and react to problems.

As a living organism, the growth and the aging of an organization are marked first in inter-relationship between two factors: flexibility and controllability. A young organization is flexible, but not controllable while an aging organization is more controllable.

The work of American management thinker and consultant Dr. Ichak Adizes (1988) distinguishes the following phases: Courtship, Infancy, Go-Go, Adolescence, and Prime, marking the growth period of an organization, and Aging, Aristocracy, Bureaucracy, and Death, marking the aging of the organization. Each of these phases is characterized by a set of unique pitfalls and challenges.

Stage 1: Courtship focuses on dreams and possibilities.

Stage2: Infancy is action-oriented and opportunity driven. It does not have any managerial in depth of rules, policies, and regulation.

Stage 3: Go-Go is a stage of successful products and services. It is flourishing. The founder is indispensable. Some problems involve with some confusions in roles and responsibility.

Stage 4: Adolescence is a stage of decentralization of an authority. Leadership changes from entrepreneurship to professional management as well as goal displacement.

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Stage 5: Prime is the optimal position on the life cycle where organization finally balances between control and flexibility. It wishes to keep status quo and has a sense of security.

Stage 6: Stable is positioned at the top of the life cycle. It starts to lose the vitality and become aging. The symptoms happening at this stage are attitudes and behaviors of leaders.

Stage 7: Aristocracy is a very strong financial statement which reduces an expectation for growth. It focuses on the past achievement rather than the future.

Stage 8: Early bureaucracy focuses on people causing the problem rather than what to do with the problem.

Stage 9: Bureaucracy has many rules and follows the ritual but reason. It is internally disassociated.

Stage 10: Death occurs when nobody remains committed to sustaining the organization.

In addition to these phases, Adizes (1988) distinguishes four essential management roles: the Performer, the Administrator, the Entrepreneur, and the Integrator. Each phase in the life cycle of the organization requires a different combination of roles. For example, for an organization in the Infancy phase, it's quite unhealthy to be strongly influenced by the Administrator role. While the creation of systems and procedures can turn out badly for the immature organization, the absence of the Administrator in a later phase can be just as deadly for the organization. A sound understanding of the four roles and their relationship with the different phases in the life cycle can help an organization identify the optimal path to growth.

Performer: The success is measured by profit attained through goal and task clarification. The management styles focuses on designing rules and instructions as well as directly supervise workers to keep on tasks.

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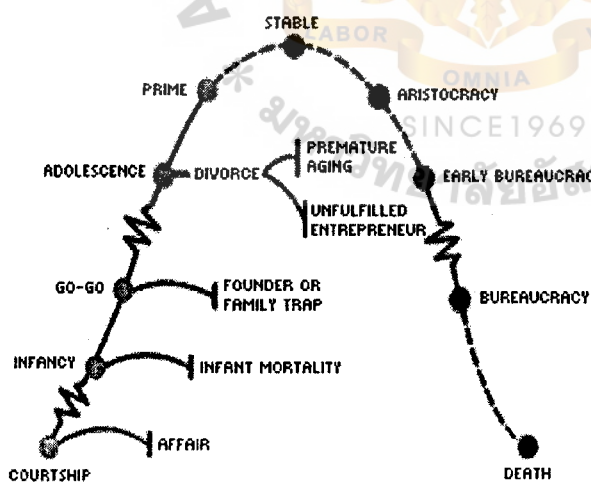
Administrator: The management style focuses on stability, hierarchy, rationalization attained through defining responsibility. The success is measured by all documentations.

Entrepreneur: The management style concentrates long term vision as well as lives with adapting and managing change by creative thinking.

Integrator: It focuses on human relation. The manager acts as a facilitator. It also creates team building and effective communication among them.

However, the researcher uses the Adizes model to adapt to P. Lube Company because it helps researcher and managers to understand the organization life cycle. Moreover, employees' problems might be caused by the management style and organization life cycle. Therefore, managers can find the solution to prevent the problem in the right direction.

Figure 2.5: Organization life cycle



Source: <http://www.adizes.com>

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2.4 The Family Business Theory

Lea, 1991 states that a family business which is partly or wholly owned by family members. Moreover, the business might be held by the founder or is directly managed by a spouse or relatives.

In addition, family owned business plays an important role in business formation, providing amassing capital and trustworthiness as well as an offer in psychological support for any traumas of an entrepreneurship because the business lasts with ownership in the same family. Therefore, the leaders think that relationship does matter and lead business to more ethical and personal practices (Fort, 1994).

However, Upton, 1995 argues that the family relationship increases the complication of operating and developing a business. Many of family businesses are dysfunctional dimension and focus more on constructive function. But family business is still growing extensively and continually. A good example of this is Charoen Phokhaphand, Thailand or C.P. (Aronoff and Ward, 1995).

Lea, 1991 also states that when only a few family members share decision making authority, a company can aggressively respond to changes in the business environment. A family business is bound and characterized by unity and loyalty. Many founders do not naturally trust anyone and do not believe that non-family members will be able to handle the business. Therefore, family members usually have more special privileges than non-family members.

Lester and Parnell (2004), with specific reference to family businesses, suggests a five-stage life-cycle model to analyze transitions in family businesses. At the initial phase or existence phase they suggest that the focus of the family business is on Viability. At this stage

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the entire management of the business is in the hands of one person or the founder who is responsible for the entire business.

At the second phase or survival the business focuses on growth and generating sufficient revenue to sustain the business. Management and power is often shared in this phase as more members of the family or non-family members enter the business.

The third phase of success is characterized by formalization of the business and its processes and control through bureaucracy which become the norm. During this phase the family business grows and diversifies using specific growth strategies. The fourth phase or a renewal phase is defined as the period where the business desires to return to leaner times, as the business strives for growth and revival.

The final phase or a decline phase is characterized by the members becoming more concerned with personal goals than the goals of the business.

In the researcher's point of view, Family decision has much more influence on the company. Also, even though the owner lets his own daughters and sons taking care of some parts of the business, the major decision is still on the owner's hand. The company is in the stage of maturity because company's operations are routinized to the point of automatic behavior and expectation. Growth is very modest. Revenues and profit for a large portion of the time are at the peak.

2.5 The role of Human resource management

HRM comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. Within this model, collective industrial relations have, at best, only a minor role. Despite the apparent attractions of HRM to

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managements, there is very little evidence of any quality about its impact. Furthermore, very few UK organizations appear to practice a distinctive form of HRM, although many are moving slowly in that direction through, for example, policies of employee involvement (Boxall, Pucell, and Wright, 2007).

HR or personnel management is an essential part of every manager's responsibility, thus managers must consider employees as the most valued asset of an organization. A proper blend of HR strategy and job design is required. There should be appropriate manpower planning. Employees must be selected according to the knowledge, skills, and abilities that are apt for the job to be performed. Apart from this, employees must be given proper training so as to enhance their level of knowledge, which will in turn motivate them to perform better and strive to be in a better position to meet global challenges. Alterations must also be made to organizational policies to consider employee benefits so that employees benefit from contributing to achieve organizational goals. Employees must be evaluated annually on the basis of their performance, and employees who perform well must be delegated with increased responsibility and recognition, leading to an increased level of motivation. Finally, interactional levels must be increased, with the creation of informal groups so as to meet social demands and motivate employees in the collective representation of organizations (Garg and Rastogim 2006).

In this study, the researcher will discuss one part of Human Resource Management that can develop appropriate strategies to increase level of motivation, job satisfaction and improve employee's performance by designing performance management to fit with the company.

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2.5.1 Theories related to Performance management

Boxall, and Purcell (2003) states that performance management process is powerful to provide employee's rewards. This performance management can build up a positive psychological contract by illustrating the shared expectation of managers and their employees. Motivation can be provided by comment. Performance reviews can notify personal development planning, thus encouraging self-managed learning with maintaining as required to the manager and the organization.

Bacal (1998) mentions about the performance management, a kind of development that involves every part in the organization in order to put in value to organization. It includes all people in organization as managers, and workers understand the objective of organization and have a clear expectation mutually.

Also Bacal (1998) points out that performance management can sustain managers to recognize the problem and solve the problem to get the organization more effective. In addition, performance management can give information for managers making a decision about promotions, employee development and training. In addition to this, performance management can provide comment to employees in terms of sustaining the motivation.

To provide for the above needs of an employee, let's consider what should happen at each stage of the Performance Management Cycle:

1. **Planning Performance:** Performance Measures (Goals, Objectives, Targets, KPI's, Competencies, etc.) for individual employees (at all levels) are jointly discussed and agreed during one-on-one, face-to-face meetings with their direct line managers. These are put into a formal, written Performance Agreement for each staff member.

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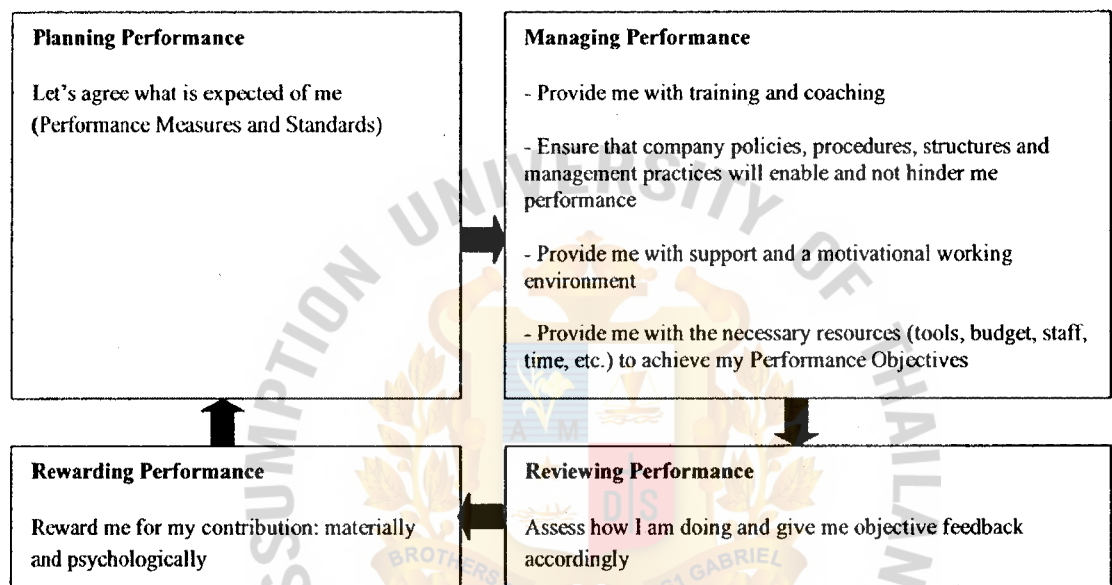
(Performance Agreements can also be drawn up for entire work teams in organizations where teamwork is paramount.)

2. **Managing Performance:** During this stage, employees implement/execute their agreed Objectives/KPI's. They manage their own performance, assisted by line managers who should aim at removing performance obstacles in the work environment and providing the necessary resources, training and coaching. Line managers are also responsible for integrating and coordinating (horizontally and vertically) the Objectives/KPI's of all their employees/units/teams, monitoring their performance, taking corrective action, and doing joint problem solving as and when necessary. The leadership, motivation, feedback, reinforcement and support they need to provide throughout are of utmost importance
3. **Reviewing Performance:** During formal Performance Appraisal/Review Interviews, employees and their line managers discuss (and assess) how well the agreed Objectives/KPI's had been achieved and specified Competencies demonstrated. Problem areas are identified and corrective measures put in place, including possible coaching and training that the jobholder needs. Depending on the type of organization and its management philosophy, the frequency of Performance Appraisals may be any of 1, 2, 3, 4, 6, or 12-monthly (Appraisal Smart caters for all these options).
4. **Rewarding Performance:** The actual RATING of performance (how well each Objective/KPI had been achieved and Competencies demonstrated) forms part of the Performance Appraisal/Review Interview. Rewarding people for good performance takes the form of monetary incentives or rewards (performance-based pay such as bonuses and/or salary adjustments). However, the power of non-monetary rewards, such as praise

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and recognition should not be ignored and need to enjoy much more emphases than it generally do. (Source: <http://www.appraisal-smart.com/performance.htm>)

Figure 2.6: The model of Performance Management



Bacal (1998) states that performance management should provide strategy, budgeting setting, performance appraisal, and incentive compensation.

Performance management and rewards

Armstrong and Baron (1998) states that performance management is a strategic process to improve performance of the workers and develop capability of individual assistance and team. Performance management is integrated by 1) linking business, team, individual objectives 2) linking different aspects of human resource management, especially organizational development,

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human resource development and reward to achieve a rational approach to the management and motivation of people.

The purpose of performance management is to get a better result from the organization, teams, and any individuals by understanding and managing their performance within any planned goals, standard and capability. Performance management also formulates an important support to the motivation of people by providing much non financial motivation. Performance management, if carried out properly, can motivate people by purpose as a key part of total reward process. It provides rewards in the form of recognition through feedback, opportunities to accomplish, the scope to develop skills, and direction on career paths. It can encourage job enlargement and promote commitment. All these are non-financial reward that can make long lasting and more powerful effects than financial rewards such as performance related to pay. Performance management is also related to the payment by causing the information required to make a decision on pay increase or bonus related to performance. (Armstrong, 2007)

Incentive rewards

Sandra O'Neal (1998) mentions the reward strategy which can motivate employees to contribute some extra efforts and increase effective worker shifting values.

Pfeffer (1998) states that rewards can motivate employees to create challenging and empowering at work environment in which individual can utilize each ability to do meaningful jobs that employees can show positive reception to improve motivation and performance.

Armstrong (2007) concludes the benefits of a total reward as follows:

1. Rewards can have an impact on motivation and commitment of people.

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2. Rewards may bind an individualist more strongly to an organization because they can fulfill an individual needs.

Manus, and Graham (2003) reviews that a reward program is very necessary in each organization because it can be a good stimulator to employee's performance. Reward program is designed by intrinsic rewards such as recognition, self-esteem, and work itself and extrinsic rewards such as base pay, employee's benefit and bonus, but it depends on individual's need referring to Maslow's theory of need.

Gomez-Mejia, et al (2004) gives the opinion that although extrinsic rewards are absolutely a kind of strong motivator, some of employees might be more interested in intrinsic rewards such as job enrichment, training program, and promotion. In addition, the researcher comments that pay is considered as a short term motivator. Armstrong (2007) argues that more money can motivate employees to work (With the satisfaction of many needs such as basic needs for continued existence). Even though money satisfies less attractive, nevertheless it can be common impact of acquisitiveness. Therefore, money may in itself have no intrinsic meaning, but it acquires significant motivating power because it comes to represent so many intangible goals. Pay is an important consideration for employees to decide whether they want to stay with the organization.

However, Herzberg, Mausner, and Synderman (1957) argue that while employees lack of money, this may cause dissatisfaction. Although money is not the employees' lasting guaranteed satisfaction, it is highly recommended that managers value their employees. To illustrate this, Pfeffer (1998) believes that pay cannot substitute working atmosphere. On the contrary, faith, and significant work.

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Besides, the researcher supports the theory of Maslow and Herzberg by concluding that it may be the contingency factors that have an impact on pay. Here are the reasons: (Lawler, 1990):

1. An individual feels that their pay is fair.
2. An individual is satisfied with other aspects of employment namely, promotion, status, and relationship with colleagues.

Besides, Dianne, Luthans, and Sommer (1993) mentions that American motivation is reflected in a decidedly individualistic perspective and may not be applicable in other countries such as China which emphasizes on assigning people to jobs rather than exercising the freedom of choices. This is why HRM has similarities and differences.

To date, in terms of the extrinsic rewards, the Russian factory workers relies on individual bonus and piece rates, and this is seen to shape their performance to increase their rewards. But American provides valued rewards to workers upon their performance improvement such as T-shirts, coffee and etc. American can make goods valuable to the workers than money (Luthans, 1993).

Performance appraisal

Gomez-Mejia et al (2004) mentions that a performance appraisal helps manager to decide the personality related to high performance outcome. Then managers present feedback and help employees to achieve a high performance.

Performance appraisal is one way to widen employee's motivation (Schermerhorn, 2002). Performance appraisal also helps manager to determine employee's work, promotion, rewards and termination. Moreover, performance appraisal can improve employee's performance and career development. Most of appraisals are conducted on a yearly basis.

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In terms of performance management, this is the part of Human Resource Management process. It is identified that performance management can raise worker's job satisfaction and the satisfaction with pay. HR's policies of performance management may experience reduced job satisfaction. In this research, the researcher understands that performance management of the company is not sufficiently aware of what works or not work in the situation of workers. Therefore, the researcher will develop appropriate programmes and provide opportunities for management team to reflect on the experiences subsequently in the job with workers. This can be done through measurement and ensure the optimum motivation and performance from workers.

2.6 Theories related to Motivation

Many scholars express that many contemporary authors have also defined the concept of motivation as the psychological process that gives behavior purpose and direction. As well as a predisposition to behave in a purpose to achieve unmet needs (and motivation is an internal drive to satisfy unsatisfied needs (Bedeian, 1993). In addition, some scholars discover that manager needs to understand what motivates employees to perform as managers expect. Of all the functions a manager performs, motivating employees is controversy the most complex because what motivates employees change consistently. Alpander (1982) states that motivation is the effort and desire that influence how vigorously an individual will use one's ability on the job. The way managers understand what motivates employees and how motivates them.

Kressler (2003) argues that there are no perfect motivation tools that works for everyone in every circumstance. It should be adapted to fit the circumstances. Motivation can be influenced by individual and situational factors. It can be motivated by group fitting in, dealings with the company, value and feeling connected to the business objective. Motivation is used to

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please others but negative motivation arises when people are not treated properly. So frustration can lead to avoidance and refusal.

Besides, employees perform satisfactorily based on their abilities and aptitudes. Before understanding of motivation, it should understand human personalities and how employees perceive the job and work settings. Recognizing employees' personality and attitude of employees towards work environment will be easy to apply these factors to motivation (Sherman, Bohlander and Chruden, 1988).

According to P. Lube Company, supervisor should sometimes understand each worker. This includes how employees respond to the different situations at work, their interest or belief. Also, the researcher agrees with Sherman, Bohlander and Chruden (1988) on the holistic approach because the interested employees take a reward from the satisfaction that comes from each performance. Thus, intrinsic rewards might be more interesting than extrinsic. However, extrinsic rewards might be useful for the different job which the workers become certified.

In addition, Sherman, Bohlander, and Chruden (1988) have another good point of view that supervisors and managers should concern for employees' feeling and belief in order to motivate them to make maximum use of their abilities.

However, many theorists try to understand what motivates human behavior to offer the guideline for managers who manage others as follows:

Starting with Frederick W. Taylor (1856-1917), his work promoted efficiency and effectively to industrial managers to find improved ways to increase performance. Robbins (2001) sums up Frederick's works that he considers money to be the main motivator for workers. Frederick Taylor implements scientific investigation how jobs are done by creating "division of labor" and trained employees with the right tool for them. For instance, he applies "piece rates"

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that workers should be paid by related to productivity. According to the theory of Frederick workers are not viewed as human being, but rather as a machine. Money is critically significant to them as many of them nearly live on the breadline. Also, Taylor's design can apply to despotic management and McGregor's theories X that workers wish to avoid accountability (Lawler, 1973). Kumar and Mittal, 1981 continually points out another scientific management theorist, Frank and Lilian Gilbreth are on the view that managers should appear at workers to understand their personality and needs rather than money as suggested by Taylor. According to Frank and Lilian Gilbreth's works, Henri L. Gantt recognizes human factor as sympathy for the unprivileged workers. Managers may pay bonus to employees because minimum wage cannot guarantee the output. However, rewards to efficient workers producing standard or more than standard output (Robbins, 2001).

As Keizun (1991) analyzes that Russian scholar used to criticize on Taylor's scientific management as an example of the exploitation of workers by Capitalists. Conversely, Russian advocates Taylor's methods as a way to increase the productivities of workers. Particularly, the use of piece rate incentive systems, extrinsic rewards to get workers to improve performance. Besides, Lawrence and Vlachoutsicos (1990) agree with Keizen (1991) that Russian factory workers tended to rely heavily on individual bonuses and piece rates. In addition, they support Frederick Taylor's idea found that appropriate incentive increase output and decrease internal monitoring costs by providing workers an incentives as regular in increases in wages, piece rates, bonuses and stock ownership.

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Behaviorist perspectives

According to the statement “Management involves getting with and through people.” So the behaviorist perspective focus on motivation, individual drives, group relation, leadership and group dynamic (Robbins, 2001). Contrast with Federick Taylor, Elton Mayo (1880- 1940) observes that workers are not concerned with money but can motivate by having social needs met whilst at work. BY studying “Hawthorne Studies”, the cause to increase the productivity of the workers was not a money per-se but it may depend on less restrictive of supervision, autonomy, work condition, and cooperation between workers and management (Robbins, 2001). Employees have five levels of need hierarchy like lower level of needs: physiological and safety needs and higher level of needs: social, esteem and self actualization. Abraham Maslow (1943) believed that lower level of needs should be satisfied before higher level of needs. Anyway, some scholar thought that it was intuitively logical but it had no empirical support got his work (Robbins and Coulter, 2006).

Douglas McGregor (1960) examines the theory on behavior of individual at work and he constructs a model theory X and theory Y to manager who understand the behavior of employees. First, theory X has no ambition and responsibility. Also people work for money and security which is related to Maslow’s theory. On the other hand, theory Y is the person who is committed to the objective and strives for success. Moreover, Motowidlo (1996) pinpoints the argument from Douglas McGregor (1960) that under the theory X, the company relies on money and wages to satisfy employees. If those needs are satisfied, the source of motivation will lose. Consequently, McGregor thinks money is not an effective motivator. He realizes that in today’s society, people need to achieve self actualization.

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It's not illogical to determine that the more satisfied the employee, the better he or she will perform. The environment created for employees must be one that is constructive to positive energy. If employees are happy at work, they will naturally do their work well. Job satisfaction is a very important key frequently measured by organizations (The Harvard Professional Group, 1998). Managers are encouraged to think according to Herzberg's (1957) and Maslow's (1943). Creating a good blend of factors that put in to a stimulating, demanding, encouraging, and rewarding work environment is vital. Because of the relative importance of pay in the reward system, it is very significant that salaries is connected to job responsibilities as pay increases to the performance rather than seniority in some companies (Herzberg, Mausner, Peterson and Capwell, 1957). If the factory wishes to motivate its workers, it must be aware of the fact that the lack of dissatisfaction does not create satisfaction. Worker may be very dissatisfied if they lose their benefits, but they are rarely the source of great satisfaction (Locke, 1976).

Job design is vital concept to motivate employee's satisfaction in which they feel they can make differentiation. Locke (1976) considered job satisfaction and job dissatisfaction between job enrichment and job enlargement. Job enrichment is asked to do more challenging task will probably be more satisfied than will a worker who is simply expected to do an increased amount of the same work as job enlargement. Also, Job enrichment can related to content factors from Maslow's theory namely, removing job controls, give workers complete units of work to create or allocate specialized tasks to workers so they can become experts.

Robbins and Coulter (2006) indicates that Job Characteristics model provides framework to guide managers in designing motivating jobs. IT identifies five primary job characteristics, their interrelationships and their impact on employee productivity, motivation and satisfaction.

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The 5 Job Characteristics produce critical psychological states:

Toward Meaningful Work

- **Skill Variety:** degree to which job requires different skills
- **Task Identity:** degree to which job involves completing a whole identifiable piece of work
- **Task Significance:** extent to which the job has an impact on other people, inside or outside the organization

Toward Personal Responsibility

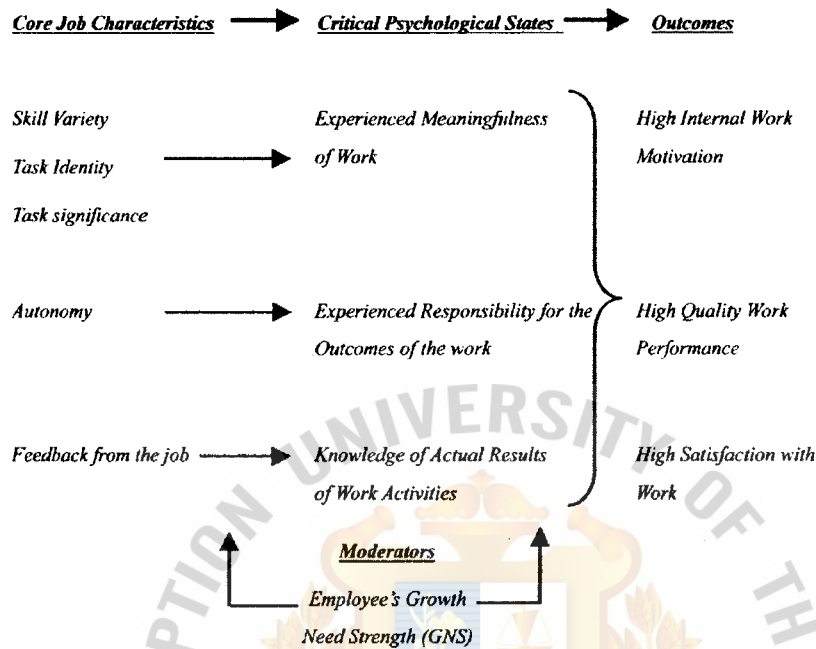
- **Autonomy:** extent to which the job allows worker to exercise choice and discretion

Toward knowledge of results

- **Feedback from the job:** extent to which the job itself (not other people) provides worker with information on their performance.

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Figure 2.7: Job Characteristics Model (JCM)



Source: J.R. Hackman and J.L. Suttle (eds), improving life at Work (Glenview,Il:Scott, Foresman, 1977) cited by Robbins and Courter (2006).

According to JCM, employees are likely to be motivated when they learn via feedbacks that they perform well on work they care about through skill variety, task identity and task significance. The more jobs are designed around three dimensions, the more employees' motivation, performance and satisfaction is. Also, the employees who have high growth needs will lead to positively respond toward their work.

Cognitive approach

As early theory of motivation, they represent a foundation from which contemporary theories have grown. Practicing managers regularly use these theories in explaining employee

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motivation but applying contemporary way of thinking. Cognitive theory is a theory of psychology that attempts to explain human behavior by understanding the thought processes.

Starting with Goal setting theory explained that employees need to be done and how much effort will need to be expended like Management by Objective (MBO). It is converting overall organizational objectives into specific objectives for organizational units and individual member (Robbins and Coulter, 2006). However, the failure may result from unrealistic expectations regarding results and culture incompatibilities.

Robbin (1998) states that MBO is imposed goals with the contribution. Managers and employees mutually decide the goal and how to measure it. Robbins (1998) states more about the advantage of MBO that it provides employees' endeavor and manager's effort to help employees to meet the purpose. The process is related to direct communication between employees and managers. Also MBO can build relationship among organization.

Moreover, motivation is influenced by other's rewards as well as by one's own reward as equity theory. Most researchers focuses on pay but employees seem to look for equity in the distribution of other reward. Managers should consider sharing information on how allocation decision is made. The followings are reliable and unbiased procedures (Robbins and Courter, 2006). Besides, Adam discovers that employees evaluate their equity with others. Equity is achieved when the ratio of employees' outcomes over inputs are equal to others (Adams, 1965).

Another scholar, Skinner (1953) states that employees' behaviors lead to positive outcome will be repeated and behaviors lead to negative outcomes will not be repeated.

Armstrong (2007) mentions that the most significant standard of reinforcement theory is, of course, reinforcement. There are two types of reinforcement: positive and negative. Positive reinforcement arises when the amount of a valued behavioral result has the consequence of

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strengthening the prospect of the behavior being repeated. The precise behavioral effect is called a reinforcer.

Negative reinforcement occurs when an unwelcome behavioral consequence is pending, with the effect of intensification and the repeated prospect of the behavior. One often confuses negative reinforcement with punishment. In fact they are not the same. Punishment attempts to decrease the probability of definite behaviors, but negative reinforcement attempts to amplify desired behavior. Thus, both positive and negative reinforcement have the effect of increasing the probability that a particular behavior will be learned and repeated.

Armstrong (2007) states that reinforcement theory requires principles of reinforcement theory to managerial settings. This is called behavioral modification, or behavioral contingency management. Typically, a behavioral adjustment program consists of four steps:

1. Specifying the desired behavior as objectively as possible.
2. Measuring the current incidence of desired behavior.
3. Providing behavioral consequences that reinforce desired behavior.
4. Determining the effectiveness of the program by systematically assessing behavioral change.

Reinforcement theory is an important clarification of how people are trained behavior. It is often applied to organizational settings in the context of a behavioral adjustment program. Although the assumptions of reinforcement theory are often criticized, its principles persist to offer important insights into individual knowledge and incentive (Armstrong, 2007).

Besides, Vroom's theory is based on the belief that employee's effort will lead to performance and performance will lead to reward. Anyway, it depends on individual's valence (Vroom, 1964). Also expectancy theory lends itself to cross cultural application (Petri, 1981).

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Petri (1981) adds that expectancy theory assumes that people have organized on the environment. The content which other cultures manage their work environment varies widely. Expectancy theory is classified as a growth theory of motivation, since it emphasized on individual perceptions of the surroundings and successive interactions occurring as a consequence of personal expectations. In particular, expectancy theory depends on intrinsic motivators to explain causes of behaviors revealed in the workplace. Motivational theories based upon the concept of extrinsic motivation which external rewards as inducing motivational states that fuel behaviors is assumed that employees make aware of choices to maximize their self-interests (Porter and Lawler, 1968).

2.7 Theories related to Job Satisfaction

The attitude of the employees towards their works is normally referred to as job satisfaction. It can measure the reflection of the individual’s performance. The job satisfaction is a personal feeling of an individual towards their job. Therefore, the literature review of employee’s attitude is involved with job satisfaction.

Herzberg (1959) proposed the Motivation-Hygiene Theory, also known as the two factor theory of job satisfaction. According to his theory, people are influenced by two factors:

Table 2.2: Herzberg’s motivation and hygiene factors

<u>Motivator Factors</u>	<u>Hygiene Factors</u>
<ul style="list-style-type: none">• Achievement• Recognition• Work Itself• Responsibility• Promotion• Growth	<ul style="list-style-type: none">• Pay and Benefits• Company Policy and Administration• Relationships with co-workers• Physical Environment• Supervision• Status• Job Security• Salary

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According to Herzberg, Mausner, and Snyderman (1959), they states that the job satisfiers deal with the factors involved in doing job, whereas the job dissatisfies deal with the factors which define the job context.

Moreover, Herzberg, Mausner and Synderman (1959) sum up the principles relating to hygiene dynamics as follows:

1. Hygiene factors focus on the context in which the job is done, the condition that surrounds the doing of the job.
2. When Hygiene factors depreciate to a level below that which the employee considers acceptable, then job dissatisfaction ensues, Hygiene factors directly affect on job attitude, primarily satisfaction and dissatisfaction.
3. When Hygiene factors have been satisfied or provided to a level which the employee considers acceptable, there will be no dissatisfaction, but neither will there be significant positive attitude.
4. The prevention of dissatisfaction is just as important as encouragement of motivator satisfaction.

Miner (2007) concludes that Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.

In addition, the factors of satisfaction are different from each one's task for the different reason and the factor makes one's fulfilling needs are different. Perhaps, two people who get in the same position and receive the same amount of salary but one might have more satisfaction

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than another. Therefore, this all depends person's goal and consideration of rewards and satisfactory (Robbins, 2001).

Robbins, S. (2001) still mentions that job satisfaction is crucial because workers have high level of job satisfaction can turn into higher productivity, low level of turnover and absenteeism. Satisfaction is determined by mentally challenging work, equitable rewards, supportive working condition, supportive colleagues, and the good personality job fit and individual's character and the feeling of satisfaction of their work.

Besides, Parson (1972) views that the factors that leads to job satisfaction should concern on what organization expects from the employees in the role of which they are assigned and an individual's expectation on his or her work condition.

In conclusion, As Job satisfaction has been defied as a pleasurable emotional state resulting from the appraisal of one's job. So it can influence on employee performance. ODI program can intervene the attitude of job satisfaction of employee and determine the most important factors for employees. Then, the researcher would like to develop activities and programs to improve performance management and employee motivation to satisfy employees. When employees are happy with their jobs, it might lead to the willingness of doing their jobs and might achieve employee performance as management's expectation.

2.8 Theories related to Employee Performance

Schermerhorn (2000) briefly discusses the job performance that the efficiency of task accomplishment by an individual or group to achieve organizational goal on terms of productivity, quality, reducing cost and etc.

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Shermerhorn (2000) points out that trait, environment and individual factors such as marital problem, educational background, etc. can relate to the job performance of employees. However, there are still some other factors relating to job performance. Employee motivation and productivity can be enhanced and improved by creating a work environment that maximizes the factors that affect performance. These factors are simple to understand, easy to measure, and can add a tremendous value to any organization that is willing to implement them. For instance, Gibson (1991) recognizes that rewards are the motivator for any good performance. If a person values rewards such as each person weight in promotion and reward allocation, it will impact on the level of job performance. As a consequence, it will lead to individual's effort, skill, ability and experience of an individual. Porter and Lawler (1973) reconfirms that performance is determined by one's ability, skill and knowledge, effort, and pay satisfaction. Also, performance can lead to extrinsic and intrinsic rewards.

In this study, the researcher assesses ODI to find out which intrinsic and extrinsic rewards workers in P. Lube will lead them to improve job performance. Many researchers emphasize the general way to improve job performance, but they haven't conduct which level of intrinsic and extrinsic rewards can be more important to workers. A key predictor of job performance might be environmental congruence, or the fit between person and environment. Thus, environments that facilitate worker satisfaction are predictive of increased job performance and efficiency.

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2.9 Literature review related to the interrelationship of performance management, motivation, Job Satisfaction, and employee performance

When scholars conduct a research on motivation, they should consider the finding of Adler (1991) which is that American scholars usually employ American workers in American organization to develop their human resource management theories and research. For example, based on the Silverthorne (1992) study supports the various outcome and rewards among three different countries like USA, Russia and China. The same motivators apply to three countries but rewards are different.

Besides, demographic factor can affect the motivation as well such as Male and Female, Age group, career level and etc. So managers should be aware of demands for equality and interests of workers when it comes to the development of motivation system. The survey conducted in 2007 within the framework of the EU is a case in point. Project of Bulgarian industrial Capital Association concludes that the significant difference in motivation comes from the type of job and age groups. All level of production workers concerned for remuneration. However, those aged 36-45 years focused more on career development, compared with those aged 18-35.

The researcher finds out that personal characteristics and job model variables that improve sometimes the probability that improve performance that lead to specific rewards. However, Universalist assumption which is practiced in USA, but not elsewhere.

Adler (1991) adds that most American theories of motivation reproduce individualistic viewpoint and may not be applicable to those in Asian countries. The scholars need to be careful in design of the study and data results when they study motivational across culture and countries (Kranz, 1994; Puffer, 1994). For example, China assigns people to jobs rather than allowing

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them to have freedom of choice. However, American's human resource management theories, namely extrinsic rewards, behavioral management and participation are role model for many countries around the world. Also, the extrinsic rewards behavioral technique is found in operant learning theory by Skinner (1953) and is applied in organizations (Luthans and Kreitner (1985). Continually, the behavioral management is used to trained supervisors to contingent rewards such as praise and recognition as well as feedback when workers perform functional behaviors and improvement for identified dysfunctional behaviors. Furthermore, some researchers find the positive effects on the employees' performance (Kreitner and Luthans (1985). Therefore, some researchers agree that as employees' income increase, money will be less important and when employees get older, challenging in work becomes more important

Some scholars supporting Herzberg's works concludes that motivating workers is a part of successful employee management. More money cannot essentially motivate productivity. However, the outcome is that both promotion and wages are important stimuli to encourage employees to work hard. A comparison of the relative strengths of this outcome found that fair promotion is more powerful motivator than wage level increases.

There is an empirical finding by Ting (1997) which indicates that job characteristics such as pay, promotional, opportunity, task clarity and significance, and commitment and interaction have significant effect on job satisfaction.

Dating back to what Herzberg (1957) has discovered that there is a low correlation between job satisfaction of its workers and work force which is motivated to high quality performance and increased productivity because job satisfaction sometimes does not express commitment following by unhappy employees who are motivated by fear of job loss will not

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give 100 percent of their effort for very long. Though fear is a powerful motivator, it occurs only temporarily. As soon as the threat is lifted, performance will decrease.

In addition, Job satisfaction among various levels of workers is substantiated by John and Slocum (1971) which indicates that job satisfaction is positively related to job level. Alam S. and Kamal M. (2006) makes a comparison by conducting a research on the job satisfaction of female workers in garment factories in Dhaka City, Bangladesh. They measure the level of satisfaction which has a positive relationship with the level of wages, salaries and job security. They find out that there are no differences between job satisfactions across job level. But Ahasan, Laukkala, and Sadeque (2002) insists more of the wage gap between male and female that female gets lower wages than male factory workers. Therefore, this is an obvious attraction for employers to select them.

Eleen Appelbaum, Tom Bailey, and Arne L. Kalleberg (1999) find out from their study that the effects of workplace and human resource practices on firm performance and worker outcomes in three industries - steel, apparel, and medical electronic instruments and imaging. Job satisfaction is not just influenced by the characteristics of the job. Rather, good employee-management relations and practices that help balance work and family have strong positive effects on job satisfaction. Most of the research on balancing work and family has focused on women and female-dominated workplaces.

Weiss (1985) research semi-skilled production workers find that holding a wide range of personal and job-related characteristics constant, workers assigned to more complex jobs seem to be more likely to quit than are workers assigned to simpler jobs. Job complexity has no discernible effect on absenteeism.

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Linz S. (2003) surveys data collected in the summer of Year 2000 in Moscow, Saratov, and Taganrog, from 1,200 employees. He summarizes that the significance of respondent characteristics, job characteristics, and attitude toward the workplace in explaining the likelihood that workers will account a high level of job satisfaction. Job and firm characteristics, it is created that HRM practices lift workers' overall job satisfaction with pay. However, these effects are only significant for non-union members. Satisfaction with pay is higher where performance-related pay and seniority-based reward systems are in place. For the construction industry, it was discovered that a productive job created high job satisfaction while a nonproductive job produced dissatisfactions at all levels of the management and worker. This relationship is opposite to the one found in an office or factory setting which states that high job satisfaction leads to greater productivity. This opposite relationship is believed to be due to the nature of construction. In construction, a worker, through his own efforts, produces a highly visible, physical structure in which great satisfaction comes from its completion. Therefore, jobs that are well-planned create great satisfaction while jobs with poor management, create great dissatisfaction. This illustrates the relationship between job satisfaction and productivity since well-managed jobs are generally more productive. In construction, higher productivity means seeing the final result sooner which in turn creates job satisfaction (Borcherding, 1974).

Although HRM practices can raise workers' job satisfaction, if workplace pay disparity extends as a outcome then non-union members may experience reduced job satisfaction (Petrescu A., and Simmons R., 2008: p.656-667). Besides, large companies that have used job enrichment to increase employee's motivation and job satisfaction, including AT&T, IBM and General Motors (Daft, 1997) because job enrichment upgraded of responsibility, scope and challenge of work itself. Job enrichment usually includes an increased responsibility,

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recognition, opportunity for growth, and achievement. Therefore, manager should take job enrichment to stimulate work environment. Finally, Management and workers require careful planning and effort to maintain long term of job satisfaction.

Conversely, Takahashi (2006) finds that pay satisfaction is a vital concern to employee and employer, but many researchers ignore to research this part. Anyway, he believes that pay satisfaction can lead to a poor job performance, and job satisfaction. Therefore, there are no universal rules for explaining everyone's motivation but it may depend on individual's behavior and the role of human resource for each company. As Lawler (1990) points out that employees' satisfaction about their pay is based upon comparisons they make between their own with others. External market comparison is the most serious because they influence on employees whether they want to stay with the organization or not. In addition, he concludes that highly paid employees are likely to be more satisfied with their rewards but the satisfaction resulting from a large amount of pay raise maybe a short term. Maslow and Herzberg can support on this study. Kressler (2003) cites the outline of Frederick W. Herberg (1959) which comprises two types of working motivation for the employees. This is divided into intrinsic rewards and extrinsic rewards. Intrinsic motivation finally leads to satisfaction when it is completed through challenge. Extrinsic motivation leads to dissatisfaction when it is not completed. This happens when pay is not received. Moreover, there are regulations, relationship with managers, communication, work intensity and pay can lead to dissatisfaction. However, recognition, career development, and responsibility are intrinsic rewards that will lead to satisfaction.

In addition, incentives can encourage performance regardless of the level of motivation. If a person lacks of the motivation to work, incentive will have little effect. The most common incentive is the financial one. There are two types of financial incentives. The exchange of the

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sacrifice that employees make is labeled compensation, while the exchange for extra work should be understood as reward by the employee. Extra effort, achievement, and result should determine the reward of workers. When these rewards are monitored, it gives the employee opportunity of improvements, relatively to existing situation. It is these expectations that constitute the motivating incentive for the additional effort (Kressler, 2003). Besides, he states that rewards used to attract employees to work carry on no value to actual job. For instance, the supervisor tells the workers that hard-working will lead to a high bonus. However, if they cannot achieve this, they will be fired. This will cause employees to work harder, but they may feel stressed to achieve the result. Anyway, the incentive can be important link between reward and performance. Gagne and Deci (2005) mentions that employees need to recognize accurately what has to be done so that a bonus will be achieved. If the response to the work is acceptable to workers, money can be a good motivator because it will motivate both material and immaterial value of employees. Money can be a feedback as well as a reward for ability and competence. Money brings a purchasing power which satisfies physiological needs and it builds up one's self-esteem. It can also determine proficiency for workers. Moreover, money can mean a security which leads to one's well being.

There are also stronger relationships depending on specific circumstances such as mood and employee level within the company (Morrison, 1997). Organ (1988) also finds that job performance and job satisfaction relationship follow social exchange theory; employees' performance given back to the organization from which they get their satisfaction.

However, George and Brief (1996) and Isen and Baron (1991) both found that employees' attitudes are reflected in their job performance. There is a relationship between employees' job satisfaction and job performance, as satisfaction is an attitude about their job. It

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finds out that if you have a good emotion, it may lead to job performance. People's personality that was due to the satisfaction with their job, rather than other variables. Most studies dealing with job satisfaction in relation to personality are conducted in large organizations; however, very few have been done to view the impact on smaller organizations. People's beliefs about how much control they have over their job, life, or various other factors has been correlated with job performance as well as job satisfaction (Spector, 1997).

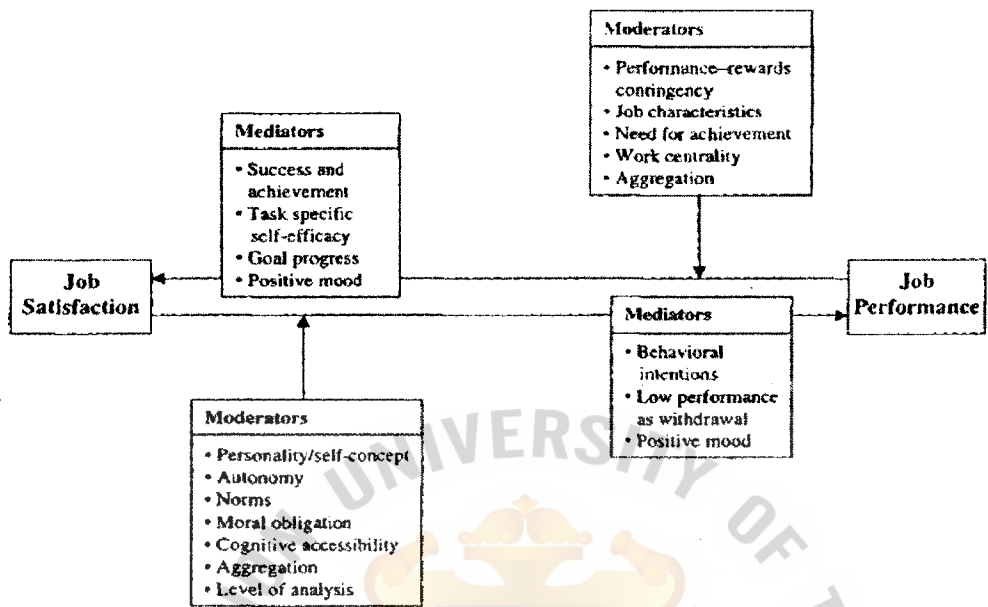
It is a common assumption that employees who are happy with their job will also be more productive at work (Spector, 1997). It has been hypothesized that when the above average Personality and Job performance is rewarded on the job the correlation between job satisfaction and job performance will be higher.

The below diagram (figure 2.8) shows that the relationship between job satisfaction and job performance is complexed, and likely cyclical. Studies have shown that increased job satisfaction leads to increased motivation (behavioral intentions), less apathy (low performance as withdrawal), and better worker mood, all of which increase efficiency and overall quality of job performance.

Most of studies focus that intrinsic analysis of job satisfaction such as employees' attitude and belief can have relationship with job performance. Employee's good mood and employee level can have stronger relationship with job performance. However, the researcher would like to apply external analysis of job satisfaction to relate to job performance. Then, the researcher will use the outcome to compare how the level of intrinsic and extrinsic analysis of job satisfaction can lead to job performance.

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Figure 2.8: Job satisfaction-job performance relationship model



Source: Judge, T., Thoresen, C., Bono, J., & Patton, G. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127, 376-407.

Besides, Sherman, Bohlander, and Chruden (1988) states that management should provide satisfaction of working conditions for employees. The relationship between job satisfaction and job performance is not easy to predict as once believed because satisfaction does not lead to high job performance. However, job performance may lead to job satisfaction. For example, management should structure the reward both intrinsic like feeling of doing something valuable and extrinsic rewards as increased pay, or promotion, appropriately in the ways that rewards are viewed by employees that is equitable to others. Then, employees will derive reward from their performance which is the source of satisfaction.

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2.10 Conclusion

According to the literature review, the researcher can adjust the Taylor's scientific management to understand the organization role of P. Lube. As workers and managers should mutually dependent and improving organizational efficiency led to wage increase. It might be effective in some factories. However, it might depend on the status of organization as well. The researcher might use money as a tool to prove what extent it is crucial for P. Lube Company.

Besides, in terms of job satisfaction, many scholars have offered some guiding definition to understand concept of job satisfaction. Some scholars assume that if employees like their job, they will be satisfied. But they are not happy with their job. It will lead to job dissatisfaction. Or people can be happy with their job without working hard. So job satisfaction has predictable relationship with feeling of workers toward job. Another issue is very controversy about the relationship of job performance and job satisfaction. One view, associated with the early human relation approach, is that satisfaction leads to performance. A different view is that performance leads to satisfaction. However, a variety of studies suggest that research has found only a limited relationship between satisfaction and work output and offer scant comfort to those seeking to verify that a satisfied worker is also a productive one. The results of empirical literature are too mixed to support the hypothesis that job satisfaction leads to better performance or even that there is a reliable positive correlation between these two variables. On the other hand some researchers argue that the results are equally inconclusive with respect to the hypothesis that there is no such relationship.

As a result of this ambiguity, this relationship continues to stimulate research and re-examination to study what extent of job satisfaction can have dynamic influence on employee performance. Individual performance can depend on motivation, the desire to do the job and

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ability to the job. If employees have no ability to perform job, managers might provide training program for them. If the problem is about work setting, managers can adjust the work environment to increase employee performance. However, if motivation is the problem, managers might have to figure it out which factors can influence on worker's performance. Some factors might occur from internal of employees or some factors are external one. So managers have to examine what factors have direct or indirect control over performance of employees.

Another view, this study would like to suggest strategies of how management can utilize factors of motivation, job satisfaction as ODI to manage performance of employees. Due to management, it can assume that management strategies can decrease job satisfaction among workers and also improve the quality of employee performance by adjusting the policy and administrative or communication to be appropriate with the factory.

Many scholars have mentioned how money can motivate the workers and fulfill the workers' duties in an efficient and effective way and it may lead to workers' job satisfaction. But some scholars believe that non-monetary might be motivator of workers such as achievement rewards or job challenging. Anyway, rather than apply American theories of motivation and job satisfaction to Thai people. It might not sometimes work for them because of the difference of Thai value system and culture. As a result, the researcher will formulate the appropriate approaches to the ways that company will review motivational policies and practices in the Thai context.

According to the review, the researcher can conclude that no universal rules about low employee performance appear, to help management deal with the problem. The study will suggest examining the performance management, employee job performance; job satisfaction and motivation, where prospects are in exist for improvement of worker job performance.

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Besides, this study will assess ODI to understand the factors and processes which are internal or external to employees would have effect on the performance and in what way management can deal with the motivation of employees.

2.11 Conceptual Framework

According to the literature review, research questions and research hypotheses, each organization is unique and the area that needs to be changed and adapted is therefore different. Before change or development could actually take place within organization, planning and studying the organization from various aspects is required for successful intervention. As the process of planned change, the problem of organization needs to identify and prioritize to change to take place (Cummings, and Worley, 1993).

An organization is a group of people who shared ideas, behaviors gathered to perform a task and achieve organization goal. Many organizations look over the importance of the production workers for changes and developments because they might not be in the part of the return of financial asset. However, waste manifests itself in many forms throughout a business and can often go unnoticed for so long that it becomes unacceptable part of the business. Business professionals constantly talk about the difficulties in improving the bottom but tend to ignore the non-value activities that are prevalent in the business.

Anyway, for P. Lube Company, if the company needs to increase organization performance, it is important to include the production workers as the part of company success due to the problem which is concerned by management team is underperformance of production workers. This problem can reduce the organization performance. Therefore, as an OD practitioner, the researcher would like to analyze the attitude of workers on performance

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management, employee motivation, job satisfaction in order to develop intervention programs to improve employee performance of P. Lube Company.

According to the review of theories and literatures from many scholars, underperformance of workers might depend on many factors. For examples, performance management can be the important support to the motivation of the workers by providing financial and non financial rewards, or performance feedback to motivate employees' attitude towards works (Armstrong, 2007). Therefore, the researcher would like to look at the attitude of workers on the company's performance management system. They are happy with the rewards, feedback and etc. Then, the researcher would like to look at the motivational level that company uses to motivate workers. According to Alpaender (1982) states that motivation is the desire and effort to influence employees to use their ability on the job. Therefore, if the company wants workers to perform well on their task, motivation might be another area that manager needs to focus on. Moreover, Robbins (2001) states that job satisfaction refers to an individual's attitude towards his or her job. Employee who has a high level of job satisfaction, he or she will have good attitude towards work. While employee is dissatisfied with his or her job, he or she will have negative attitude towards job. Therefore, speaking of employee's attitude, it means job satisfaction. Also, employee who has a high level of job satisfaction will convert to high productivity. This is why the researcher needs to analyze how satisfy workers have on the performance management system, and the motivation tools. After that the researcher would like to find out which one can have influence more on employee performance at P. Lube Company. And then the researcher would like to come up with the intervention techniques to help managers to improve employee performance effectively and efficiency.

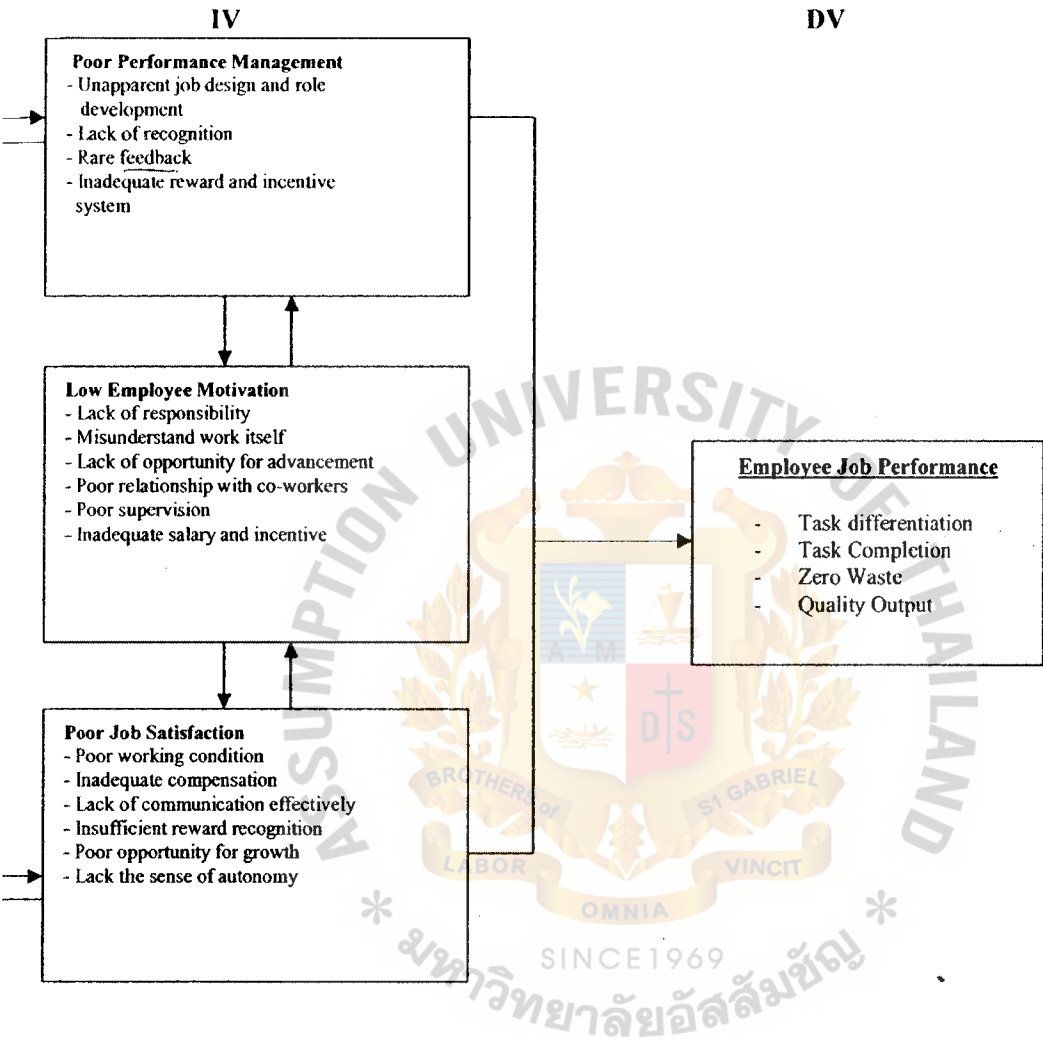
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As it is shown in the conceptual framework figure 2.9, the researcher would like to determine independent variables in terms of performance management, employee motivation, job satisfaction and dependent variable in terms of employee performance. Performance management can determine how company provides sub variables like job design and role development, recognition, feedback and rewards and incentives to workers. Then, employee motivation whether the performance management system that company provide can motivate workers to commit or not. The researcher will check the sub variables of employee motivation in terms of intrinsic motivation factors and extrinsic motivation factors. Last but not least, job satisfaction is another area of study which helps the company to understand how the workers feel about the performance management and employee motivation in the company. Moreover, they could stimulate workers to have willingness to do their tasks and improve employee performance. If they are, the researcher would like to find out which one can have impact on employee performance in terms of task differentiation, task completion, zero waste and quality of output.

According to the conceptual framework, the researcher would like to look at the interrelationship between performance management, employee motivation and job satisfaction. After that, the researcher would like to investigate what extent, if any, performance management, employee motivation and job satisfaction impact on employee performance.

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Figure 2.9: Conceptual Framework



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2.12 Action research framework

There are three stages of action research framework. They are Pre-ODI, ODI and Post ODI. The content of the study will focus on performance management, employee motivation, job satisfaction and employee performance.

In the phase I of Pre-ODI, it has happened around September, 2009 to January, 2010. When the researcher has come to discuss about the proposal with the general manager of the company, the general manager discusses about the concern which she needs the researcher to focus on the study about how the company improve employee performance. The researcher has 2 meetings with the general manager and Human resource manager to make an agreement with the areas of the study. It is proposed to focus on whether performance management, job motivation, and job satisfaction have impact on employee performance or not.

In the phase II of ODI, ODI activities are planned, and then actions are taking as planned. Once actions are implemented. Result is evaluated under further improvement. The purpose of ODI is to improve employee performance.

ODI are to be done by

- Personal Development
- Developing goals and challenging workers
- Promote job ownership
- Employee involvement
- Autonomous decision
- Team Performance

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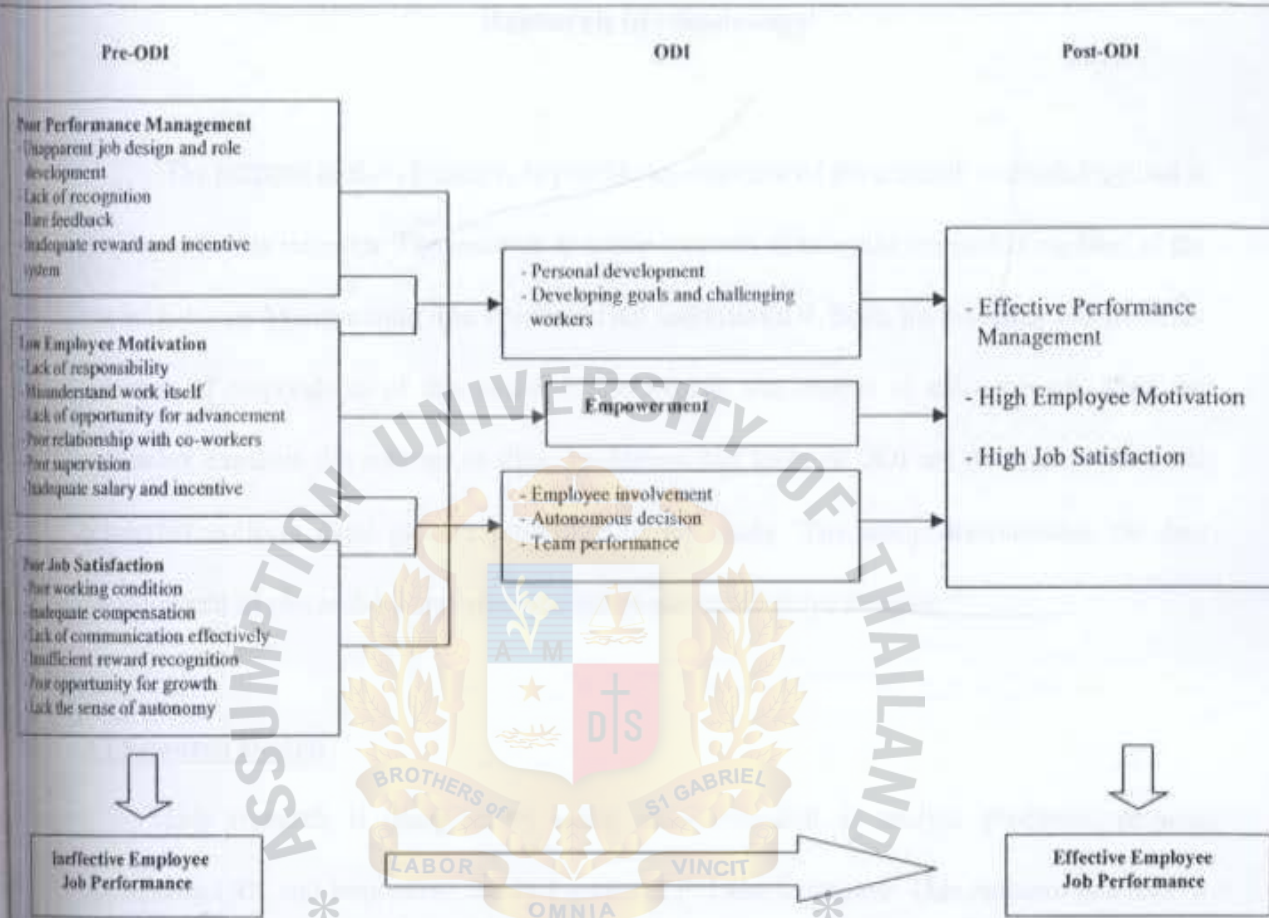
Throughout the ODI, Human resource manager, production managers, supervisors, and all production workers are important to be the key intervention. Intended intervention activities are to be carried out as deemed appropriate within context of the company. After six months intervention, the study then moves into Post ODI stage.

In Post - ODI (phase III), final results of interventions will be realized. Expectation is to have improvement of employee performance.

According to action research framework (figure 2.10), in the pre-ODI, the poor performance management of the company is included by unapparent job design, lack of recognition, rare feedback and inadequate rewards and incentive. Moreover, on accounting to low employee motivation; lack of responsibility, misunderstanding of work itself, lack of opportunity for advancement, poor relationship with the co-workers, poor supervision, and inadequate salary and incentive. It can influence on ineffective job performance. Therefore, in the ODI, the researcher designs the programs focusing on personnel development, developing goals and challenging workers to improve employee job performance. Besides in terms of low employee motivation and poor job satisfaction of the company, the researcher designs the programs focusing on employee involvement, autonomous decision and team performance to develop employee job performance. However, another one program is designed to increase effective performance management, high employee motivation, and high job satisfaction is promoting job ownership. It means group talk weekly as such because it motivates workers to feel that they are the part of the company. All of these programs will lead to improve the level of employee job performance at last.

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Figure 2.10: Action Research framework



Chapter 3

Research Methodology

The purpose of this chapter is to provide an overview of the research methodology that is employed in this research. The research is action research. Firstly, the researcher explains of the research design by separating into Pre-ODI, ODI and Post ODI. Next, the researcher includes the selection of respondents of this research also explain the sample of this research. Then the researcher explains the sources of data, instrument and tools of ODI are described. Then, the researcher collects data/ gathers procedure of the study. The study demonstrates the data measurement of research by applying qualitative and quantitative analysis.

3.1 Research Design

This research is designed by using action research to analyze problems, propose appropriate ODI and implement the real action at P. Lube Company. This research is aimed to evaluate the level of job satisfaction and the level of motivation of production workers at P. Lube in order to support Human Resource Department to improve performance management of production workers. Moreover, the research is divided into 3 parts. First is the pre OD Phase. Then OD intervention phase is presented. Lastly, it is post OD phase or evaluation phase. This action research is the part of organization development.

Due to underperformance of workers at P. Lube accounting for task differentiation, task completion, zero waste and quality of output, the researcher intervenes ODI solutions to deal with the problem the company is facing. According to the result from the production manager the workers have never reached zero waste of productivity because of lacking of specific goal

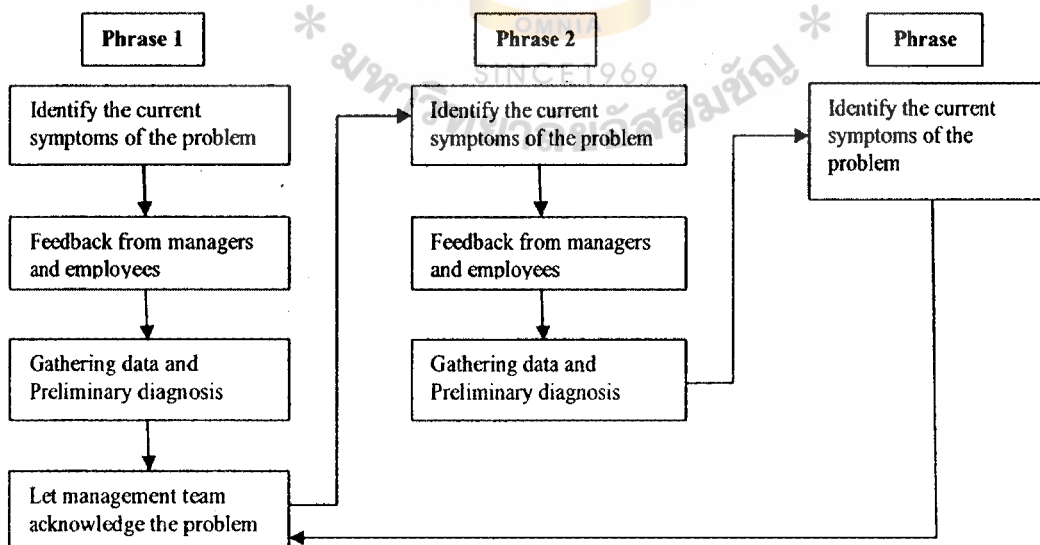
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setting. Also, they ignore of the errors of their work. This research is designed to arrange action research as an OD planned change model. There are phase I, phase II, and phase III.

3.2 OD planned changed model

The researcher uses the action research model focused on planned changed as a cyclical process involving joint activities between workers, managers and OD practitioners. It involves eight sequential steps that overlap and interact in practice shown above. The researcher uses this model to explain the phase of researcher's study because the action research model emphasizes data collection and diagnoses prior to action planning and application and on evaluation after action had been taken. Nevertheless, ODIs are an ongoing process through space and time and ever growing improvement and development. So process is spirally revised and improves along the course of interventions and findings after action reaches have been conducted.

Figure 3.1 OD planned changed model



Source: Modified from Cummings, Thomas G. and Worley, Christopher G. (2005: 23). *Organization Development and Change*. 8th edition. Ohio: Thomson South-Western

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3.2.1 At the Pre-ODI (phase I) , the researcher, General Manager of the company and the HR. manager set up the first meeting and discuss about the company profile, performance management system of the company namely, evaluation criteria, reward system, and benefit programs.

At the second meeting, the researcher and HR. manager and production manager have informal talk about employee performance as area of General Manager's concern is indeed needed to study. Moreover, the researcher acts as an OD consultant has a chance to have a small group discussion with 1 production managers, and 6 supervisors first, and then with 10 production workers randomly from 100 control group. The discussion is about performance management, employee motivation, job satisfaction and employee performance to see what attitudes they have on these areas. In addition, the researcher will send out the survey to 100 production workers to understand the attitude of the areas of the study. The researcher tries to collect data and uses general theories to support this study. According to Pre-ODI phase, the researcher assumes that the low level of employee performance is caused by inappropriate performance management system, low level of motivation and low job satisfaction. This process takes around one month to complete.

These below is the plan of data collection for research preparation about 3 weeks (Pre- OD)

1. To prepare the interview for, P. Lube's director, HR manager, production manager and supervisor, included production workers; (September – October 2009)
2. To provide the questionnaires to measure the production workers at P. Lube
3. To analyze the interrelationship between performance management, employee motivation, job satisfaction and employee performance; (November – December 2009)

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4. To create ODI program according to the most important impact on employee performance; Interview the management team and workers (December – January, 2010)

3.2.2 Organization Development Intervention (phase II)

The process which uses in this part comes from Pre-ODI analysis. Then, at the ODI phase, action is implemented while plan can be flexible to adjust based on the feedback gathered after implementation. The researcher with the cooperation of the general manager, HR. manager, supervisors and all production workers (consented as already been given) implements activities to the intervention part.

The possible ODI strategies include followings activities which improve employee performance at P. Lube (as shown on figure of ODI of employee performance):

Technostructural Interventions

- Human Resource manager with the cooperation of the researcher is the part of techno structural intervention by redesigning of work by work as a team. It takes four months to find the solution.
- The production manager and supervisors take responsibility to increase employee involvement in terms of listening to their opinion or building trust among supervisors, co-workers and production workers. They set up informal meeting regularly together and listen to the feedback and on the job working problems. Besides, they share the solution of the problem. This process set up in the available time between supervisors and production workers. It should progress every month regularly.

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Human Resource Intervention

- This is the responsibility of Human Resource Manager (HRM.) and cooperation with the researcher to focus on performance management system on accounting for redesign employee appraisal to be effective and review of rules, rewards and benefits program for production workers properly. After that, the HR. manager clarifies the system easily and understandably to supervisors and production workers. This is the process to increase the morale for production workers.

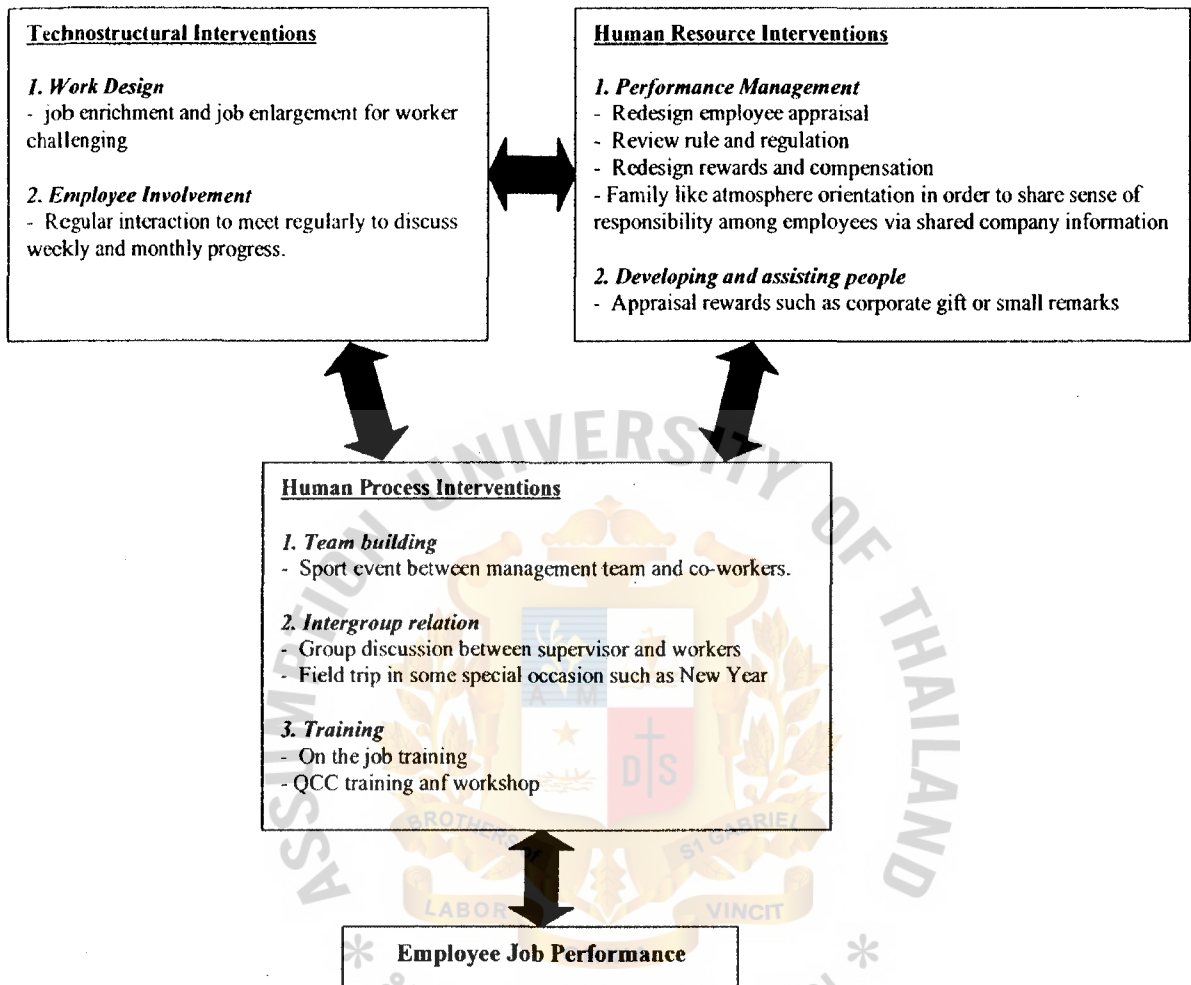
Human Process Intervention

- This is the activities to build relationship among managers, supervisors and production workers. The company set up the benefit and incentives programs to satisfy workers to give full potential on their works. For examples, the company holds up the activities to avoid workers' tension because their job is quite dangerous and boring. Or the company provides the field trip for them twice a year. This is flexible according to the suitable time. In addition, to develop the employee performance and skills, the company provides the training program for production workers. These activities implement around 4 months period of time.

In conclusion, ODI need to integrate to each other. One intervention influences on other kind of intervention. Human Resource Interventions, namely designing reward system might affect on motivating intervention of workers. In addition, employee involvement plan satisfies workers' positive attitude toward work according to figure 3.2

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Figure 3.2: OD Intervention of Employee Job Performance



3.2.3 Post – OD (phase III)

The researcher takes interview and survey to the same group of HR. manager, production managers and Supervisors, and production workers. Data on Pre-ODI and Post-ODI are to be analyzed, compared and evaluated to determine 1) whether performance management, employee motivation, job satisfaction have interrelationship among each other or not and in what extent 2) whether performance management, employee motivation and job satisfaction have any impact on

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employee performance or not and what extent 3) what extent that employee performance is changed between Pre-ODI and Post-ODI.

Besides, the researcher finds out the conclusion and recommendation and then present to General Manager and Human resource manager in the project timeline for further improvement.

The researcher analyzes the outcome from ODI after implementation. The outcome can be similar or different from the expected outcome from the research hypothesis.

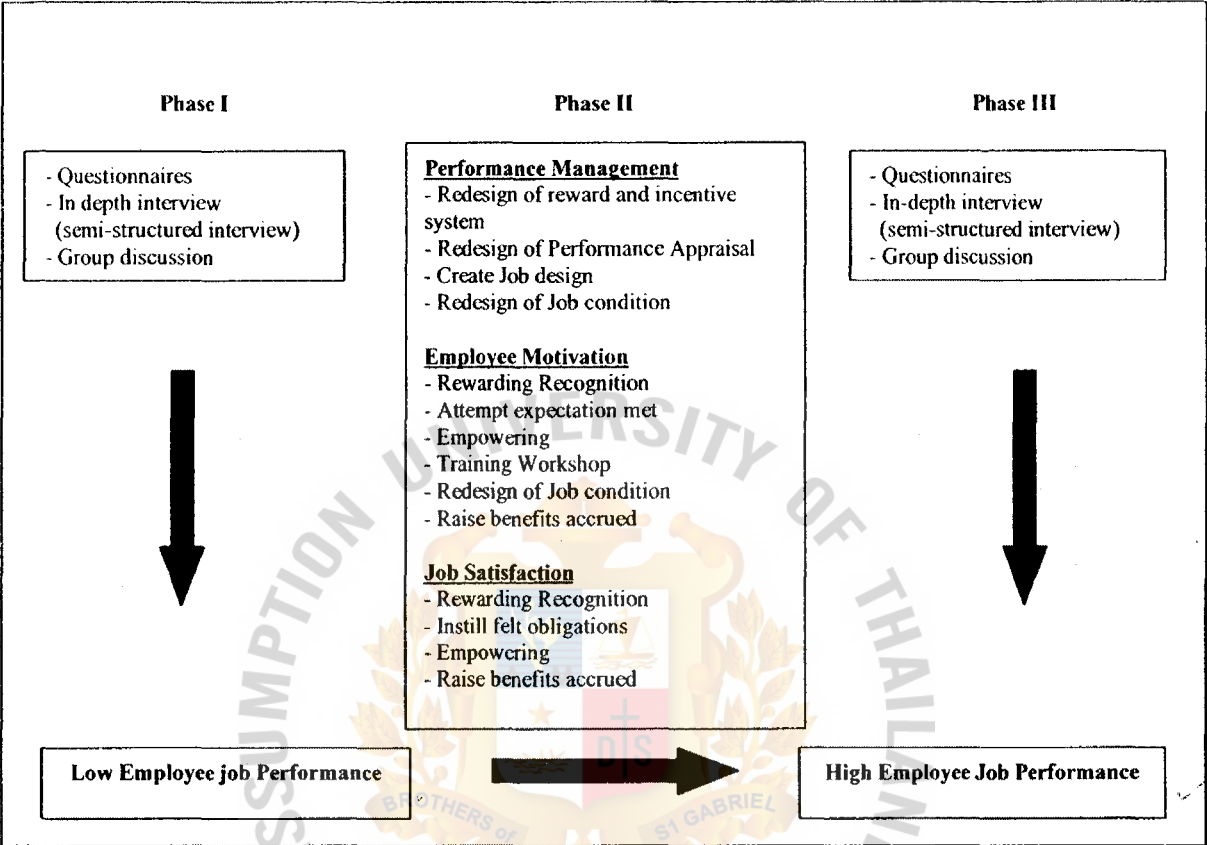
1. The researcher prepares the same set of the questionnaire of Pre-ODI.
2. The questionnaires are distributed to the same group of person (referring to pre-PDI)
3. The researchers prepared the interview guide which is used from the pre-ODI and adjust some new questions to fit with the post ODI.
4. The researcher summarizes the outcome from interview.
5. The researcher gathers all records from pre-ODI and post-ODI.
6. All the results both pre and post ODI will be analyzed by SPSS program.
7. Part of the interview section between pre and post-ODI, the researcher will be analyzed and compared the two outcomes.

3.3 Action research model

As showed on figure 3.3, the researcher begins with providing questionnaire to gather the data from the production workers. Then, the researcher receives more information by focusing on group discussion together with in depth interview. Moreover, using the action research model contributes the activities in phase II to revalidate the experience and impact of the result from the data gathering in phase III.

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Figure 3.3: Action Research model



3.4 the respondent profile (sample)

The respondent of this research will be HR. manager, production managers, supervisors and production workers. The pre-OD and Post – OD will be done with the same group. For sample, this research targets at production workers both Thai male and female, included supervisors and HR. manager. Of these, the sample size for distributed the questionnaires in production workers below. After the questionnaire was pre-tested for reliability, the researcher requested permission from the General Manager, for the distribution of questionnaires and interview to all members of HR. manager, Production manager, supervisors, and production

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workers. The researcher selects the workers from the person who are available and accessible on site. Then, the production manager fixes this sample until the end of the intervention.

Table 3.1: The respondent profile sample

Position	Interview	Questionnaire	Population	total	Sample
Production Manager	1	-	1	1	100%
Production Supervisor	6	-	17	6	35%
Production Worker	10	100	212	100	47.16%
Human Resource Manager	1	-	1	1	100%

3.5 The Research Instruments

3.5.1 Data Collection Technique

The researcher collects both primary and secondary data. Primary data will be collected from the questionnaires and interview, and then secondary data will gather from Journals, Textbooks, Articles and thesis which are required to the primary data.

Quantitative data

Questionnaire is used as instrument. As well interview by questionnaire is the way that asks questions in quantitative research surveys. The type of questionnaire will be close end questions because it is not time consuming and help people get the rapid decisions. Moreover, it helps researcher collect data and analyzes data easily.

Qualitative data

The interview uses for collecting information in terms of attitude of Hr. Manager, production managers, supervisors and production workers for the topics of performance management, employee motivation, job satisfaction and employee performance.

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The semi structured interview is one of the most frequently used qualitative methods. Being its nature an open individual interview. It starts trying to minimize the hierarchical situation in order that the subject feels comfortable talking with the interviewer. An interview script is used, consisting of a set of questions as a starting point to guide the interaction. Nevertheless, as the aim is to capture as much as possible the subject's thinking about a particular topic or a practical task, the interviewer follows in depth the process of thinking posing new questions after the first answers given by the subject. Consequently, at the end every interview can be different from each other.

Group discussion is a topic guide (or discussion guide) is used to explore various issues in-depth. The discussion between the interviewer and the respondent is largely determined by the respondents' own thoughts and feelings.

Checklists

The researcher will prepare checklist for the information and respondents' lists to assure that the respondents of Pre-ODI and Post ODI are the same group. The checklist can make sure every activity is fitted in the timeline.

3.5.2 Data collection Procedure

- First, the questionnaire is pre-tested on approximately 10 persons to check its reliability. To check for content validity: the formulated questionnaire is submitted to expert to check linguistics and content validity covering all contents required to investigate. The researcher uses Alpha Coefficient's scale to test reliability of the questionnaire. The questionnaires are distributed to all participants. Lastly, the questionnaires are collected 10 days after distribution. The researcher is designed questionnaire to reach the objective of the study. The questions for

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production workers concern with the attitude of employees towards performance management, employee motivation, and job satisfaction and employee performance.

The order or sequence of the questions are logically done and not too complicated to the respondents. The questionnaire comprises of 5 parts, which are arranged as follows:

Part 1:Demographic profile:

Part 2:Performance management:

Employee motivation:

Job satisfaction:

Employee performance

- Interview is a process of finding out what others feel and think about their worlds. The result is to understand the attitude of the people at workplace in the deep detail which the respondents do not explain in the questionnaires. Interviews basically consist of asking questions, listening to individuals and recording their responses. At times, it finds more profitable to ask questions to a few individuals instead of carrying out a large-scale questionnaire based survey. The researcher uses semi structured interview to ask the respondents as follows: 1 human resource manager, 5 production managers, 6 supervisors, and 10 production workers because Semi-structured interview provides greater scope for discussion and learning about the problem, opinions and views of the respondents. While there are some fairly specific questions (closed questions) in the interview schedule, each of which is probed or prompted, there are lot more questions which are completely open-ended. The researcher chooses respondents randomly in the Pre-ODI and the Pre-ODI respondents will return to be interviewed again in the post ODI. The researcher will use tape recoding and note taking to collect the respondent's opinion.

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- Group discussion can give opportunity to respondents to debate and defend their own attitude and sharing the idea to each other. Group discussion is divided into 2 groups: 1) between production manager and supervisors 2) production workers. These uses the same group of people from the interview part but allow them to discuss and share idea to each other. The researcher gives them the topic and then gives them a time to discuss. All topics are about the area of study (performance management, employee motivation, and job satisfaction and employee performance). The questions do not harm anyone in the company. The researcher thinks that group discussion allow respondents to be more willing to speak their opinion when they are together in the group that they are familiar with. The researcher uses coaching to guide them when they do not understand the questions while taking note and tape recording for collecting data.

- Checklists help the researcher to get to the correct timeline and all activities which is designed on the ODI stage. Then, the researcher uses checklist to memorize the respondents whom the researcher chooses to participate this study.

3.6 Data analysis

The researcher utilizes the statistical package for social science (SPSS) for collecting data both qualitative and quantitative forms. The qualitative analysis has employ frequency, percentage, and mean while qualitative will look at frequency, percentage, mean and standard deviation.

1. **Descriptive data:** It includes Mean, Standard Deviation, frequency and percentage and min-max values.

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- Mean and Standard Deviation to analyze the sub variable factors of performance management, job performance, employee motivation and job satisfaction.
- The frequency and percentage used to explain the demographic profile of company.

2. **Inferential statistic:** Provide the mathematical tests to find out whether or not the null hypothesis is true or false.

- Pearson correlation coefficient: it is a way to determine the extent to which two variables are somehow associated with each other. This measures the significant relationship between 1) performance management, 2) employee motivation, 3) job satisfaction and employee performance.

- Regression Simple regression is used to examine the relationship between one dependent and one independent variable. After performing an analysis, the regression statistics are used to predict the dependent variable when the independent variable is known. Regression goes beyond correlation by adding prediction capabilities. It measures the interrelationship among performance management, employee motivation, and job satisfaction.

- Testing relationship and hypotheses will use ANOVA (t test and f test) to determined significant different between pre-OD and Post OD. This would measure the changes of level of employee performance between Pre-ODI and Post ODI.

- For the interview, group discussion and checklists part, the researcher will analyze data from interview and analyze reaction of the respondents to support the outcome of questionnaire.

Adhered to the research objectives, this research will investigate the level of performance management, employee motivation, job satisfaction on employee job performance in P. Lube. It is the attempt to find responses to the research questions and to prove the research hypothesis. Findings will be presented the Table and descriptions. Part I (Respondents' General Information)

The initial impact of ODI on performance management, employee motivation, job satisfaction, and employee performance will be presented in frequency and percentage. The researcher has set five-point scale below to assess the perception of employees on performance management, employee job performance, employee motivation and job satisfaction for the purpose of interpreting data gained from Part II. The interpretation of the level average of the respondents' performance in the performance management, employee motivation, job satisfaction and employee job performance of P. Lube Co., Ltd. were used to describe the ratings given by the respondents into 5 degrees as follows:

Table 3.2: Five Degrees Likert Scale

Mean Score	Performance	Descriptive rating
4.20-5.00	Strongly agree (SA)	Very high
3.40-4.19	Agree (A)	High
2.60-3.39	Neutral (N)	Average
1.80-2.59	Disagree (D)	Low
1.00-1.79	Strongly Disagree (SD)	Very low

The questionnaire consists of 5 parts according to the research objectives.

Part 1: Demographic profile

Part 2: Performance management

Employee motivation

Job satisfaction

Employee performance

Part one: the demographic profile is about personal data that explain the characteristic of target group.

Part two: The researcher will use close ended multiple choices which are formulated by Likert's five point rating scale to correspond the level of agreement to disagreement of respondents' perception's level as arbitrary level. This descriptive Statistics will specify the perception of

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respondents in terms of performance management, job performance, employee motivation and job satisfaction.



Chapter 4

Presentation of Result, Analysis of Finding and Interpretation

The collected data were analyzed quantitatively and qualitatively in order to answer questions dealing with the purpose of this research. The results of the data are presented in 7 parts as follows:

- 4.1: The demographic profiles of respondents
- 4.2: The levels of performance management, employee motivation, job satisfaction and employee job performance of the workers
- 4.3: Relationship between Employee Job Performance and Performance Management, Employee Motivation, Job Satisfaction
- 4.4: The factors influencing employee job performance
- 4.5: The different levels of Employee Job Performance pre ODI Project and post ODI Project
- 4.6: Discussion on Qualitative Data on Key Variables Pre and Post ODI
- 4.7: Problems encountered in conducting ODI Project

The topics are organized around theme in the research objective, research questions and research hypothesis. However, the first part of the presentation will be showing the result of Demographic Profile of the company as shown below:

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4.1: The demographic profiles of respondents

- *What are the demographic profiles of the P. Lube Company’s respondent in relation to Gender, Age, number of work year, education level, Married and Type of job?*

Personal data of the respondents in this study covers the areas of gender, age, number of work year, education level, married, type of job as shown in Table 4.1 - 4.6 and figure 4.1 - 4.6 below.

1. Gender

As shown in Table 4.1.1 and figure 4.1.1, most respondents were female. There were 59 female respondents (59.0 %) and 41 male respondents (41.0 %).

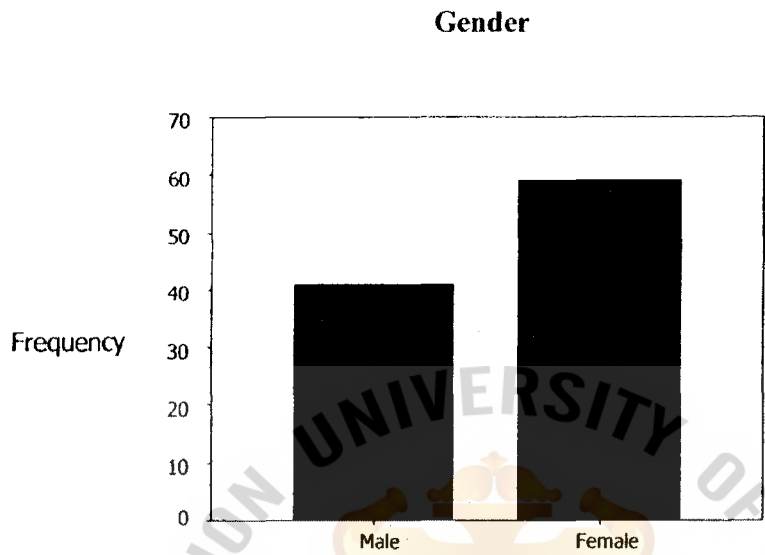
Table 4.1

Profile of the demographic of respondents according to

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	41.0	41.0	41.0
	Female	59	59.0	59.0	100.0
	Total	100	100.0	100.0	

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Figure 4.1



2. Age

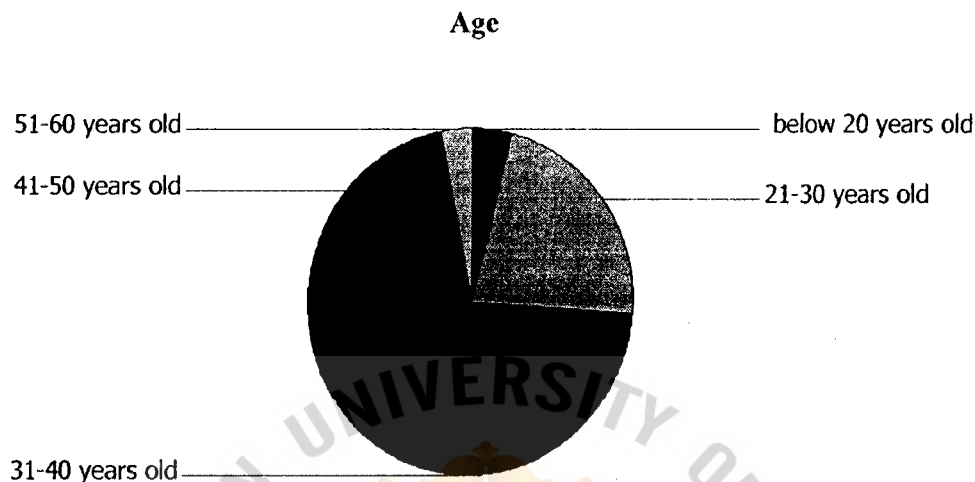
As shown in Table 4.1.2 and figure 4.1.2, 49.0 % the respondents were between 31-40 years old, 22.0 % of them were 21-30 years old and 41-50 years old, only 4.0 % of them were below 20 years old, and 3.0 % of them were 51-60 years old.

Table 4.2

Profile of the demographic of respondents according to

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 20 years old	4	4.0	4.0	4.0
	21-30 years old	22	22.0	22.0	26.0
	31-40 years old	49	49.0	49.0	75.0
	41-50 years old	22	22.0	22.0	97.0
	51-60 years old	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Figure 4.2



3. Number of working year

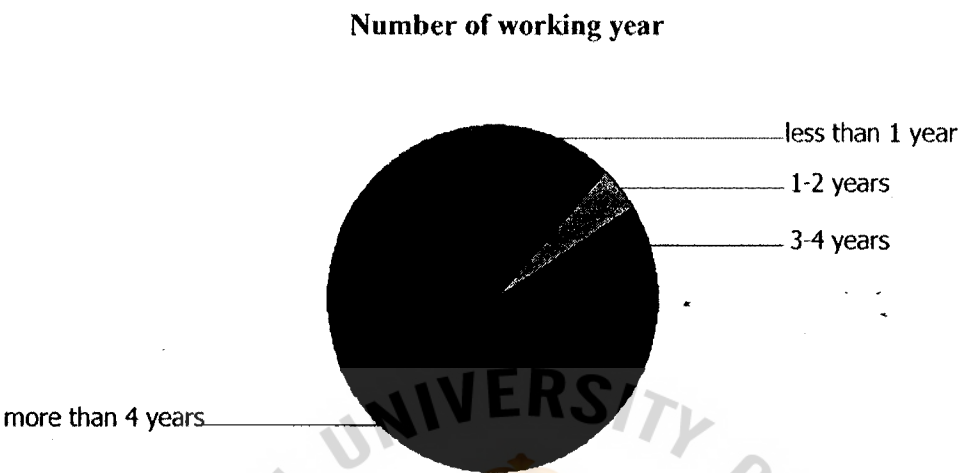
As shown in Table 4.1.3 and figure 4.1.3, 76% of the respondents worked at P. Lube Co., Ltd. more than 4 years, and 12% less than 1 year. Only 8.0 % of them had 3-4 years of experience, and 4.0 % of them had 51-60 years of experience.

Table 4.3
Profile of the demographic of respondents according to

Number of working year					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	12	12.0	12.0	12.0
	1-2 years	4	4.0	4.0	16.0
	3-4 years	8	8.0	8.0	24.0
	more than 4 years	76	76.0	76.0	100.0
Total		100	100.0	100.0	

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Figure 4.3



4. Education level

As shown in Table 4.1.4 and figure 4.1.4, 46.0 % of the respondents completed primary school, 26.0 % completed middle school, 13.0 % completed vocational school, 10.0 % completed high school, and 5.0 % completed bachelor degree.

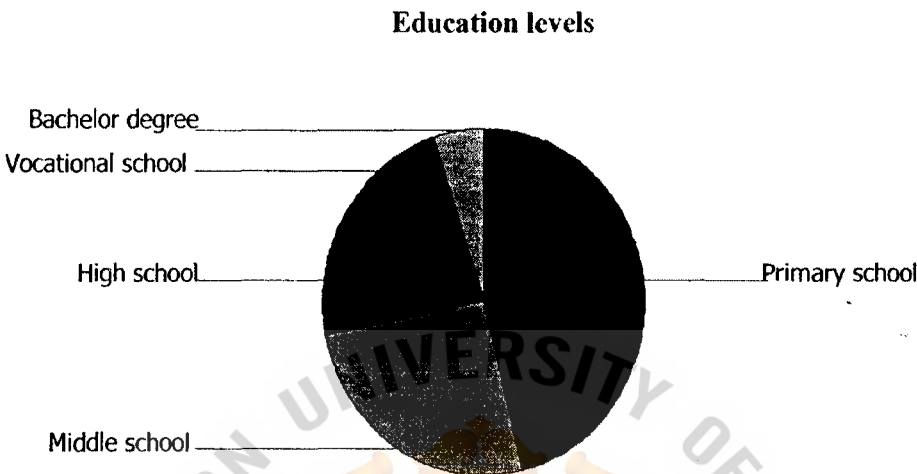
Table 4.4

Profile of the demographic of respondents according to

Education levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary school	46	46.0	46.0	46.0
	Middle school	26	26.0	26.0	72.0
	High school	10	10.0	10.0	82.0
	Vocational school	13	13.0	13.0	95.0
	Bachelor degree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

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Figure 4.4



5. Married

As shown in Table 4.1.5 and figure 4.1.5, 81.0 % of the respondents were married and 19.0 % of the respondents were single.

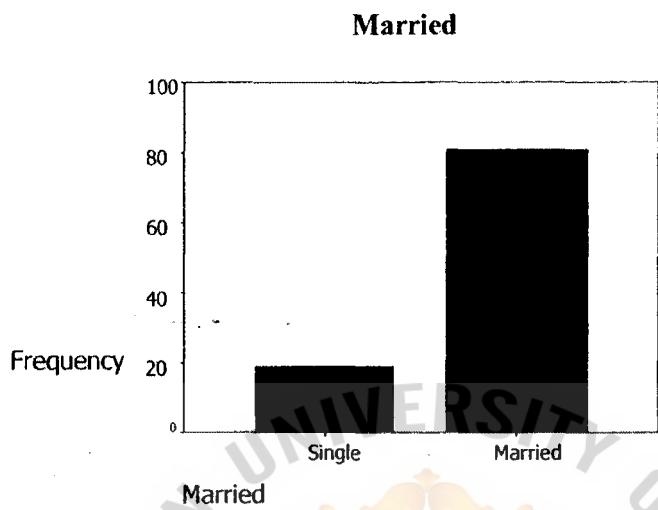
Table 4.5

Profile of the demographic of respondents according to

Married					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	19	19.0	19.0	19.0
	Married	81	81.0	81.0	100.0
	Total	100	100.0	100.0	

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Figure 4.5



6. Type of Job

As shown in Table 4.1.6 and Figure 4.1.6, 98.0 % of the respondents worked full-time, and 2.0 % of the respondents worked part-time.

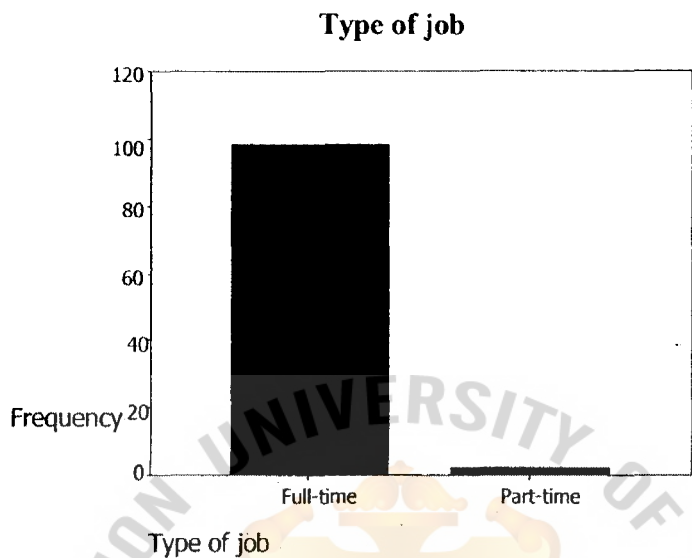
Table 4.6

Profile of the demographic of respondents According to

		Type of job			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	98	98.0	98.0	98.0
	Part-time	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

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Figure 4.6



4.2: The levels of Performance Management, Employee Motivation, Job satisfaction and Employee Job Performance of the workers

- *What are the levels of performance management, employee motivation, and job satisfaction and employee job performance of the workers?*

The level of performance management, employee motivation, and job satisfaction and employee job performance is determined from the workers' point of view.

4.2.1 Performance Management

Performance management is considered according to;

1. Job design and Role development
2. Recognition
3. Feedback
4. Rewards and Incentive

4.2.1.1 Ratings on Performance Management related to Job Design and Role Development

Pre and Post ODI finding on Job design and Role development

According to table 4.7, the study of attitude of 100 workers towards performance management in terms of job design and role development at P.Lube Co., Ltd, the researcher found out that in the Pre-ODI stage, the workers agreed that job design and role development are at the average level ($\bar{X} = 3.220$). In terms of training, the company does not provide sufficient training to the workers. About job rotation, the company does not assign job rotation. Also, workers do not feel enjoyable when mentioning about job rotation. Most of them like to work on the same position. Besides, some workers are unclear of their responsibility.

When implementing ODI, the company develops clear role and responsibility for the workers. Then, the company provides training program to develop skills, and abilities of the workers. Therefore, in the Post- ODI, the workers accept that the job design and role development are in the very high descriptive rating $\bar{X}=4.208$, particularly, in terms of the training program, which could help employee improve his skills, the rating has the highest descriptive rating compared with other items ($\bar{X}=4.340$).

Table 4.7

The initial impact of ODI on performance management, employee motivation, job satisfaction, and employee performance

Means and standard deviation of the respondents' opinion levels related to
Job Design and Role Development

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Job Design and Role Development</u>						
I clearly understand my duties, no more redundancy with other job.	3.490	0.958	High	4.400	0.586	Very High
The workload is not difficult.	2.440	0.977	Low	3.930	0.728	High
The training program can help me improve my skills.	3.430	0.755	High	4.340	0.535	Very High
I am willing to work extra hours.	3.240	0.965	Average	4.260	0.773	Very High
Job and line authority here are flexible.	3.500	1.184	High	4.110	0.764	High
Total	3.220	0.464	Average	4.208	0.338	Very High

ODI on job design and role development

The performance management builds up a positive psychological contract by sharing expectation of supervisors and employees (Boxall and Purcell, 2003). Also, Performance Management helps manager to make decisions about employee development and mutually provides the needs of employees and organization. (Bacal, 1998). Human resource manager offers good opportunity for researchers to give workers the training program. This is the training program which would benefit the company in accordance with the policy of Ministry of Labor of Thailand. The training program enhances morale and productivity, minimum job turnover, and helps organizations increase performance and improve results. These workers also help their companies effectively by using employee skills, provided training and development opportunities to improve those skills, and increase employees' satisfaction with their jobs and working conditions (www.bls.gov). Therefore, the activities are assigned as follows:

- Redesign Job Condition

The initial impact of ODI on performance management, employee motivation, job satisfaction, and employee performance

i) The quality control circle Training program

The researcher applied Quality Control Circles from Japan to implement with the workers in this company. The researcher used this Quality Control Circles (QCC) because the QCC program let workers and supervisors sit together and let them identify, investigate, analyze and solve the work related problems together in order to contribute the improvement of the performance and quality of work and people. Moreover, QCC tool build unity and respect humanity in workgroup through the improvement of the worker's infinite potential. The workers aware of the day-to-day problems and communications between departments are improved. However, this activity helps supervisor to evaluate and monitor the performance of workers as such. The researcher believes that training helps workers improve their skills and current jobs as well as increasing the level of performance. Besides, Training is the pilot of the operation of a new performance management system of the company using QCC. Finally, the researcher is certain that if the QCC, training program and workshop are working, the levels of efficiencies in work process of workers should increase. Thus, achieving the purpose of performance management by getting result from the organization, teams, and any individuals by understanding and managing employees' performance within planned goals (Armstrong and Baron, 1998).

ii) Hygienic condition

The researcher designs the activities to make workers happy with the physical conditions. It consists of equipment and process is clear. Then, workers would place things in the right place. Cleaning and setting up routines are certain that the workplace stays clean and easy to inspect for safety and effectiveness. Moreover, it sets standard to the workers for increase self awareness. Lastly, it provides regular attention and training to establish the area of responsibility.

The initial impact of ODI on performance management, employee motivation, job satisfaction, and employee performance

iii) Informal meeting

P. Lube Company has rarely had meeting among supervisor and his production workers. Supervisor gives workers the order and then the workers follow his instructions without asking anything even though they are not clear of the command. The informal meeting is held on Monday before work begins. The workers summarize the problem and report to the supervisors. And the supervisors help and support workers to have successive willing on their job. They increase more awareness to prevent the waste of each team.

iv) Group Talk weekly (with desired goal setting)

This activity builds relationship among workers because when they do their duties, they do not have much time to discuss with each other. When they have a problem, most of them resolve the problem by going directly to the supervisor. But this group talk activity has them spent sometimes together to share and talk about work issues informally. They help each other to solve the problem. In a weekly group talk, the leader of the team will open the session and let every team members talk about work problems each day. Then, they brainstorm together to determine the desired goal for their productivity. Basically, the researcher and the production manager set the waste loss of the products to not much more than 5%. It looks challenging and thus motivates workers to achieve it. As before, the company has never set the definite goal for the workers. They only told workers to reduce productivity loss as much as they could. In the group talk, they have to conclude the outcome they get each week to monitor that it has met 5% dead weight loss. If they have not met the desired outcome, they have to help each other to come up with the resolutions.

v) Orientation

According to the Human Resource Department, they set up the Orientation program for employees both new and old to improve understanding between the company and workers. As before, the company oriented the new comers through production manager before signing a contract. However, it is unclear and some issues were ignored. Therefore, an employee orientation once a year is better for the workers, for having a chance to learn about company's expectations as well as their benefits. Also, the workers recognize that they are important to the company and are now more aware of the administrative stance.

Expected outcomes on Job design and Role development

- Increase of the workers' responsibility

According to the activities of ODIs, the workers now understand clearly about their duties and responsibilities, especially from ODI's "training program". The workers recognize the company's requirement and performance expectations of their role. Also, the workers understand their daily performance, as well as their influence on the achievement of the company.

- Development of workers' skill and new performance objective

Referring to Herzberg (1957), if the manager removes the control while keeping accountability, by assigning each worker a completion of work plan together with a clear start and ending parts, as well as providing periodic feedback to workers, they should be able to develop job expertise on their own. They do not recognize themselves as idle hand but are active contributor to the company's goal. The outcome of Post-ODI is $X = 4.208$. The researcher sees this as a good starting point of achievement to the company. *"One of the workers, Ms. Suprang Chewha, said that she likes the training program of the company because it increases her skills*

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and knowledge to her work. And Mr. Suchart Piman stated that extra pay for the hard working team is one of the new challenging experiences in the company."

4.2.1.2 Recognition: Table 4.8 present Item Mean Ratings on Performance Management related to Recognition.

Pre and Post ODI finding on Recognition

According to table 4.8 presenting item Mean Rating on Performance Management related to Recognition, in the stage of Pre-ODI, the workers' position on recognition is neutral at $\bar{X} = 3.180$. And the one that they have high recognition on the co-workers is ($\bar{X} = 3.340$).

According to the questionnaire and in depth interview with the workers on recognition, the researcher found out that they could talk to them about some issues but sometimes, when they explained some issues to the supervisors, the supervisors did not response or reacted upon their request. The researcher asked more in depth interview for this question. The researcher also found that sometimes they get support from co-workers if they make a mistake. But some other time, they blame each other for the mistake because they are afraid of punishment from the supervisors. Also, they did not think their opinion has any meaning for the company. So, they only work day-by-day and follow the supervisor's instruction as routine duty.

When implementing the ODI together with survey and interview of the workers, the workers accept that the company gives them more opportunity to show their opinion and figure it out some work problems by themselves. Moreover, co-workers offer their help to each other rather than ignoring the problem as before. Therefore, in the Post-ODI, the workers accept on the high descriptive rating ($\bar{X} = 4.156$). They accept that co-workers always call them for help every time

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when they have problem (\bar{X} 4.280). It has changed from average to very high descriptive rating.

And my supervisors and my co-workers help the workers when they have problem (\bar{X} =4.210)

Table 4.8

Means and standard deviation of the respondents’ opinion levels related to Recognition

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Recognition</u>						
My supervisor is willing to accept my opinion.	3.040	0.827	Average	4.150	0.701	High
I get support from co-workers if I make any mistake.	3.190	0.800	Average	4.060	0.749	High
When I confront difficult workload, my supervisor and my co-workers assist me.	3.340	0.831	Average	4.210	0.742	Very High
I am admired when I perform my job well.	2.990	1.049	Average	4.080	0.812	High
My co-worker always calls me for help when they have problem.	3.340	0.843	Average	4.280	0.711	Very High
Total	3.180	0.453	Average	4.156	0.345	High

ODI on Recognition

The researcher proposes the ODI activities improve the self worth of the workers and meaning of the workers’ job. The researcher focuses on the activities that involve with empowerment. The workers receive compliment when they have done well on their job and avoid any punishment from the supervisor. Otherwise they were given a chance to correct their mistake. Based on Jeffries, 1996, she states that it lets workers know that their performance has value, and increases the likelihood that they continue to perform well. It builds confidence so that people are willing.

- Create Job Design

i) Group Talk weekly

One way to motivate workers to ask and share what they are thinking is a weekly group talk. This group talk weekly is informal. They spend time on each Friday after finishing work around 20-30 minutes to discuss about the problem and share the solutions. Then the group leader takes note and fill the form provided. They have a chance to get close to each other and problems are solved week by week. Team awareness is increased.

However, based on production manager, he says his workers are more energetic and more cooperative to each other. As (Armstrong and Baron, 1998) suggests that group talk let individuals or entire teams know how their efforts contribute to the overall success of the company. As well as (Armstrong and Baron, 1998) recognizes that the workers used of their talent and implementation of their ideas to the company. If it is a good idea, they gain appreciation from the co-workers and the company. These group talks bring out the employee involvement and engagement to increase the level of recognition. When the employees are able to help determine solution, they will have ownership and work more enthusiastically toward meeting the goals. In addition, it is easier to get everyone onboard with the programs when they are involved and it makes communications easier (Bacal, 1998).

ii) Informal Meeting

So it is very important to create recognition programs that the employees appreciate. One way to do this is to get them involved. Not only in helping set standards, but also, in the way they are recognized (Armstrong and Baron, 1998). The supervisors and the workers have an informal meeting and help each other to find the way to meet the standard, zero waste and increased productivity. The production manager determines the standard of zero waste is equal to 5%. According to the researcher's observation, when each team has a meeting, the team helps

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each other to brainstorm and share opinions, seriously. It is like they all are one part of the ownership.

- Rewarding Recognition

i) Training program on Quality Control Circle (QCC.)

According to (Armstrong, 2007), training result in better outcomes, employees tend to display a greater sense of ownership and pride in their work. This leads to increased productivity and efficiency, and of course, an increase in job satisfaction. Workers who are happy in their work are more likely to work harder and be more valuable to the company, which in turn, put the company in a stronger position. As the researcher explains above QCC training, it appears that these tools help workers to do brainstorming systematically and to analyze the problems critically. Then, through logical thinking and experience, most problems are solved by workers themselves. This technique adds value to workers' abilities. When the researcher trained them about QCC, they all thought it is difficult for their abilities. After trying the program, the researcher asked workers about QCC, they felt that it is not difficult as they thought and they felt that they had increased their abilities and skills more and more.

ii) Extra benefit

The Human Resource Manager set up contest to reduce waste, that if any team reaches the standard as much as they could, that team would get the bonus pay as a reward. 350 baht will be added to each person in the team. This is the last negotiation with the HR. manager with the support of Administrative officer, and production manager.

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And also another reward comes from hygienic condition or cleaning day. This will check the discipline of the workers and cleanliness of the work area. This will be monitored every 3 months by the HR. department. The winning team gets the reward such as voucher or gift.

Expected Outcome on Recognition

- Increase the self awareness

In the post ODI, the extent of the level of the recognition is changed to $X = 4.156$. Therefore, it can be concluded that there were increased recognition between supervisors and workers in helping each other to decrease mistakes in their job. They understand that they are more valuable to the company. They are willing to work hard and think more carefully about their job, based on the researcher's observation in the meeting between workers and supervisors.

- Increase the sense of the meaningful performance

Giving employees bonus on a success for exceptional performance keep them motivated and showing appreciation for specific efforts is another way to let employees know they are not taken for granted.

- Inspire the workers and make a good role model

Prove to the workers that their effort is not useless. Workers who work diligently, will receive good compensation, and such performance is highly valued at the company.

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4.2.1.3 Feedback: Table 4.9 present Item Mean Ratings on Performance Management related to Feedback.

Pre and Post ODI finding on Feedback

According to table 4.9 presented item mean rating on performance management related to Feedback, in the Pre-ODI, the researcher found out that the feedback is in the neutral level ($\bar{X} = 3.188$). And the workers believe that feedback can help them improve the performance. Supervisors here randomly evaluate workers' performance. They do not receive feedback from supervisors' consistently. Most of the time, they get negative feedback after they make a mistake rather than positive one from supervisors. The company has a form to evaluate workers' behavior much more than performance of the workers, and the workers never have a chance to realize how supervisors evaluate them. The company evaluates it once a year. Nevertheless, the company needs to increase level of workers' performance; when implementing the ODI, the company monitors the workers' performance regularly and consistently through QCC. This evaluation is the way to motivate workers to increase performance, as expected from the company. The company does explain clearly the way they monitor workers' performance, together with the award they get after meeting expectation. After a performance review, the workers are re-energized to do even better the next time. In the Post- ODI, the workers accept that they have consistency with the feedback at the high descriptive rating ($\bar{X} = 4.046$). Therefore, the feedback makes workers understand that good performance leads to the promotion and salary raised up from average descriptive rating to high descriptive rating ($\bar{X} = 4.170$)

Table 4.9

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Means and standard deviation of the respondents' opinion levels related to Feedback

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
Feedback						
I have consistency of feedback with my supervisor.	3.180	0.891	Average	3.860	0.778	High
Feedback can help improve my work performance.	3.340	0.912	Average	4.080	0.734	High
There is a fair system for employee performance evaluation.	3.040	1.024	Average	3.990	0.784	High
My supervision's evaluation is fair.	3.240	1.092	Average	4.130	0.836	High
The appraisal system assures me that good performance lead to promotion and salary.	3.140	1.146	Average	4.170	0.779	High
Total	3.188	0.654	Average	4.046	0.373	High

ODI on Feedback

Another effective and typical form of feedback is the performance review. When the supervisor and team come together for a meeting, they have friendly discussion of the result of the team group talk and the final decision to improve their mistake (Bacal (1998). In the program of ODI activities, the activities included are QCC training program, Group talk weekly, and informal meeting between supervisors and team. Based on Robbins and Coulter, 2006, five core job dimensions such as skill variety, task identity, task autonomy, task significance and feedback are the basis for intrinsic reward. More of these dimensions presented in the job, more will be added as intrinsic motivation. Skill variety, Task identity and Task significance enable employee to experienced meaningful work environment. Autonomy experienced responsibility for work outcomes.

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Finally the feedback gains knowledge from the results of work activities. All these things lead to lower turnover, lower absenteeism, enhanced job performance and greater job satisfaction. The workers want challenging environment, learning and training opportunities, and participative management.

- Redesign Performance Appraisal

i) QCC training program

This activity helps supervisors to monitor performance of the workers together with the main evaluation form. This QCC form evaluates the productivity weekly. Then the supervisors cross check with the quality control again. This program insists on the consistency of the company monitoring and transparency objectives toward the workers. The form is first monitored by the team and then the outcome is carefully checked by the supervisor. This insures that the performance appraisal by the company is transparent and fair. The QCC program let workers and supervisors sit together, identify, investigate, analyze and solve the work related problems together, in order to improve performance and quality of work and of people.

Moreover, QCC tool builds unity and respect humanity in a workgroup through the improvement of the worker's infinite potential. The workers will be aware of the day-to-day problem and communication among departments will be improved. Furthermore, this activity helps supervisors evaluate and monitor performance of workers, as such QCC program is the activity that encourages 360 degree evaluation.

- Create Job Design

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i) Group Talk Weekly

Effective positive feedback can fulfill internal sense of value. In this case, weekly group talk helps the workers share feedback with each other, reveal problems, reinforce advantageous solutions or prevent mistaken behaviors. Using objective performance measurements is valuable since, most of the time, they are not arguable or vague. Without workers' evaluation, it is easy for any recognition from a supervisor to appear as preferential. Whenever workers believe that their supervisors are unfair, they easily become de-motivated to work hard. (Locke, 1976). Positive feedback also increases self worth because workers feel better and are willing to be a part of the company.

ii) Informal Meeting

Supervisors and workers have an informal meeting every Monday. The workers report problems discussed earlier. The supervisors then give advice and suggestion to the workers to improve work process. This improve communication between workers and supervisors, thus encourage better work performance.

Expected outcome on Feedback

- Review the progress of over all performance

After the ODIs activities, the company tried to improve the performance appraisal to be fair; measured from workers, supervisors and the company. These activities similar to 360 degree feedback. 360 Degree Feedback is a system or process in which workers receive confidential, anonymous feedback from the people who work around them. This typically includes the worker's manager, peers, and direct reports (Boxall and Purcell, 2003). Many workers strongly agree in the item which is consistent with the supervisors' feedback. Therefore,

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before doing ODI, feedback is at the average level for workers but in the post ODI, the outcome is changed to the high rating stance. ($\bar{X}=4.046$).

- Increase of appreciation of the workers' performance

In terms of feedback from the supervisors, the workers lack of confidence to share and give opinion to supervisors is due to their misunderstanding that they are not well educated, have low skills and low status to this company. So they just kept quiet and worked on their duties without sharing or creating any ideas. They felt that their ideas would be rejected from supervisors or administrative. But now they feel that they are an important part of the company and are more recognized.

4.2.1.4 Rewards and incentive: Table 4.10 present Item Mean Ratings on Performance Management related to Rewards and Incentive.

Pre and Post ODI finding on Rewards and incentive

Table 4.10 presents Item Mean Ratings on Performance Management related to rewards and incentive, the workers feel that the rewards and incentive are neutral to appropriate ($\bar{X}=3.018$). The workers agree that their salary is appropriate to their qualification because this company's salary is based on labor union. Then the workers agree with welfare policy here because the company provides a lot of benefits to them and their family. If they want to continue their study, they ask for a scholarship; possible only if their work performance is outstanding.

In conclusion, Performance Management, in the pre-ODI stage, the researcher found out that welfare policy, or salary based is not the big deal for workers to improve performance.

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Because the workers feel that they are happy with the welfare, and do get salary based on their background. However, everyone likes to make more money. Everyone wants to get a raise, but for that, they have to perform well and get outstanding recognition from their supervisor, production manager, and the human resource manager. According to company policy, workers receive company logo uniform, hard working payment, bonus, yearly raise, training program, social security, vacation, New Year trip, OT, and family support funds, etc.

When implementing ODI, the company trusts the workers more. Also, the company sets up reward programs to compensate for the successful workers and their job. This is the way to motivate others to be proactive in doing their job. In the Post-ODI, the workers accept the rewards and incentive of the company at the high descriptive rating ($\bar{X}=3.886$). In addition, the workers accept in the high descriptive rating in terms of awards from more promotions, from the average rating to high descriptive rating ($\bar{X}=4.130$).

Table 4.10

Means and standard deviation of the respondents' opinion levels related to

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Rewards and Incentive

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
Rewards and Incentive						
I am satisfied with awards in terms of money and benefit.	3.240	0.767	Average	4.130	0.774	High
I am confident that my manager will adequately rewards to my performance.	3.220	1.151	Average	3.800	0.765	High
I receive the reward individuals for loyalty	3.170	0.910	Average	3.810	0.825	High
I am satisfied with the rewards and incentive policy here.	3.090	0.975	Average	3.890	0.815	High
The organization is fair in terms of compensation for my life.	2.370	0.981	Low	3.800	0.932	Low
Total	3.018	0.585	Average	3.886	0.431	High

ODI on rewards and incentive

One program that human resource manager sees as important is workers orientation; to let them understand the organization and culture. The human resource manager takes a chance to represent the company, to arrange this activity at a yearly party, based on its effective result of this program during a pre-survey session by the researcher.

Also the company provides two extra benefits, one extra benefit for the pilot test as a game competition. According to the research of Ajira (1997), she states that most of blue collar workers focus more on extrinsic rewards to increase the performance of theirs. The programs are assigned as follows:

- Redesign Reward and Incentive

i) Extra benefit programs

Besides the benefit programs the company offers to the workers are not so bad if compared to other companies. For the ODIs, the researcher proposed the extra paying program to support QCC monitoring. According to the result of the QCC, the team that have good result, will win and get extra payment rather than salary. This seems like bonus for them and can add value for their effort and commitment toward work. Then, in the hygiene department, if the team can clean their space and organize it well, they get the rewards from the company. The winning team gets the voucher for 3000 baht. Even though it is not always money motivated, it can make them feel more challenging. It is better than nothing by providing them with monetary incentives; as human being understands that “no free lunch in this world.” According to Calder and Staw (1975) concluded that satisfaction with a low intrinsically motivating task increased with extrinsic reward. This kind of job is routine and low intrinsically motivation, so, this activity can increase the motivation and performance of workers.

Expected outcome on Reward s and Incentive

- Increase of workers' contentment

This program begins when training starts. Activities in every subject in the training are observed by the production manager. Only one team will win the reward and money per session. So, based on the observation and in depth interview, the workers try to compete and compare to each other when the researcher discusses outcome of other teams each week. This is one thing researcher thinks workers feel enjoyable in this program.

Also, according to the supervisors, they all try to motivate their people to increase their effort and make a change to better result. This incident comes from the informal meeting between the team each Monday and the researcher plays a role as an observer. According to the

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quantitative data, the people have a good attitude on welfare of company to $X = 3.886$. Everyone gets recognition and feel valuable to the company, and the employer who recognizes and fulfills this need, with monetary rewards, and special perks, will be rewarded in return with a workforce with a high level of job satisfaction.

4.2.2 Employee Motivation

Employee Motivation is the study of the company programs that can become the driving force to motivate workers to become active persons and develop better performance. Employee Motivation is consisted of 6 factors as follows:

- 1. Responsibility
- 2. Work itself
- 3. Opportunity for advancement
- 4. Relationship with co-workers
- 5. Supervision
- 6. Wage and salary

4.2.2.1 Responsibility: Table 4.11 presents Item Mean Ratings on Employee Motivation related to Responsibility.

Pre and Post ODI finding on Responsibility

According to the table 4.11, the researcher found out that in the pre-ODI, the workers believe that a job in which greater responsibility is given $\bar{X} = 3.160$. It is an average of descriptive rating. According to the data and qualitative analysis, supervisors randomly checked the performance of workers when they see the problems but Q.C will be the person who checks regularly, but does random check as well when the products are done. They have never tried to share or give some feedback to the supervisors. But they think that if they give it, supervisors may reject theirs because of their status. When the problem occurs, they never try to solve the problem but they think that supervisor will be the person who takes responsibility for the problems. Also, who should assume responsibility when problems occur is still unclear, and what should the worker does when such problems occur.

Implementing the ODI, the company tries to make it clear about the responsibility of the workers. They understand what they have to do and how they have to do it. In the Post-ODI, it appears that the workers agree at the high descriptive rating ($\bar{X} = 3.796$). Particularly, the workers focus on more job enrichment and much more clear with their responsibility. This item increases from average descriptive rating to high descriptive rating ($\bar{X} = 3.970$)

Table 4.11

Means and standard deviation of the respondents’ opinion levels related to Responsibility

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Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Responsibility</u>						
I am clear with my responsibility.	3.320	1.043	Average	3.970	0.771	High
I have a supervisor to check my performance.	3.240	0.780	Average	3.820	0.757	High
The supervisor allows me to continue working when I am in the right track.	3.040	1.062	Average	3.820	0.808	High
I am encouraged to create suggestion for improvement here.	2.950	0.903	Average	3.590	0.753	High
A job in which greater responsibility is given to whom have the most seniorities.	3.250	1.233	Average	3.780	0.773	High
Total	3.160	0.467	Average	3.796	0.386	High

ODI on responsibility

Malone and Lepper (1987) stated that intrinsic motivating activity is an increase of interest and enjoyment of workers. Also, such factor will encourage workers to assume more responsibility when they are working in a personal meaningful environment. Therefore, the ODIS activities focus on QCC training, weekly group talk and informal meeting. All 3 programs would motivate workers. The researcher turns this around to generate a working setting which allows for a better matching levels of responsibilities in a more inspired ways. This is done by sharing organizational goals with them. It is also involved with workers by sharing the management responsibility and authority with them. The employee productivity should increase as a result.

Therefore, at the stage of ODI, the researcher suggests attractive work creation to encourage workers participation in making decision. Thus the workers feel that they are valuable to the company. And they understand that their potentials are important to the company as well. According to Motivation theories, training acts as champion for motivational cause. Training do

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more than motivate their subordinate, it promote any matter that seems to help motivation flourish widely. Training also increases workers awareness, and allows them to raise and explain a potential problem before it does any harm. (Forsyth, 2006).

- Empowering

i) Group Talk weekly

It offers secure, advice and support to the workers. As before, supervisors have just assigned work, and then the workers have just followed them. Meetings which involve people and encourage participation and responsibility are more productive than meetings in which the leader tells, instructs and makes all the decisions. This motivates workers to share problems with each other as well as feel more comfortable to talk with each other. They can talk about any issue they like without pressure. This activity is on once every week on Friday. The more experienced and reliable the other person is, the more freedom the company can give. These activities motivate them to develop their responsibility and have more confidence in their own skills.

ii) Informal meeting

This activity is between supervisors and workers. Workers report the result of what they have been discussing and solving problem. This is a program where one can delegate responsibility to the workers, who know the problems better. And this is the worker's duty. The supervisor needs only to give suggestion and advises them on how to achieve the goal.

iii) On the job training

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On the job training is given during regular working hours.. The supervisor and the co-workers will guide the trainees on how to perform and to what standard. The supervisor walks through each worker's station daily and checks how the machine is correctly set. According to the meeting between production worker, 6 supervisors and 2 quality control, they and the researcher agreed to have another training program called "on the job training" to increase employee performance. Based on the meeting's outcome, the supervisors should act as QC as well. They do not only check the mistake but they need to ask about whether the workers understand the process of works or not. So the supervisors monitor the performance of workers at the same time. The supervisor agrees to check worker's work hour by hour. If they do not understand the process of work but still continue working, the workers have to take responsibility for their errors. This is the message that supervisors are sending to their members. Even though, the workers do not find the supervisor when having the problem, they have to ask for other members' assistance. In the past, workers have hardly share the problem to supervisors or their friends because they are afraid of getting blamed. So they continue doing their job even though it is wrong. So the work is sometimes not as efficient as expected. On the job training should lead to better efficiency of works.

Expected outcome on Responsibility

- Develop self awareness on the accountability

In the post-ODI, it is apparent that the workers have understood clearly on what they have to perform ($x = 3.796$). According to the qualitative analysis, the researcher asked five workers randomly. Two out of five said they have to be more enthusiastic because they are afraid that their colleagues will blame them if mistake occurs at their line. They are more careful with

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their responsibility. In view of one supervisor, “*Khun Pitak Payub, he thinks this motivate employee to be clear with their responsibility. They understand what they should do in each process because in the QCC form, they have to write down the person who is responsible for each process.*” They believe that everyone has his or her own responsibility. They have to help each other to achieve the goal. It is not only the responsibility of the boss or manager but it means everyone needs to help each other including the company because everyone is part of the company’s success. When each one makes mistake in the company, it can be a big impact to the security of the company and each worker.

4.2.2.2 Work itself: Table 4.12 presents Item Mean Ratings on Employee Motivation related to Work itself.

Pre and Post ODI finding on Work Itself

According to table 4.12, the pre-ODI found that $X = 3.120$ of workers understand the rule and regulation here but there are some workers who are not sure about the rules. First, they understand the rules from the application form. Then, they are reminded by the production manager again. However, some rules or regulations from the Human Resource Department are not apparent, and they have to check the bulletin board or from words of mouth. The researcher found out that the respondents ‘opinion levels related to Work Itself is $\bar{X} = 3.020$. It is in the high descriptive rating. However, the researcher will motivate workers from this circumstance to increase the performance of workers by implementing support activity to worker

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When implementing ODI, the company makes the workers understand their job description, rule and regulation, workload and work process. In the Post-ODI, the workers accept work itself at the high descriptive rating ($\bar{X}=4.008$).

Table 4.12

Means and standard deviation of the respondents' opinion levels related to Work itself

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
Work itself						
I am clear with my job description.	3.010	1.150	Average	3.900	0.703	High
I am clear of the rule and regulation.	3.120	1.047	Average	3.760	0.740	High
The workload is acceptable.	3.050	1.149	Average	3.610	0.680	High
The work hour is reasonable.	3.010	1.167	Average	3.750	0.757	High
The work process assists me in doing work faster.	2.970	1.167	Average	3.690	0.677	High
Total	3.020	0.524	Average	4.008	0.409	High

ODI on Work itself

According to Frederick Herzberg's book *The Motivation to Work*, written with research colleagues Bernard Mausner and Barbara Bloch Snyderman in 1959, “worker to be happy and therefore productive, these environmental factors must not cause discomfort. Although the elimination of the environmental problems may make a worker productive, it will not necessarily motivate him. The question remains, “How managers *motivate* employees?” Many managers believe that motivating employees requires giving rewards. Herzberg, however, believed that the workers get motivated through feeling responsible for and connected to their work. In this case, the work itself is rewarding. Managers help the employees connect to their work by giving them more authority over the job, as well as offering direct and individual feedback”.

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- Redesign of job condition

i) QCC program

Skill based training can help workers learn new skills; consider ways that skill-based training can positively affect the workers and company. Training increases employee productivity.

In addition to learning how to complete new tasks and take on more responsibility, workers learn advanced methods to help them complete everyday tasks more efficiently (Ishikawa, 1986). A QCC is a small group of workers working together to contribute to the improvement of the company, to increase the responsibility of workers. The quality control circle (QCC) team of workers usually come from the same working group, who meet on a regular basis to identify, investigate, analyze and solve their work-related problems. Everyone in each group should understand his or her own job clearly and which process he or she is performing. Because of the report, everyone in the team has to write down his or her own duty and problem from his or her duty. Therefore, the researcher believes that every worker needs to know his duty well. When problem happens, they all know where and how to solve the problem. These tools will help QCCs to do brain-storming systematically and to analyze the problems critically. Then, through logical thinking and experience, most problems can be solved.

ii) Hygienic condition

Human resource manager, production manager and supervisors agree to redo Principle 5 muscle activity (this activity adapted from 5s in Japan) as fundamental quality management to help create an environment that is good for working, as well as hygienically clean.

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A hygienic environment in a company reduces costly waste.

iii) Informal Meeting

Another ODI activity is supervisor and each team member having an informal meeting every Monday before working at 8.00h. This activity improves line and staff communication process. And once each month, another meeting is schedule to discuss topics raised in the weekly meeting. The researcher suggested this activity because they have to depend on each other. Some problems occur in one line can affect other lines. So they can have a chance to think about the cause of the problems, workers' problems or others. They help each other to find the solution. And if they can find some good ideas, they communicate down or share with their workers. This meeting makes the participants feel comfortable because they are in the same range and they open their mind and talk comfortably and frankly.

iv) Group talk weekly

The next ODI activity is Group Talk weekly. P. Lube Company have rarely had meeting among production workers. Supervisor gives workers the order and then the workers follow his instructions without asking anything even though they are not clear of the command. One way to motivate them is to ask and share what they are thinking in the weekly group talk. This group talk weekly is informal. They spend time on each Friday after finishing work around 20-30 minutes to discuss about the problem and share the solutions. Then the group leader will take note and fill out the form provided.

v) Orientation

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In the stage of ODI, the company organized work process to doing work faster. Also, the Human Resource Manager gives instruction to workers about the rule, regulations and benefits. Other benefits include a company sponsored New Year trip to somewhere.

Expected outcome on work itself

- Increase of the understanding of company's policy

According to the quantitative data, the subjects' attitude seemed to increase positively toward understanding the rule and regulation, thus reducing misunderstanding between the company and the workers and mistakes at work as well.

However, according to the qualitative data by in-depth interview with workers after the orientation from the Human Resource Manager, they said they have just recognized some policies they have never known before. For example, they have known that the company will pay tuition fees for their kids until grade 12. Then they have a chance to continue their vocational school to improve their skill and their opportunity to grow. Human Resource Manager, recognized that orientation is very important to reduce mistake and misunderstanding. Actually, this orientation will be an informal talk between production manager and workers before starting job in this company.

- Increase the sense of teamwork

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The workers understand that each stage of work does not work independently. If they help each other, the work will get done faster and more effective. They reduce the workload more and more.

4.2.2.3 Opportunity for Advancement: Table 4.13 presents Item Mean Ratings on Employee Motivation related to Opportunity for Advancement.

Pre and Post ODI finding on opportunity for advancement

According to 4.13, in the stage of pre-ODI, the opportunity for advancement is rated in the neutral level ($\bar{X} = 3.008$). In this company, if a worker needs to get a promotion, he has to work hard, develop the skills and have good discipline in the supervisors and production manager's point of view. But in the workers' point of view, they think they could get a promotion or advancement if they have seniority status and on the good side of the boss.

However, most of the workers get a raise each year rather than getting a promotion. According to the Human Resource policy, a person who wants to get a promotion has to show how hard he has worked, the ability he has, the skill he develops, the level of education and the experiences he gets.

When implementing the ODI, the workers understand that to get a promotion in this company, they have to show off their potentials and get accepted. For example, one of supervisors started working as a worker. He was graduated as fourth grade, but he has worked for 20 years and has gotten lots of experiences and very skillful with his job, so, he got a promotion as a supervisor few years ago.

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In the post ODI, the company clarifies the criteria about how workers can receive higher salary or get a promotion in the company. Therefore, in the Post-ODI, the workers accept the opportunity for advancement at the high descriptive rating (\bar{X} =3.898). The item that receives the highest descriptive rating is a job that provides a great deal of opportunity to learn more about the process and increase skills (\bar{X} =4.080)

Table 4.13
Means and standard deviation of the respondents' opinion levels related to
Opportunity for Advancement

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
Opportunity for Advancement						
There is better chance here to get promotion.	2.800	1.005	Average	3.850	0.857	High
The opportunity for growth here depend on ability and capability.	3.070	1.112	Average	3.760	0.698	High
I have no doubted with my long term security.	2.930	0.987	Average	3.980	0.887	High
I have received good and sufficient training that serve my need.	3.160	1.012	Average	3.820	0.716	High
My job provides a great deal of opportunity to learn more about the process and increase my skills.	3.080	1.031	Average	4.080	0.706	High
Total	3.008	0.489	Average	3.898	0.400	High

ODI on Opportunity for advancement

We have workers, who show up, do their job, collect their paycheck, and then go home. Motivational tactics to encourage them to move above and beyond their minimum requirements are needed.

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The company should create opportunity for advancement through promotion and pay raise on a measurable performance basis or create opportunity for leadership, to challenge them to lead a team or do something (Bedeian, 1993).

Therefore this can make workers go above and beyond their performance. The workers are motivated by the opportunity to develop the knowledge, skills and abilities. They are motivated by understanding the process for their career opportunity and understand the gaps in their abilities where they need to develop if they want to get a promotion. But before providing them with opportunity for advancement, take them through the opportunities for development (Kressler, 2003). Therefore, the researcher, the human resource manager, and production manager agree to create motivational schemes such as training with workshop and orientation for opportunity advancement.

- Training and workshop

i) QCC Program training and workshop

The QCC training keeps workers motivated. Training gives workers the knowledge and skills they need to perform their job. Training is used to generate positive attitudes all the way through clarifying the behaviors and attitudes that are expected from workers. It helps workers recognize that their ability is a good opportunity for advancement if they have developed such ability fully. The level of their ability is evaluated and used as criteria for their advancement in terms of salary raised and promotion.

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Another ODI program is workshop. The researcher set up the workshop because in the training section, the researcher gives the workers the QC forms. Some of them had questions about these forms when they have to do it in real time. That's why the production manager asked the researcher and trainer to set up the workshop for each line of production workers to be clear on how to do QCC. This workshop gives a lot of benefits for all. Everybody understands deeply about his own problem and share the solutions with everybody else. Before the workshop finished, the researcher calls 10 participants to comment on the workshop. They say they are clear and sure that they can fill the form. Besides, they say the forms they have to use in the real setting make them improve their performance and understand how to make correction. This form is a team assessment of their own standard and their expectation.

- Guideline of the company policy

i) Orientation

This helps the workers understand the policies of the company. The HR manager begins to have orientation before any training starts. Many workers ask many questions. Therefore, the HR manager acknowledges that there are many things that workers have no idea. The workers understand that something that they used to know may be untrue. Orientation is one of the programs which the manager needs to continue working on.

Expected Outcome on Opportunity for Advancement

- Increase of the skill

Based on the quantitative data, the workers agree more on the job they are assigned, developing their skills, and lead them to advancement in the future ($X=3.898$). Also, according to

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qualitative data from *Khun Pom Nonninchai (production worker)*, says that the opportunity of advancement for her derived from her ability, knowledge and skills from the training and workshop. She discovers that even though she is lowly educated, she has ability to develop herself. She is not only the factory girl with low skills. Also, she says she is not a supervisor, but she is the leader of her group, and if she has more skills and practical experience, additional advancement is possible.

- Inspire the workers and make a good role model

Based on the quantitative data supplemented with qualitative data, the workers understand that if they work hard and perform well, they have a chance for advancement. They do not have to work on the higher level, but as production manager receives advancement in terms of skill and recognition, as well as compensation, this would be a role model for the workers to recognize.

4.2.2.4 Relationship with co-worker: Table 4.14 presents Item Mean Ratings on Employee Motivation related to Relationship with co-worker.

Pre and Post ODI finding on Relationship with co-worker

Referring to Table 4.14, we have relationship with the co-workers ($\bar{X}=2.890$). This is in the average level of the descriptive rating. But According to the qualitative interview with supervisors and workers, the researcher sees some problems in it because they all worry about their own problem rather than their team's. They are afraid of getting blamed from their supervisors if they do not finish work on time or make any mistakes. The researcher

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comprehensively interviewed with the workers and understood that sometimes, the workers want to help their friends but some other time, they feel that if they help others, their work might not get done. Also, they are afraid that the supervisor blames them if their work is not done.

When implementing the ODI, the company lets the workers work as a team and make sure that they understand how important teamwork is to this kind of job. In the Post-ODI, the relationship with co-workers is in the high descriptive rating ($\bar{X} = 4.016$). After implementation, the item, the workers agreed that it is important to develop good relationship between supervisors and worker ($\bar{X}=4.010$)

Table 4.14
Means and standard deviation of the respondents' opinion levels related to
Relationship with co-worker

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Relationship with co-worker</u>						
I can work well with others.	2.890	0.962	Average	3.800	0.765	High
I have a good relationship with co-workers and my supervisor.	3.030	1.067	Average	4.010	0.414	High
I am willing to help my co-workers when they have any difficulty.	2.780	1.069	Average	3.680	0.802	High
People here listen to others with open mind.	2.790	1.130	Average	3.580	0.754	High
I can consult my personal problem with my co-workers.	2.960	1.024	Average	3.780	0.644	High
Total	2.890	0.527	Average	4.016	0.450	High

ODI on relationship with the co-workers

The relationship among workers is very important because everyone knows that successful job execution depends on teamwork and effective communication with each other.

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According to Kressler (2003), the way to work more effectively with the people at work, the company needs to make the interpersonal relationships positive, supportive, clear and empowering. Therefore the researcher assigns programs to increase the relationship with the co-workers and lastly to bring positive effect towards the workers' performance. An effective working relationship creates goal accomplishment and job satisfaction. The researcher creates the training program with the workshop, and group talk weekly with goal setting.

- Training and workshop

i) QCC Training program with the workshop

Training and workshop are about building more effective relationship. The researcher would like workers to have motivation to do their jobs. So the researcher suggested Human Resource Manager and Production Manager to use games as a motivator. They all agree and let the researcher run this ODI. This ODI was assigned before training was ended. The researcher gave each team a report of waste reduction. The standard is the percentage of waste in January – February 2010. Then, since March – May, each team has to compete with each other to reduce the percentage of waste as much as one can. The goal is 5% to be met. The result is announced by the Production Manager at the end of each month.

The researcher interviewed them. One of their representatives says they feel more cooperative and unity. They have fun and enjoy this activity as well. The game makes them feel challenging to beat each other. The Production Manager added that many workers talked about it and excited to participate in this activity. This helps each team maintains the valued relationship together with effective communication, and empathy among them.

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- Teamwork activity

i) Group Talk weekly (with desired goal setting)

This activity builds relationship between workers because when they do their duties, they do not have much time to discuss with each other. When they have a problem, most of them resolve the problem by going directly to the supervisor. But this group talk activity can have them spend time together to share and to talk about work issues informally. They help each other to solve the problem.

ii) Hygiene condition

Members of the team help each other clean up the working area after a work is finished. Each team assigns a responsible person for each day to clean up the working area and equipment. The team that win this contest gets the reward from the company. This program will be judged every 3 months by HR department.

Expected outcome on the relationship with the co-workers

- Increase of the sense of unity

After ODIs, the researcher found out that the relationship between co-workers has changed to $X=4.016$. According to the qualitative data with *Khun Eakachai Jimju*, one of the workers, says that he understands the relationship with co-workers is very important to achieve success. He continues to say that working alone sometimes is unable to solve the problem but with others, he and co-workers help and support each other to achieve the goal.

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4.2.2.5 Supervision: Table 4.15 presents Item Mean Ratings on Employee Motivation related to Supervision.

Pre and Post ODI finding on Supervision

According to the table 4.15, it is found that before ODI, supervisors advise the workers every time when they have problems. According to the in depth interview with the production manager and supervisor, they said most workers hesitate to ask for supervisors' help because they are afraid that they would be blamed afterward. They continue to do their work even though they are wrong until the supervisor finds out, and then they confess. Based on in-depth interview with them, they say sometimes, the supervisors accept their opinion and their performance. Some other time, the supervisors instruct them every time as they work. It is as if the supervisors mistrust the workers. ($\bar{X}=2.896$).

When implementing the ODI, the company determines a clear role of the supervisor's responsibility. Moreover, the supervisors understand and advise the workers every time when they need help. The supervisor listen more to the workers and become a coach not a boss. In the Post-ODI, the workers accept the supervisors more than Pre-ODI at the high descriptive rating ($\bar{X} = 3.936$). The item that the workers accept the most after post ODI is the supervisor advises individual worker every time when he has a problem ($\bar{X}=3.740$).

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Table 4.15

Means and standard deviation of the respondents’ opinion levels related to Supervision

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
Supervision						
My supervisor advises me every time I have problems.	2.790	1.094	Average	3.740	0.927	High
My supervisor trusts me on my work.	3.020	0.909	Average	3.630	0.733	High
My supervision involves me in activity like making decision and changing things.	2.520	1.029	Average	3.620	0.907	High
I can instantly access information from my supervisor when I need help.	2.910	1.164	Average	3.470	0.979	High
My supervisor is merely inspecting to my work.	3.170	0.974	Average	3.600	0.778	High
Total	2.896	0.510	Average	3.936	0.351	High

ODI on Supervision

The objective of these activities is increase of awareness and flexibility in the relationship between supervisor and workers which hopefully in turn could improve productivity and higher quality of work. The feedback of the supervisors creates understanding and motivation of workers.

Due to the workers have more respect to their supervisor, the supervisor can now guide them and coach them to achieve effective performance. The activities the researcher creates in this module are on the job training and informal meeting. According to Robbins (2001), the supervisor has responsibility to maintain excellence in workers’ performance. The supervisors become more facilitators of workers’ realization of their potential and pursuit to high achievement. Without supervisors, the workers might lack the motivation.

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- Empowerment

i) Informal meeting

P. Lube Company has rarely had meeting among supervisors and his production workers. Supervisor gives workers the order and then the workers follow his instructions without asking anything even though they are not clear of the command. Therefore, when they have group talk between supervisors and them, they understand that they should check the quality of the packages carefully and look for poor quality packages. When they see the low quality one, they throw it away because if they insist on keeping them, the company loses double. So this solution avoids losing the most waste.

ii) Group Talk weekly

One way to motivate them is to ask and share what they are thinking in the weekly group talk. This group talk weekly is informal. They spend time on each Friday after finishing work for 20-30 minutes to discuss about the problem and share the solutions. Then the group leader takes note using the form provided.

iii) On the job training

On the job training is given during the regular working hours. The supervisor and the co-workers will guide the workers on how to perform his task and to what standard is required. Everyday the supervisor oversees each worker and checks how he correctly sets the machine. In the past, workers hardly shared the problem to supervisors or their friends because they were afraid of getting blamed. So they continued doing their job even though they knew it was wrong.

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So the work sometimes was not as efficient as expected. On the job training leads to efficiency of works.

Expected outcome on Supervision

- Understanding between supervisors and workers

The company provides support to workers with the help of the supervisors, to increase the quality of the workers. The company needs the workers to feel safe and comfortable, so they would ask the supervisors for help rather than fear him. The supervisors are available for help more and more when the workers need them. Therefore, in the post ODI, the workers feel more agreeable in the item that they can build good relationship between supervisors and the workers ($x=3.936$). The new condition changes the average descriptive ratings to high descriptive rating.

Based on the qualitative data, one of the workers, *Mr. Kanok Yamjit*, says that *the supervisor comes to supervise them quite often than before. The supervisors pay more attention on them much more than before. When he has the problem like his machine stopped by accident, he gets helped from the supervisor first.* As before, when the workers have the problem with machines, they need to call a mechanic and ask for his help.

From now on, the production manager announces to all workers that when the problem occurs, they have to help each other solve the problem first if it is not a big deal. However, if they could not figure it out, they need to get assistance from the supervisors. And the supervisors need to walk around the team every hour. The production manager confirms that he provided the assignment paper to the supervisors to sign up after they have walked around the team.

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4.2.2.6 Salary and incentive: Table 4.16 present Item Mean Ratings on Employee Motivation related to Salary.

Pre and Post ODI finding on Salary and incentive

Accordingly table 4.16, the wage and salary of P. Lube Co., Ltd. before pre-ODI, has the average descriptive rating ($\bar{X}=3.038$). According to Miner (2007), apparently, the workers want good wages and salaries and a good source of basic incentive for satisfactory job performance. The financial incentives for work performance are discussed using reinforcement theory on the relationship between work performance and consequences. Gupta and her colleague analyze that money can motivate workers whether the job is exciting or mundane work settings. Higher salary makes employee happier (Gupta, and Chin, 1994).

However, most of them get a raise every year from the company, but some does not because he or she works in this company during the time of economic crisis. So he or she does not get a raise. Also, they get a raise more or less depending on the evaluation from the human resource manager. The company tries to make the workers understand how transparency it is in terms of salary increased. In addition, the company tries to give more options to help workers gain more money and help the company achieve its goal as well. Therefore, in Post-ODI, the attitude of the workers and salary has high descriptive rating ($\bar{X}=3.902$)

Table 4.16

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Means and standard deviation of the respondents' opinion levels related to Salary and incentive

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Salary</u>						
I am satisfied with my present salary and incentives.	2.720	0.995	Average	3.850	0.845	High
I get a fair salary and incentives in comparison with my colleagues.	2.880	1.017	Average	3.790	0.807	High
The salary and incentives can be a factor for me to remain in this company.	3.310	0.939	Average	3.990	0.810	High
My salary and incentive is appropriate to my qualification.	2.920	1.021	Average	3.980	0.791	High
The company raises up the salary every year.	3.360	0.731	Average	3.900	0.771	High
Total	3.038	0.671	Average	3.902	0.425	High

ODI on salary and incentive

Due to the researcher tried not to get involved much in term of the financial incentive because it depends on many factors; such as the stock market profit, and higher administrative officers cost. Therefore according to the ODIs, Based on Robbins (2001), it motivates workers by using their real abilities to tap into workers' motivation. The researcher uses money as an incentive but not every worker can get it. The workers and their team who work hard and achieve the goal when comparing to other team will win it. Although sometimes the salary has not increased much as expected, according to Herzberg theory, it is overlap with the finding because motivation with short term incentive is the rule of ability of workers.

- Raise benefit accrued

i) *Extra benefits*

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The researcher still considers that employee performance is tied to financial rewards. Based on the researcher's ODI in this company, the researcher recognizes that only some extra payment encourages employee performance. But they need to work hard to receive it. Those little things can fulfill workers' value to work in the company.

- Guideline of company's policy

i) Orientation

The orientation that is provided by HR manager before training program can help workers understand about the regulations and policies of the company. Therefore, the HR manager is certain that she is going to have an orientation every year to make sure that all workers understand the company, and know how to be good workers in the company. She has found from this orientation that many workers are unclear of the company's policies.

- Expected outcome on Salary

i) Increase of the productivity

Even the researcher does not involved with the salary raised of the company, the incentive program the researcher proposes to the company motivates employees to put more effort on their job, and also workers feel more challenging in the competitive environment. The researcher tries not to focus on the salary of the company because it is a big issue and this is for top level managers to make a decision. For this thesis, the researcher understands that if the workers know that the company sees how important they are and provide good policies to them, they are ready to improve their performance for the company.

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4.2.3 Job Satisfaction

Job satisfaction is the study of workers' attitude towards the efficient and effective work of the workers. The researcher analyzes job satisfaction according to two main areas as follows:

1. Physical factors
2. Psycho factors

1. Physical Factors:

The Physical Factors consist of three components as follows:

4.2.3.1 Working conditions

4.2.3.2 Compensation

4.2.3.3 Communication

Frederick Herzberg Theory (1957): Herzberg an American Behavioral scientist suggest that people show their dissatisfaction with salary, job security or organization policy. However, improvement regarding these dissatisfying factors does not essentially mean to have satisfying employees. He identifies hygienic factors that may be helpful in reducing job dissatisfaction level .The independent effect of hygienic factor is inconclusive and have been revisited time and time again.

4.2.3.1 Working conditions: Table 4.17 presents item mean ratings on Physical Factors related to Working conditions.

Pre and Post ODI finding on working conditions

According to the pre-ODI, Workers feeling is in the average descriptive rating in terms of the satisfaction of working condition. Based on the quantitative data supplemented with the qualitative data, the researcher shows that the workers feel that they sometimes get involved with unsafe working condition. They smell chemical substance even when they do not work. However, an interview with production manager reveals that nobody takes any responsibility to clean and to organize the working space. They try to throw the responsibility to each other. But finally nobody does anything. In addition, they are willing to work overtime because they can earn more money. The researcher gets some more information from the production manager that when the company assigns workers to work overtime, nobody feels negative toward it. Workers do ask for overtime work. However, because of the economic and political turmoil in Thailand last year and lasting through this year, there are few customers order for the products and some products are still in stock. Therefore, the overtime work allocation has been reduced and cannot fulfill the current need of the workers. The overtime work pay is not very much but according to the workers, the money can buy some necessary items for them and their family. With overtime pay, they can save some extra money in their own saving account. The descriptive rating of Pre-ODI is 2.934.

After implementing the ODI, the workers feel more satisfied with the working conditions of the company ($\bar{X}=3.756$). They accept that they feel more comfortable with the physical arrangement. They feel that the environment makes them feel happier towards their work. The item the workers accept with the highest descriptive rating after ODI is the feeling with new physical arrangement ($\bar{X}=3.840$).

Table 4.17

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Means and standard deviation of the respondents' opinion levels related to Working conditions

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Working conditions</u>						
I feel comfortable with the physical arrangement.	2.700	0.810	Average	3.840	0.825	High
The work environment is clean and in control.	3.150	0.946	Average	4.030	0.834	High
Overall my working condition is safe and healthy.	3.090	1.155	Average	3.560	0.795	High
Adequate equipment makes better performance.	2.860	0.725	Average	3.590	0.911	High
The amount of work I am asked to do is reasonable.	2.870	0.1.079	High	3.760	0.842	High
Total	2.934	0.509	Average	3.756	0.406	High

ODI on working condition

- Instill felt obligation

i) *hygiene condition*

This helps workers to get rid of dust and dirt as well as improve working environment in the workplace. This activity is not for free but the HR manager will provide a complimentary gift for the cleanest and most well organized working environment team. The supervisors and the workers meet each other and determine which group is responsible for cleaning that day. Then, by the end of each month, HR department checks and grades the working environment. They all receive a gift voucher. Moreover, the workers have to wear protective mask and gloves when working. If they do not follow this rule, they get punished by cleaning the area for a whole week instead of all the team members. When they organize and clean stuffs in the well organized atmosphere, they feel happier than before based on one of the workers, *Khun Somporn Saijai*, agrees that she feels everything is in control and not annoyed her when she is on duty. Moreover,

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another person named Khun Chana Thongyam, expressed that at first he is quite uncomfortable to wear the masks and gloves because he is doing thing quite slowly, but now he knows that all protection helps him to breath more comfortably.

- Raised benefit accrued

i) extra benefits

As mentioned before about overtime work, the workers are willing to work harder only if they get some reward. Therefore, the researcher proposes the QCC program for the workers to stimulate them to reduce waste. This activity is based on the whole team. If each team reduces the waste and produce quality product much better than others, then 350 baht is added to their salary for every month with such result. Another award comes from the hygienic condition program. The winning team gets gift vouchers. This activity is judged every 3 months.

- Expected outcome on working conditions

i) Increase the workers' contentment

According to the quantitative and supplemented qualitative data, the researcher feels confident that the workers feel comfortable with these activities because they get the reward that they need. For Thai workers, they like money and enjoy eating. Therefore, it is not surprising why the workers embrace these activities, because reward is a good hygiene factor for them.

When they organize and clean stuffs in the working area, they feel happier than before, based on one of the workers, *Khun Somporn Saijai, agree that she feels everything is in control and not annoyed her when she is on the duty. Moreover, another person named Khun*

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Chana Thongyam, expressed that at first he is quite uncomfortable to wear the masks and gloves because he is doing thing quite slowly, but now he knows that all protection gear helps him to breath more comfortably.

4.2.3.2 Compensation: Table 4.18 presents item mean ratings on Physical Factors related to Compensation

Pre and Post ODI finding on compensation

According to the company’s resources, the company does have programs to ensure payments for injuries, family injuries, scholarship for the kids until grade 12, and all workers’ safety equipments. The company also has a reasonable safe place to work, proper equipment and rules and regulations which are essential to workers. This information is in the workers’ contract. However, some workers sign a contract without reading all the company’s statements. Therefore, they lack full understanding of company policies ($\bar{X} = 3.264$).

After implementing ODI, the workers’ attitude towards compensation improves to $\bar{X}=4.304$. The workers understand more about company compensation policies and more aware of how to get a raise. It appears that the workers accept the most with items that relates to policy easy to understand in terms of salary and incentives ($\bar{X}=4.480$). So, our statistic has changed from average descriptive rating to very high descriptive rating.

Table 4.18

Means and standard deviation of the respondents’ opinion levels related to Compensation

	Pre-test	Post-test
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Opinions	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Compensation</u>						
I am paid fairly to do my work.	3.190	0.800	Average	4.180	0.701	High
I am satisfied with my benefit package.	3.330	0.865	Average	4.240	0.570	Very High
For compensation, seniority is not important than performance results.	3.360	0.948	Average	4.340	0.554	Very High
The policies are easy to understand in terms of salary, and incentives.	3.290	0.807	Average	4.480	0.577	Very High
If I do a better job, my pay will be adjusted accordingly	3.150	0.868	Average	4.280	0.753	Very High
Total	3.264	0.336	Average	4.304	0.268	Very High

ODI on compensation

According to Kanin, Jill, Spunich and Gordon (1992), they conclude that compensation is a powerful tool for furthering the company's achievement because it has an impact on workers' attitude. In terms of job satisfaction, it is very subjective as far as the worker's need. Therefore, the challenging and dignifying job function help workers to reduce dissatisfaction. Moreover, financial compensation is a major factor contributing positively to the company. The company should be aware of any tangible reward which make workers feel happy to work here.

- Company Guideline

i) *Orientation*

HR manager conducts an orientation before any training program. She would explain everything about the company culture, as well as policies which she has never talked about before.

- Raised benefit accrued

i) *Extra benefits*

Besides the benefit programs the company offers to the workers are not so bad if compared to other companies. For the ODIs, the researcher proposes the extra paying program to include QCC support and monitoring. According to the QCC report, the team with good result, would win and gets extra payment rather than salary. This is like a bonus for them and can add value to their effort and commitment toward work. And another award is from hygienic condition program. The winning team gets gift vouchers.

- Expected outcome on compensation

i) Increase the workers' contentment

The workers need financial reward to fulfill their needs. Therefore, the researcher interviewed two workers and found that they feel challenging and enjoyable with the new programs of the company.

4.2.3.3 Communication: Table 4.19 presents item mean ratings on Physical Factors related to Communication

Pre and Post ODI finding on communication

According to the pre-ODI ($\bar{X}=2.874$), the researcher gets the information from the workers. They accept that they are afraid of asking feedback with the production manager, or HR manager, because they have seniority and higher position. In Thai culture, Thai people rarely ask or share things with others particularly someone with higher position or more powerful. The lower ranking staffs only accept their superior's opinion and follow them without any question.

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Moreover, they are not dependent on others. They have their own duty. Therefore, they take responsibility for it. They get comment only when they make a mistake.

After implementing the ODI, the workers have an opportunity to have some communication with other workers, as well as management team. They communicate to each other quite often with clearer results. Therefore, the descriptive rating changes to $\bar{X} = 4.122$. In addition, the item that the workers agree with the highest opinion is the workers access information to do a good job ($\bar{X}=4.240$).

Table 4.19

Means and standard deviation of the respondents' opinion levels related to Communication

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Communication</u>						
I can ask for advice and support from my supervisors.	2.840	0.598	Average	4.040	0.723	High
The practice has a consistent, timely and fair method for evaluating individual performance.	2.790	0.607	Average	4.140	0.635	High
Team meetings are useful and productive.	2.980	0.568	Average	4.100	0.689	High
I have the information I need to do a good job.	2.910	0.587	Average	4.240	0.726	Very High
I am kept informed of department results against targets.	2.850	0.641	Average	4.090	0.817	High
Total	2.874	0.273	Average	4.122	0.346	High

ODI on communication

The researcher proposed activities to create communication effectively in the company.

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- Communication effectively

i) Informal meeting

These ODIs can solve problems that come from a weakness in the workplace related to communication. The benefits of having informal meeting between supervisors and workers are quality and productivity improvement, as well as improving communication among workers in the workplace. For sure, it increases job satisfaction and effectiveness through consultation at the meetings.

ii) Group talk weekly

This can motivate workers to share problems with each other and feel more secure to talk comfortably with each other rather than having a formal meeting. They can talk about any issue they want without pressure. This activity is held once every week on Friday. The more experienced and reliable the other person is, then the more freedom the company gives. This activity motivates them to develop their responsibility and have more confident in their own skills.

iii) On the job training

This on the job training program can increase workers' confident because they are supervised and guided. The workers feel that they perform the job right and thus lead to more productive work. Also, the workers have a chance to talk with colleagues or supervisors which rarely occurs..

- Expected outcome on communication

i) Increase of sense of teamwork

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They understand that teamwork is important and can help them reach their goal. Moreover, they can expand their skill and abilities to do their job. Their job is now much more meaningful.

2. Psycho Factor:

The Psycho Factors consider with 3 components in term of the following:

4.2.3.4 Reward recognition

4.2.3.5 Opportunity

4.2.3.6 Personal expression

According to J. Richard Hackman and Greg Oldman (1959), they specify five cores job dimensions that will lead to critical psychological states of individual employee. The three dimensions are divided into skill variety, task identity, and task significance. These dimensions lead to the meaningfulness of work to employees. Moreover, another two dimensions are autonomy and feedback which lead to an appreciation of the outcome of employees' efforts. This Job Characteristic Model (JCM) can bring about high quality of performance, high job satisfaction, low absenteeism, and low labor turnover. This model is used to assess the motivational potential of a particular job and can lead to job designed. These workers dissatisfy with poor interpersonal relations with other employees or supervisors, unfair job assignment or work itself. Therefore, the researcher proposed to organize the workers and resources to implement the work efficiently. The production workers in this company are quite sure of their security with this company. But they feel insecure to open up to peers because they don't want to get involved with other activities except their job, because they are afraid of getting into the trouble. It is like they are introvert type of person. Then, when they don't understand the job clearly, they avoid asking the supervisors or friends to explain to them because they don't want

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to get blamed by supervisors or friends. They continue working even though they are not clear about what they are doing. So, when they make mistakes, they blame each other instead of helping each other to find the best solution.

4.2.3.4 Reward recognition: Table 4.20 presents item mean ratings on Psycho Factors related to Reward recognition

Pre and Post ODI finding on reward recognition

According to the interview with the workers and together with the quantitative data, the workers in the stage of pre ODI accept that they are just a lower paid staff and they are not considered important in this company ($\bar{X} = 3.114$).

After implementation, the workers feel satisfied with reward recognition, particularly the reward recognition that gives meaningful life for workers ($\bar{X} = 3.934$). The workers have the highest opinion that the workers are fairly rewarded for the job the workers do ($\bar{X} = 3.940$). The overall opinion is changed from average descriptive rating to high descriptive rating.

Table 4.20

Means and standard deviation of the respondents’ opinion levels related to Reward recognition

	Pre-test	Post-test
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Opinions	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Reward recognition</u>						
I am fairly rewarded for the job I do.	2.710	0.935	Average	3.940	0.801	High
The company has the special program to recognize the workers' achievement.	3.010	1.167	Average	3.920	0.747	High
My knowledge and skills are fully utilized.	3.590	0.712	High	3.970	0.784	High
Showing initiative is encouraged.	3.290	0.977	Average	3.960	0.737	High
I perceive that my recognition in the timely and meaningful way.	2.970	0.947	Average	3.880	0.782	High
Total	3.114	0.544	Average	3.934	0.308	High

ODI on Reward recognition

- Reward recognition

i) Training

The researchers recognized that they contribute to the company to achieve the expected outcome. There are regular feedbacks such as awards to the employee or unit. The researcher suggested doing The QCC because the attitudes of the workers changed from boring with the routine job to be challenging and fun to do the routine job. They feel that they don't only work but they can think, analyze and solve the problem as well they have more responsibility to their work itself. They feel more valuable and more like the part of company. So the researcher thinks this can lead to job satisfaction based on the concept of Herzberg Motivation – Hygiene factors (1953), he says that the company looks for intrinsic factors to the work itself in order for workers to be satisfied with their job, namely, job enrichment, because workers demonstrate the increased of the level of ability as well as the level of responsibility. Besides, the workers feel happier to work when they have good relationship with their supervisors and their peers. Group meeting between supervisors and workers is one activity to increase cooperation among each other and

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understand each other much more. According to the ODI's observation, the researcher sums up that when the workers realize how important and potential they are, they are willing to work more efficiently and effectively.

ii) Extra Benefit program

In the ODIs of job Satisfaction in terms of psychological needs, the Human resource manager, production manager, and supervisors agree with the game activity from the QCC to compete to reduce the waste. But after that, the company uses this activity to motivate potential workers and increase job satisfaction of workers every month. Also, another reward from hygienic condition, the winner team gets gift voucher.

Expected outcome on reward recognition

i) Increase the sense of meaningful life

The workers can increase self esteem in doing their job when the job design supports them to feel proud of their abilities.

4.2.3.5 Opportunity (for growth) Table 4.21 presents item mean ratings on Psycho Factors related to Opportunity.

Pre and Post ODI finding on opportunity

According to quantitative data, supplemented with qualitative data, the workers need to have training to help them develop skills but the company rarely set up for them. Most of

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training programs from the company come from insiders. So the workers do not pay much attention to it. This is not effective in the HR manager’s point of view $\bar{X}=2.892$

After implementation, the workers are happy to work under an environment that provides opportunities for added responsibility. The workers feel enjoyable with the opportunity they get from the company ($\bar{X}=3.902$). However, the workers agree that they are happy to work under an environment that provides opportunity for added responsibility ($\bar{X}=3.920$).

Table 4.21
Means and standard deviation of the respondents’ opinion levels related to Opportunity

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
<u>Opportunity</u>						
I am happy to work under the environment which provide opportunities for added responsibility	2.940	0.736	Average	3.920	0.734	High
The working environment encourages me to develop and utilize skills.	3.080	0.787	Average	3.800	0.603	High
My appraisal helps me in planning for the future.	2.790	0.728	Average	4.030	0.673	High
The company gives employee sufficient freedom and authority.	2.870	0.733	Average	4.010	0.758	High
Existing training can help me to do my job effectively.	2.780	0.732	Average	3.750	0.770	High
Total	2.892	0.364	Average	3.902	0.305	High

ODI on opportunity

The researcher proposed the idea of training to the HR manager and talks about its benefit. The researcher also tried to convince the HR manager to provide the training program for a specialist. The HR manager agreed with the proposal.

- Training and workshop

i) QCC training and workshop

Training program on Quality Control Circle (QCC.)

Training results in better outcomes. Employees tend to display a greater sense of ownership and pride in their work. This leads to increased productivity and efficiency, and of course, an increase in job satisfaction. Workers who are happy in their work are more likely to work harder and be more valuable to the company, which in turn, put the company in a stronger position. The researcher talks about QCC training, and using tools to help QCCs to do brainstorming systematically and to analyze the problems critically. Then, through logical thinking and experience, most problems can be solved by worker themselves. This technique adds value to workers' abilities. When the researcher trains them about QCC, they all thought it is difficult for them. After trying it, the researcher asked workers about the feedback on QCC. They feel that it is not difficult as they think and they feel that they can develop their abilities and skills more. So it is very important to create recognition programs that the employees appreciate. One way to do this is to get them involved. Not only in helping set standards, but also, in the way they are recognized. The supervisors and the workers have an informal meeting and help each other find ways to meet the standard to reduce the zero waste and increase the productivity. The production manager determines the standard of zero waste is equal to 5%. According to the researcher's observation, when each team has a meeting, the team helps each other to brainstorm and share opinions intently. It is like all of them own the problem. Another ODI program is workshop. The researcher set up the workshop because in the training section, the researcher gave the workers the QC forms. Some of them had questions about these forms

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when they have to do it in the real setting. That's why the production manager asked the researcher and trainer to set this up.

- Expected outcome on opportunity

i) Increase the skills of workers

Before a workshop finished, the researcher called 10 participants to reflect about the workshop. They said they were clear of it and sure that they can make it possible in a real setting. Besides, they said the forms they have to use in the real situation can make them improve their performance and understanding, as well as what they need to make correction. This form is like team assessment to realize their own standard and their expectation.

4.2.3.6 Personal Expression (autonomy): Table 4.22 presents item mean ratings on Psycho Factors related to Personal expression

Pre and Post ODI finding on personal expression (autonomy)

According to the quantitative data supplemented with the qualitative data, the workers do not have a chance to show their ability to others. It is because as they say, they are only minority in this company. They have a job and salary to support them and family. This is enough for them but if they have chance to get more benefits, they think this is their luck. To reduce the way they are looking down on themselves, the researcher proposed a program to help them feel more meaningful and purposeful to stay in the company ($\bar{X}=2.916$).

After implementation, the workers feel more important to work in this company even though they are low paying staff. The company shows the workers how important they are in

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helping the company achieved the goal (\bar{X} =4.228). Compared with the pre ODI, the workers agree that the most important item that managers value the workers’ talents and contribution they made in the Post-ODI achieved (\bar{X} =4.220).

Table 4.22
Means and standard deviation of the respondents’ opinion levels related to Personal expression

Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
Personal expression (autonomy)						
I am comfortable sharing my opinions at work.	2.980	0.696	Average	4.220	0.660	Very High
My ideas and opinions count at work.	2.990	0.643	Average	4.250	0.609	Very High
My manager listens to what I am saying	2.760	0.726	Average	4.070	0.655	High
My manager values my talents and the contribution I make.	2.790	0.714	Average	4.320	0.633	Very High
I am satisfied to work here.	3.060	0.776	Average	4.280	0.725	Very High
Total	2.916	0.321	Average	4.228	0.288	Very High

ODI on personal expression (autonomy)

- Redesign job condition

1) QCC program

The researcher applies Quality Control Circles from Japan to implement with the workers in this company. The researcher uses this Quality Control Circles (QCC) because the QCC

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program let workers and supervisors sit together and let them identify, investigate, analyze and solve the work related problems together, in order to contribute the improvement of the performance and quality of work and people. Moreover, QCC tool builds unity and respect humanity in a workgroup through the improvement of the worker's infinite potential. The workers are aware of the day-to-day problem, and communication among them has improved. However, this activity helps supervisor to evaluate and monitor the performance of workers.

ii) Informal Meeting

This meeting can increase the confidence of workers because they are supervised and guided with the believe that they perform the job right and lead to a productive work. Also, the workers can have a chance to talk with colleagues or supervisors that they rarely do.

iii) Group talk weekly

This group talk weekly is informal. They spend time on each Friday after finishing work around 20-30 minutes to discuss about the problem and share the solutions. Then the group leader will take note with the form provided. This ODI leads to more workers' responsibility of their job.

- Reward recognition

i) Training

They do not understand what and how to perform the job and they keep it to themselves. So they work with the knowledge that it is wrong and thus, the quality of workers gets lower and lower. It is important to add up the skilled workers and reject unskilled workers in a supportive

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and fair manner. Job assignment is divided up clearly. Dissatisfaction is minimized. And training allows them to discover their potentiality.

ii) Extra benefit programs

The tool that extends the impact of recognition and impact on motivation is public identification, awards, and informal talk. These acknowledgement bring out what the workers are doing, reinforce and add power to the last (Forsyth, 2006). The researcher proposed another ODI program where each team reports waste reduction level. The standard is the percentage of waste in January 2010. Then, since February through May, each team has to compete with each other to reduce the percentage of waste as much as possible, and the result will be announced by the production manager at the end of each month. Members of the winner get 350 baht added to their salary.

- Expected outcome on personal expression

i) Increase the meaning of life

The workers see how important they are in this company. Even with low level education and low position, they would do more to help the company, without thinking about their disposition. The company makes an employee feel that what they're doing makes a big distinction in their lives and in the company itself. If workers feel that what they're doing is insignificant, they'll feel insignificant; if, in turn, they feel their work is valued, they feel valued.

4.2.4 Employee Job Performance: Table 4.23 presents Item Mean Ratings on Employee Job Performance.

To study the Employee Job Performance, researcher brought relevant concept and research results to explain the phenomenon happening. The concept is as the follows;

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- 1) Task differentiation: Skills to do variety of job; Ability to do the difficult work
- 2) Task Completion: Finish work on time
- 3) Zero Waste: Good work
- 4) Quality Output: Quality of produce;

A mean was utilized to determine the level of Employee Job Performance before pre-ODI Project and post-ODI Project. These were tabulated and analyzed through the used of statistical tools to answer the question raised in the study.

Pre and Post ODI finding on Employee Job Performance

In Pre ODI, according to qualitative data and quantitative data of Employee Job performance, when the researcher came to interview the workers about this issue, most of them said they would not produce good performance if they get rotated to do other positions rather than their routine job, because they are not used to the different positions, and they think it is difficult for them to handle it. However, most of them agree that the trainin help them to improve their skills and their work (Mean= 2.996).

After implementation, overall employee job performance is in the high descriptive rating (\bar{X} =3.454). The workers accept the most in the item that the workers finish work on time (\bar{X} =3.780). It is changed from average descriptive rating to high descriptive rating.

Table 4.23

Means and standard deviation of the respondents' opinion levels related to
Employee Job Performance

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Opinions	Pre-test			Post-test		
	\bar{X}	S.D.	Descriptive rating	\bar{X}	S.D.	Descriptive rating
1. I want to develop my skills from a variety of my job.	2.910	0.712	Average	3.490	0.904	High
2. I always produce good work.	3.090	0.779	Average	3.750	0.729	High
3. I can produce good work with less resource.	3.070	0.728	Average	3.610	0.737	High
4. I sometimes produce low quality of work when the work is difficult.	2.810	0.646	Average	2.640	0.810	Average
5. I can finish work on time.	3.100	1.010	Average	3.780	0.612	High
Total	2.996	0.443	Average	3.454	0.352	High

ODI on Employees Job Performance

The ability to perform effectively in the job requires that workers should understand the job performance requirement and standard that the company expects, clearly (Robbins, 2001). So the supervisor needs to review constantly. Actually performance reviews usually take place once a year but can be scheduled more regularly (Robbins, 2001).

- Training and workshop

i) QCC (Quality Control Circle)

The researcher comes up with the idea of QCC (Quality Control Circle). According to ODI process, the researcher found that sometimes, salary or bonus is not the factor to increase employee job performance. For this ODI, the intrinsic rewards like responsibility, work itself, relationship between peers are much more important to lead workers to upgrade the level of performance. Intrinsic motivation comes from inside a person; it's a sense of achievement, responsibility, job satisfaction, purpose, involvement, empowerment and all the things that make an employee feel that what they are doing makes a big distinction in their lives and in the

company. If workers feel that what they're doing is insignificant, they'll feel insignificant; if, in turn, they feel their work is valued, they feel valued. Finally, it impacts on employee performance. But the tangible rewards like complimentary rewards motivate and encourage the workers to achieve the goal if the workers see the attractiveness of the tangible rewards. From the researcher's experience, both extrinsic and intrinsic rewards complement each other to encourage workers to increase the level of their performance.

QCC process for human dimension

QCC is a major role in creating a dynamic atmosphere in the workplace and improve quality of work. It begins with problem identification relating to quality and then find the solution. The researcher understands that QCC process can develop personal growth and a lot of satisfaction from improving the skills. Then it achieves a meaningful target by encouraging the development of workers. The first process is choosing a leader from each team. The leader is chosen from the team members during the training session. The leader takes responsibility to gather ideas and motivate the team to share the idea. Then the leader chooses the secretary to write down the comment and the idea. Finally, they give their report to the supervisor at the informal meeting every Monday before getting to their job. These weekly group talks with workers help prevent recurring problems by identifying causes and implementing preventive measures. In addition, QCC weekly group talk helps the team to work together towards the same goals. They exchange idea and information with each other as well as getting to know each other. This develops spirit of cooperation and a sense of solidarity. This activity is a team monitoring exercise to motivate team to revitalize activities, and to identify where improvement is needed before submitting to the supervisor to evaluate.

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- Create Job design

i) Informal meeting

Workers feel confident if they are guided as they feel they are doing the job right. This provides opportunity to supervisors to discover the skill and ability of the workers. If the supervisor and manager listen and accept the workers' opinion, this is one way to allow them to be more productive. Another monthly informal meeting is set up with 1 production manager, supervisors and QC. This ODI can make lines of production more informed. Also, once each month, they discuss and exchange points of views among each other. Topics are raised in the meeting. The researcher suggested this ODI.

ii) Group talk weekly

The benefits of having group talk meeting can address quality and productivity as well as improving relationship at the workplaces and communication among them. For sure, it increases job satisfaction and effectiveness through consultation at the meetings.

- Raise benefit accrued

i) Extra benefits

The researcher proposed the extra paying program to support QCC monitoring. According to QCC, the team with a good result, would win and get extra payment rather than salary. This is considered as bonus for them and adds value for their effort and commitment toward work. This is evaluated at the end of the month. Each one in the team gets 350 baht added. Also, the reward from the hygienic condition contests happens when the winning team organizes the work well,

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and the working environment is clean. They receive complimentary rewards such as vouchers from restaurant or some gifts.

Expected outcome on employee job performance

- Discover workers' potentiality

It changes to $X=3.454$. The workers improve the employee job performance in terms of effectiveness and efficiency. Positive support is a major motivating factor, where management officially recognizes workers' worth and encourages them to continue with the same work ethic. Workers are motivated to perform exceptionally when benefits and rewards are offered. Bonuses, paid time off, a good health coverage plan, promotions, a pay increase and other gifts are benefits that motivate an employee to perform well. An advantage of QCC is it brings out the workers' latent capability and ability. QCC improves relationship among workers, supervisors, and production manager. This activity leads to a more pleasant work environment. Everyone recognizes a sense of purpose in performing his job. Therefore this activity helps improve the workers' performance. Unbelievably, according to the report of waste and quality of the product, it is reducing and workers now develop a sense of awareness towards their job and problem issues.

4.3 Relationship between Employee Job Performance and Performance Management;

Employee Motivation; Job Satisfaction

- What is the relationship between Employee Job Performance and
 - a) Performance Management; b) Employee Motivation; c) Job Satisfaction?

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Based on the theoretical framework, of the study, the following hypotheses tested to answer the question at .05 degree of significance:

Hypotheses:

- H₀ -1:** There is no significant interrelationship among a) Performance Management;
b) Employee Motivation; c) Job Satisfaction; and d) Employee Performance
- H_a - 1:** There is significant interrelationship among a) Performance Management;
b) Employee Motivation; c) Job Satisfaction; and d) Employee Performance

Table 4. 24
Correlation Analysis on Performance Management; Employee Motivation;
Job Satisfaction; and Employee Performance.

		Correlations			
		Employee performance 2	Performance Management2	Employee Motivation2	Job Satisfaction2
Employee performance 2	Pearson Correlation	1	.139	.158	.234*
	Sig. (2-tailed)	.	.167	.117	.019
	N	100	100	100	100
Performance Management2	Pearson Correlation	.139	1	.394*	.026
	Sig. (2-tailed)	.167	.	.000	.796
	N	100	100	100	100
Employee Motivation2	Pearson Correlation	.158	.394*	1	-.036
	Sig. (2-tailed)	.117	.000	.	.725
	N	100	100	100	100
Job Satisfaction2	Pearson Correlation	.234*	.026	-.036	1
	Sig. (2-tailed)	.019	.796	.725	.
	N	100	100	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

According to 4.24, the researcher studied significant relationship on performance management, employee motivation, job satisfaction and employee job performance by using Pearson product moment correlation (r) with significant level at .05

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The researchers found that Employee Job Performance is significant relating to job satisfaction at the significant level (sig) .05 and Pearson correlation (r) = .394

Moreover, performance management is significant relating with employee motivation by significant level .05 (Sig. = .000) and Pearson Correlation (r) = .394

Therefore, Performance Management, Employee Motivation, Job Satisfaction and Employee Job Performance have significant relationship at level .05

In conclusion, the research results reject Ho 1 and accept Ha 1. There is significant interrelationship among performance management, employee motivation, and job satisfaction and employee job performance. According to the SPSS data, it concluded that the key variables are depended on each other. For example, the performance management has relationship with employee motivation. Moreover, the job satisfaction has relationship with employee job performance.

4.4 The factors influencing employee job performance

- What is the impact of 3 factors: performance management, employee motivation, and job satisfaction on employee job performance?

Based on the theoretical framework of the study, the following hypotheses were tested to answer the question at .05 degree of significance:

Hypotheses:

Ho - 2: There is no significant relationship of Employee Job Performance with

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a) Performance Management; b) Employee Motivation; and c) Job Satisfaction.

Ha - 2: There is significant relationship of Employee Job Performance with

a) Performance Management; b) Employee Motivation; and c) Job Satisfaction

Table 4.25 – 4.25.2: shows the Multiple Regression Analysis of Performance Management; Employee Motivation; and Job Satisfaction related on Employee Job Performance.

Table 4.25

Multiple Regression Analysis on Performance Management; Employee Motivation; and Job Satisfaction related on Employee Job Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 ^a	.088	.059	1.70976

a. Predictors: (Constant), Job Satisfaction2, Performance Management2, Employee Motivation2

Table 4.25.1

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.074	3	9.025	3.087	.031 ^a
	Residual	280.636	96	2.923		
	Total	307.710	99			

a. Predictors: (Constant), Job Satisfaction2, Performance Management2, Employee Motivation2

b. Dependent Variable: Employee performance 2

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Table 4.25.2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.209	5.024		.440	.661
	Performance Management2	3.070E-02	.041	.080	.755	.452
	Employee Motivation2	3.116E-02	.025	.135	1.268	.208
	Job Satisfaction2	7.441E-02	.031	.237	2.428	.017

a. Dependent Variable: Employee performance 2

According to the table 4.25-4.25.2, the statistic tests analyze the cause and the effect of independent variables: performance management, employee motivation, job satisfaction, and dependent variable: employee job performance. The researcher used Multiple Linear Regression to determine the significant level at .05

Overall independent variables (Performance management, employee motivation, job satisfaction) influence on the dependent variable (employee job performance) in the significant level at .05 (F ratio = 3.087, Sig. = .031). The employee job performance improves because of the increase of independent variables (performance management, employee motivation, and job satisfaction).

To make an order of the independent variables most influences on the employee job performance based on Beta, we can conclude that job satisfaction influences the most on employee job performance. Then, it is employee motivation. However, according to table 4.24, employee motivation is significant relating with performance management. Therefore, if the

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company can improve the performance management to meet workers' needs, it also can relate to employee motivation as well.

In conclusion, the data rejects $H_0 2$ and accepts $H_a 2$. This is significant relationship of employee job performance with performance management, employee motivation and job satisfaction of the significant level at .05. So, the company should be aware and improve the program that can influence on performance management, employee motivation and job satisfaction because they can increase the level of employee job performance.

4.5 The difference level of Employee Job Performance pre ODI Project and post ODI

Project

- Is there any significant difference in the level of Employee Job Performance pre ODI and post ODI?

Based on the theoretical framework, of the study, the following hypotheses tested to answer the question at .05 degree of significance:

Hypothesis:

H_0-3 : There is no significant difference in the level of Employee Job Performance before pre-ODI and post-ODI.

H_a-3 : There is significant difference in the level of Employee Job Performance before pre-ODI and post-ODI.

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Table 4.26 - 4.26.2: shows the T-Test Analysis of Employee Job Performance before pre-ODI Project and post-ODI Project.

Table 4.26

T-Test Analysis of Employee Job Performance before pre-ODI Project and post-ODI Project.

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Employee performance	14.9800	100	2.21556	.22156
	Employee performance 2	17.2700	100	1.76300	.17630

Table4.26.1

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	Employee performance & Employee performance 2	100	.175	.082

Table 4.26.2

Paired Samples Test										
		Paired Differences					t	df	Sig. (2-tailed)	
			Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference				
						Lower				Upper
Pair 1 Employee performan	Employee performan	-2.2900	2.57923	.25792	-2.8018	-1.7782	-8.879	99	.000	

According to the table 4.26-4.26.2, the employee job performance of the workers at P. Lube Co., Ltd., the researcher found that they have significant level in the pre-ODI as 14.980 and in the post ODI they have 17.270. Therefore, the 100 workers have significant different at .05.

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This research rejects Ho 3 and accepts Ha 3. This is a significant different in the level of Employee Job Performance before pre-ODI and after post-ODI. Based on the data of the level of employee job performance, they have changed the descriptive rating from average descriptive rating in pre ODI to the high descriptive rating in Post ODI. Therefore, the significant level of employee job performance is modified.

4.6 Discussion on Qualitative data on key variables

Summary of 10 production workers' perception on Pre and Post ODI

According to table 4.27 below, the researcher gained feedback from 10 workers in the company. They are passive and do their work as well as follow the company's rule because they want to receive the salary to support their family. They are working in a day-to-day mode without any motivation. After implementation, the workers' attitude has changed somewhat. Based on listening to interview and observation, the workers feel more enjoyable with the ODI. They have more confident in their abilities as well as see value in themselves much more than before.

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Table 4.27: Summary of 10 production workers' perception on Pre and Post ODI

Question	Response	Remark
Performance Management 1. What do you think about the feedback system?	Pre-ODI - They Unaware of the effect of feedback evaluation - They are ambiguous criteria of evaluation. - They rare get feedback from supervisors Post-ODI - The company regularly check on Feedback. - The workers understand more about the Criteria.	- This is the effect by the QCC program because it helps workers and supervisors can monitor the performance consistency and regularly - Based on the low education background and position, they think they have no meaning about work decision at all. But once, company gives them a chance to do it. They realize that their voice is more important. Also, it can lead to positive thinking to the company as well.
2. Do you think you can use your ability to influence the work decision?	Pre-ODI - They do not get involvement with decision making Post-ODI - They are able to involve with some work decision	
Employee Motivation What do you think about rewards and incentive?	Pre-ODI - They do not have unfulfilled reward and incentive Post-ODI - They aware that if they have good performance. - They are able to receive more rewards and incentive	- There is no free lunch in this world. According to the status of workers, They need money rather than others to support their family. They are honest with the company. It is only the company pay them back with the reward or incentive that can fulfill their needs. Even the company gives them not that much rewards, it is better than standstill and ignore them.
Job Satisfaction How do you feel with the relationship with the management team and co-workers?	Pre-ODI - They rarely communicate to each other - They work independently - They follow the management team policy without negotiating Post-ODI - They understand work as team - They have more opportunity to share opinion to each other even with the supervisors.	- The workers try to save themselves by doing their own duty and ignore helping others. They are afraid of being blamed by superior. Therefore, it is not surprise that they do not feel enjoyable to work in this environment. Once the company improve working environment; they are much more happy and successive willing to work here. They do not have pressure anymore.
Employee Job Performance 1. Do you think your job can allow you the chance to complete work you start? 2. Do you think your job may affect a lot of people by how well the work is performed?	Pre-ODI - They absolutely agree with the topic Post-ODI - Teamwork is important to help them completed work flawlessly. Pre-ODI - They do not think at all because they are minor part of the company Post-ODI - Their work can affect on company's benefit and lost.	- Based on the researcher's observation, the way workers do is about organizational culture. They see older one as role model that's why if the company change the way they treat the workers, the workers will start changing the way they work also. It might take some time but it will give the company the last long positive effect.

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Summary of the management team interview

According to the table 4.28 below, the researcher listened to the management team feedback about ODI program. They feel satisfy with the ODI because it motivates workers to develop their performance, and become more active. They see success in the program and they promise to keep the program going.



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Table 4. 28: Summary of the management team interview

Question	Respondent	Remark
What is the production worker's problem?	<p><u>Pre-ODI</u></p> <ul style="list-style-type: none">- They lack of responsibility.- They are not aware of the company's benefit.- They are inactive. <p><u>Post-ODI</u></p> <ul style="list-style-type: none">- The waste is reduced- They develop their potentiality.- They are more active.	<p>* The workers develop their ability because they understand what the company's want and what they have to do exactly. Then because of the distance between management team and workers, the communication are not effective. Moreover, the workers feel more respect of outsider trainer. So, \ they pay more attention to the program the researcher set up but they are familiar with the insiders. So sometimes, they do not pay much attention to. Also workers' job is routine. When the company adds some kinds of variety activity to them, they are more lively.</p> <p>* the company should provide orientation to the workers every year as HR. manager promises to do because the management team sees the effective result from it obviously but in each year, the guest speaker might change from time to time .</p> <p>For example, the owner of the company should be the guest speaker sometimes to get to know workers' need and vice versa.</p>
What are the good motivators for workers?	<p><u>Pre-ODI</u></p> <ul style="list-style-type: none">- They all said "money". <p><u>Post-ODI</u></p> <ul style="list-style-type: none">- They all still think about financial incentives. And the recognition from the management and co-workers is another motivator.	<p>* The management team seems ignore the ability of the workers because they are low paid workers. But if the company takes good care of the workers, they can produce the good products for the company and the company can build the good image of the quality as well. Therefore, it is only little compliment rewards showed how important the workers are meant for the company.</p> <p>* if the reinforcement is no more effective. The company should change to the new reward and incentive to challenge the workers. It is provided to team reward to individual reward as such.</p>
How do you feel about ODI program?	<p><u>Pre-ODI</u></p> <ul style="list-style-type: none">- They are afraid it might not be effective for the workers. <p><u>Post-ODI</u></p> <ul style="list-style-type: none">- They are surprising that the workers accept the programs and enjoy to work with them.	<p>* It might be new and challenging programs for the workers. So they are paying more attention on the programs. The researcher thinks that the ODI program should renew every year or two because it will be fresh and challenging the workers all the time.</p> <p>* The company should adjust the programs to workers every year or two years to make workers challenging in their work.</p>

In conclusion, according to the SPSS data, supplemented by in depth interview and focus group discussion, the significant outcome for a short term basis is it can modify the workers' performance.

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Summary of Diagnosis

As showed in table 4.29, these are the ODI processes that the researcher contributed to improve the workers' performance. OD phase 2 are redesign job condition, create job design, reward recognition, redesign performance appraisal, redesign rewards and incentives, empowering, training and workshop, teamwork activities, more raise benefits, instill felt obligation, company guidelines, and effective communication. These activities lead to improvement of workers' performance in terms of self awareness, ability, understanding, contentment, teamwork, and a meaning life in Post OD phase III.



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Table 4.29: Summary of Diagnosis

Pre ODI (phase I)	ODI (phase II)	Post ODI (phase III)
1. Performance Management - Job design & role development - Recognition - Feedback - Rewards and incentive	- <i>Redesign Job Condition</i> i) QCC training program ii) Hygienic Condition iii) Informal Meeting iv) Group talk weekly v) Orientation - <i>Create Job Design</i> i) Group talk weekly ii) Informal meeting - <i>Reward Recognition</i> i) QCC ii) Extra Benefit - <i>Redesign Performance Appraisal</i> i) QCC training program - Create Job Design i) Group talk weekly ii) Informal meeting - <i>Redesign Reward and Incentive</i> i) Extra benefit programs	- Increase of the worker's performance - Development of workers' skill and new performance objective. - Increase the self-awareness - Increase the sense of meaningful performance - Inspire the workers and make a good role model - Review the progress of overall performance - Increase of appreciation of the workers' performance - Increase of workers' contentment
2. Employee Motivation - Responsibility - Work itself - Opportunity for advancement - Relationship with co-workers - Supervision	- <i>Empowering</i> i) Group talk weekly ii) Informal meeting iii) On the job training - <i>Redesign of Job Condition</i> i) QCC program ii) Hygienic Condition iii) Informal Meeting iv) Group talk weekly v) Orientation - <i>Training and workshop</i> i) QCC program training and workshop - <i>Guidelines of the company's policy</i> i) orientation - <i>Training and workshop</i> i) QCC training program with the workshop - <i>Teamwork activity</i> i) Group talk weekly - <i>Empowerment</i> i) Informal meeting	- Develop self-awareness on the Accountability - Increase of the understanding of Company's policy - Increase sense of teamwork - Increase of the skill - Inspire the workers and make a good role model - Increase the sense of unity - Understanding between supervisors and workers

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- Salary and incentive	<ul style="list-style-type: none"> ii) Group talk weekly iii) On the job training <ul style="list-style-type: none"> - <i>Raise benefit accrued</i> i) Extra benefit programs - <i>Guideline of company's policy</i> i) Orientation 	- Increase of the productivity
3. Job Satisfaction Physical factors - Working Condition - Compensation - Communication Psycho factors - Reward Recognition - Opportunity (for growth) - Personal Expression (autonomy)	<ul style="list-style-type: none"> - <i>Instill felt obligation</i> i) Hygiene condition ii) Raised benefit accrued iii) Extra benefits <ul style="list-style-type: none"> - <i>Company Guideline</i> i) Orientation - <i>Raise benefit accrued</i> i) Extra benefits <ul style="list-style-type: none"> - <i>Communication effectively</i> i) Informal meeting ii) Group talk weekly iii) On the job training <ul style="list-style-type: none"> - <i>Reward recognition</i> i) Training ii) Extra benefit program <ul style="list-style-type: none"> - <i>Training and workshop</i> i) QCC training and workshop <ul style="list-style-type: none"> - <i>Redesign Job Condition</i> i) QCC program ii) Informal meeting iii) Group talk weekly <ul style="list-style-type: none"> - <i>Reward Recognition</i> i) Training ii) Extra benefit programs 	- Increase workers' contentment - Increase workers' contentment - Increase sense of teamwork - Increase sense of meaningful life - Increase skill of workers - Increase the meaning of life
4. Employee Job Performance	<ul style="list-style-type: none"> - <i>Training and workshop</i> i) QCC <ul style="list-style-type: none"> - <i>Create Job Design</i> i) Informal meeting ii) Group talk weekly <ul style="list-style-type: none"> - <i>Raise benefit accrued</i> i) Extra benefits 	- Discover workers' potentiality

4.7 Problems encountered in the conducting on the ODI

A.) This ODI process takes about four months to see the outcome. Some of the outcome may not change exceptionally because some activities need to take more time to see progress. But so far, as an initial impact, it looks good with a starting point such as QCC program, Training, meeting, or extra benefits. At present, in terms of extra money, if the company can provide more budget for them might satisfy them significantly, because in the quantitative or qualitative data, the benefits the workers are looking for is money. Therefore, if the company can provide more money, it might impact more positively on the outcome. Moreover, they are working with machinery. So, they have to sacrifice their time to have training with the researcher. Then when the researcher needs to have interview with workers, supervisors, and production manager, it is difficult to find the time that everyone can attend. In addition, the researcher prepares many lessons to train them but the workers have a hard time to attend. Especially when the training day is on Saturday and the company has to pay them OT. That is why the researcher has to spend only 1 day for training and another 1 day to teach them workshop. So this is what the researcher can learn that if the company exchanges the workers effort with the money, or some benefits, they are so willing to do everything for the company.

B.) The researcher thinks the educational background can be a barrier for communication. Most workers are graduated with grade 6th based on the survey. The workers sometimes have difficulties understanding what others want from them. For example, some of workers have difficulties reading Thai language. So it affects the survey because they will use instinct to answer the questions without thinking. The researcher hears some of them said they are too

lazy to read it. Then in the post-ODI, the researcher asks them politely to think before answering. Therefore the researcher can compare them as the students. When the students do evaluation, sometimes, they think it wasting their time to do it, and they are hesitant to answer it. Moreover, it depends on the people's perception. The researcher understands that the perception is subjective and selective to influence on their answers. In the pre-ODI or even post-ODI, some of them are afraid that their answer might affect their work. Even they do not know we know who they are but they still like to ask questions as if it will affect their work life. The company may blame them for negative answers. But the researcher tries to assure them that this is very confidential. So they choose the average one as a safe zone. In addition, when the researcher interviews them for the first time they are not familiar with the workers, so they talk less and try to see everything as positive. However, when they get used to the researcher, they start talking and complaining with things they feel and perceive. Besides, they do not allow the researcher to use tape recorder. They said they feel unsafe. They said they are willing to answer and participate without recoding or write their name on the sheet.

C.) The company sometimes would not allow the researcher to see sensitive materials or hard copies of some company's documents. This is why the researcher could not find hard evidence to show the committees. But the researcher tried to find the information as much as she could.

D.) Politic crisis in Thailand makes ODIs stop for a short while because the way to go to the company is near the crisis point. Therefore, the researcher has to stop for a week because the company is also closed, and then when the researcher gets back there, it is like the researcher

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has to review the steps and understanding of the workers once again. It is quite a waste of time to do the ODIs.

E.) The desirability bias tendencies of respondents reply in a manner that will be viewed favorably by others generally take the form of over reporting good behavior or underreporting bad behavior. It can be an indirect effect on the questionnaire.

F.) The researcher needs to start on January 2010 but the company was not ready by that time. Therefore, they wanted the researcher to postpone until February, 2010.

G.) The limited budget is provided by the company. At first, we discuss about the bonus for the winning group. The researcher asked for 500 baht per person but the company negotiated down to 350 baht. This is the owner's agreement. Anyway, even though the researcher does not meet the requirement, she wants to say thank you to the owner to help her figure it out and accept her project.

H.) All participants do not feel comfortable with tape recording. They allow only the interviewer and the HR department will take care of the lists of participants. They set up 100 workers, 6 supervisors, 2 QC's and one production manager as the control group. The HR department will select these people for the researcher for the pre-ODI and post ODI. They do not allow any recording or disclose any name because they are not sure about future consequences.

I) There was another program that the researcher needs to intervene, but the workers had limited time and the HR manager was reluctant. For example, the researcher plans to implement job rotation but the HR manager asks for postponing it to next time. She needs to change the workers' performance little by little to find out the real effective one.

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In summary, the quantitative result is changed from average descriptive to high descriptive. It may have some bias according to the familiarity between the researchers and the workers. Therefore this is some disadvantage points about questionnaire. However, the researcher will consider the qualitative data as supplemented resource to approve the success of ODI program.



Chapter 5

Summary of Intention, Finding, Conclusion, and Recommendation

The research is to find out the initial impact of ODI on performance management, motivation, job satisfaction, and employee performance at P. Lube Company. The conclusion is drawn from the quantitative data of 100 workers, supplemented with the in depth interview of the Human Resource Manager, Production Manager, Supervisors, and workers. The research is concluded in the details below:

5.1 Summary of Intention

In order to fill the gap of the study in the field, this dissertation examines the initial impact of performance management, employee motivation, job satisfaction and employee job performance in the Thai company, P. Lube Company. The study is to describe, to identify, to design and to determine attributes of performance management, employee motivation, job satisfaction on employee job performance of the workers at the P. Lube Company.

5.2 Researcher's assessment

This discussion of summary section is related to the research procedures and the critical analyses of the findings.

1. According to the demographic profile, most of workers work in this company more than 4 years. In addition, the workers in this company are married female at the age of 31-40 which they need the stable job and have enough money to support the family. Because of their education background, they all graduated in the primary school.

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2. The researcher finds 100 production workers before pre-ODI and post ODI. The researcher asks for HR. department's help to make a list and control these groups specially. The HR. manager finds the difference which is the control group is so energetic and more enthusiastic than the normal production workers.

3. When they answer the questionnaire in the pre-ODI, they try to rate in average descriptive rating because they are afraid of judging by the superior. However, in the interview, the researcher tries to make them understand that this is just a study and no harm to their life. Therefore, when the researcher interviews them, the workers are quite open to it. And during 6 months, the researcher comes to observe and talk to them week by week. So, the researcher sees some changes from them. They begin to show their ability and talk more to the researcher than before ODI. The researcher and they are much more familiar to each other. They are willing to join every program and do their best until the production manager can feel it.

4. This ODI is effective for the workers in this P. Lube company ltd., because based on the interview of HR. manager, Production manager and the supervisors, they said these activities seem new and challenging to the workers. So, the workers are very enjoyable to participate in this program. In addition, there is the activity which the production manager used to command supervisors to do it is on the job training but by that time, it is just a word of mouth. This is why nobody implements it. At the present time, the researcher proposes that every hour, the supervisor needs to come and check on the workers about the problems and sign the name on the paper and give it to the production manager at the end of each day. Therefore, the supervisors implement it seriously.

5. The reward recognition for the workers is very interesting for workers based on the workers' interview. The winner team receives 350 baht added up to their salary. This company calculates

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from the salary and overtime payment. Therefore it agrees to be 350 baht together with the supervisor. Therefore, they have to motivate each other to receive this bonus. Now they start from March and then they continue doing it until now they apply it to the whole company. Therefore, it is so exciting activity for workers. The HR. manager will continue for one year as trial period.

6. The researcher has chance to meet with the HR. manager, production manager, supervisors, and workers to share the opinion with many issues. One question that I ask them about how we could motivate workers to reach the good performance. They say that the empowerment is the factor to motivate the workers. Then when they perform well, the company gives some reward recognition. Moreover, the performance appraisal is measurable and effective. Finally, the working environment makes them feel enjoyable to do their job. Therefore, the researcher tries to come up with the programs which help workers achieve the efficiency and effectiveness. After ODI, the HR. manager, production manager, supervisors and workers confirm again that the workers want to improve their performance because they understand that the company sees how important they are. Particularly, the HR manager understands that the orientation or meetings are the very good process to help workers understand the objective of the company and think more positively to the company. In addition, everyone works in expectation of some rewards (both spiritual and material), and welfare is one of them. In other words, the degree of reward influences the quality and quantity of work, and in turn productivity. Hence it is important to explore how to give the stimulus (welfare) in order to promote work motivation.

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5.3 Summary of finding on the pre-ODI

5.3.1 Performance Management

From the workers' point of view, they recognize that their work is a routine job but they do not complain with it because they can work any position only getting paid for supporting their family. In addition, they all are happy when they have to work overtime. Mentioned by the supervisors, and production manager, the workers are willing to work overtime rather than the normal loaded. One reason is that they get extra paid for 100 – 150 baht per day. Therefore, they workers accept that they want to work overtime (OT) everyday. In terms of rule and regulation, some workers have a language barrier to understand them. But they do not go ask anyone about it. They have just ignored them. Therefore, it makes them break the rule sometimes. Besides, they recognize how powerless they are here and they have to accept them without any negotiation because they are afraid of losing job. On the duty, they have never solved the problem by themselves. They call for supervisors' help always but sometimes, it is too late to solve the problem.

5.3.2 Employee Motivation

Asking about the reward system as employee motivation, it understands that they have to accept the reward and incentive system of the company because they are in the lower position. Moreover, they think it is better than no money and all kinds of benefits. For the HR manager, she mentions that the benefits here are like other factory but working here make them feel secure to be here. The company has never fire any workers in the crisis time as other company.

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5.3.3 Job satisfaction

The working condition in the pre-ODI seems individualism. They care more of themselves rather than other interests. They take praise but do not take blaming by the management team. They seem to have excuse for their mistakes and ignore others.

5.3.4 Employee Job Performance

According to the interview of production manager, it can imply that the workers can not aware of the company's interest. Therefore it can impact on their performance in terms of efficiency and effectiveness. However, according to production workers' point of view, they think they need more training to help them develop their performance.

5.4 Summary of finding on the post-ODI

5.4.1 Performance management

It confirms that outside trainer has much more impact on workers rather than insiders. The workers are more pay attention to the trainer and follow the command seriously. This is what the HR. manager and production manager comment. Also when looking at the result of the waste, it is reducing more and more after implementing the ODIs. However, this is found if management teams seriously teach them and make them understand why they need to improve their performance and how they develop their skills. This helps them improve the performance finally because they all very think positive to the company and their management team but in the past, it lack of the clear communication among them.

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5.4.2 Employee Motivation

One activity of ODI is creating the reward system, it motivates extrinsically workers to put the effort to the job. Another program that motivates intrinsically of workers is group talk weekly. This builds up the meaning of the workers life. QCC program is the better program for the workers to increase the meaning of their life. They discover their potentiality that they are hiding inside themselves. They find that they are the part of the company.

5.4.3 Job Satisfaction

They can accept that the working condition is better particularly the relationship between workers, supervisors and production manager because according to the group talk weekly. It communicates to each other quite often and found out the sense of teamwork according to the program they are working together. At the end of the research, the researcher accepts that there is positive relationship between job satisfaction and employee performance. The company considers about pay system, and good work condition.

5.4.4 Employee Job Performance

They believe that they all discover their potentiality and can understand the expectation of the company. So, if they are the part of the company, the small mistake that they used to lose have a big impact on the company's benefit and reversely impact on them.

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5.5 ODI initial impact on key variables

5.5.1 ODI on Performance Management and Employee job Performance

ODIs that address to Performance Management included extra benefit programs, the training program, group talk weekly, informal meeting, hygiene condition, orientation, and game competition. These programs are adjusted to the company and it is in the trial period for one year. If these programs are positively effective, it will be consisted of the company policy. According to the interview from Human Resource Manager, and Production Manager, the most potential program they see the benefit to the workers is training program. They recognize the attitude changed among the workers. The workers pay attention to their job seriously after the training. They increase more responsibility to their job. According to the researcher's observation and the production manager's opinion, the workers increase the awareness in terms of checking the products' defect. As before, the supervisors, and quality control will be the person who randomly check the defect but now the workers evaluate each other defect consistency. They know how to solve the problems by themselves rather than throwing problems away to the supervisors as always.

According to the appendix, it shows that after training program, the waste of the product is reduced significantly. Besides, the Human Resource Manager shares the opinion that outside trainer is more positively effective to the P. Lube Company's workers rather than the insider trainer. The company used to assign the production trainer trains the workers of the performance skills but they are ignored and indifferent outcome afterward. Therefore, they stop working on training program to the workers. However, the Human resource manager feels positively with this training program to the workers and she would like to plan for next year training program of leadership skill topic. Even though the workers are the marginal part of the company, they are

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one that helps company to save cost and achieve the company's goal. So, it is very benefit to train the workers to understand their work and company's goal.

5.5.2 ODI on Employee Motivation and Employee job Performance

ODIs that address to employee motivation included training program, group talk weekly, informal meeting, orientation, extra benefit programs, hygiene condition and game competition. The program that is very positively influenced on employee performance of the workers is extra benefit programs (rewards and incentives). Based on the quantitative data with the supplemented resource from qualitative data, the researcher agrees with one scholar who says that proponents of tangible non-cash incentives tell you that cash is a poor motivator, pointing out that it has little "trophy value." Most people don't want to talk about how much they earn, and the money often ends up being spend on everyday necessities or paying off overdue bills particularly for low paid workers. The workers in this company are judged to be the low paid workers.

Moreover, if the company is trying to get low-paid workers to improve their performance, the company should consider addressing compensation issues before offering tangible awards as recognition. According to Maslow (Robbins, 1998), people do not move toward self-esteem and self-actualization without first meeting their physical needs. By this, the researcher might conclude that cash makes the best reward for low-paid employees even in the short term period. The outcome that the researcher found out from the post ODI is the hard evident. When the workers recognize that the team that reduce the waste and defect of the product receive the bonus 350 baht for each person, they feel more interested in the program and more enthusiastic to the reward according to the workers' comment with the researcher's

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observation. They raised up many questions to the supervisors how to evaluate their performance and abilities. Then, they ask how many teams win this award.

However, this activity is very challenging to the workers. Even in the informal meeting with the supervisor, the supervisor has kept motivating them to help each other to reduce the waste and beat other teams to win the reward. This activity implies to the satisfaction of the workers in terms of working condition as well. They are happier and funnier than routine one. From the researcher's reflection, although the bonus is not too much as the white collar bonus, the money is the main factor for the low paid workers to support their life and family even it is not the big amount of money but it can help them pay for their lunch, clothes or etc.

Moreover, another extra benefit comes from hygienic condition. This activity provides the gift voucher for the winner team. The Human Resource manager sat can increase the unity of teamwork among them. However, according to the in depth interview of the workers, they want human resource manager gives the bonus instead of gift voucher. However, they accept this reward. Then, they all share feeling about this reward. According to the researcher's observation, the workers feel happy with this reward finally. They share the feeling to each other in terms of why they win this reward and they feel unbelievable. Finally, they all agree that they will do the best to win the reward again this time. So this can imply the happiness among them to the company's reward and incentive.

In conclusion, a bonus given routinely soon becomes incentives correspond to employees that you have noticed their efforts. If the money is the factor for everyone, the money as reward is still positively feedback to the workers. The researcher believes this activity can lead to increase motivation of workers because based on the qualitative interview before ODI, most of workers come to work because of money for survive. So, reward and incentive program in ODI

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lead to increase the motivation level to the workers' job as the result is shown in the post-ODI. However, the researcher would like to confirm the concept from Frederick Taylor's scientific management (Robbins, 1998) that non incentive wage system discourages the productivity of the workers. Also, the training helps to develop the passive people to be active.

5.5.3 ODI on job satisfaction and employee job performance

According to Hackman, J.R and Oldham, G.R (1976), the motivation through the design of work (JCM), job satisfaction is emotional reaction to the workers' work condition. The compensation, autonomy, colleagues and etc. have positive connection with the specific result such as productivity, pursuit of happiness and well being. The ODIs such as training contribute to the meaningful of the work to the workers. The autonomy from group talk weekly or informal meeting can discrete and give a freedom over their job, the more workers feel responsible for the outcome of their work. Also, the feedbacks such as rewards, compliments allow workers appreciate with their effort, and performance.

As a consequence of positive psychological states, the job characteristics model by J. Richard Hackman and Greg Oldham (1976), they suggest that the positive outcome occur for the workers' high quality performance, job satisfaction as such.

The activities in the ODIs influence on job satisfaction divided into hygienic condition, training, and game, on the job training and meeting. According to the quantitative data, job satisfaction has significant influence on the employee performance (0.5). Also, the researcher supplements this understanding by the observation and the in-depth interview of the Human Resource Manager, Production Manager, supervisors, and 10 workers. The researcher recognizes that The P. Lube increases workers' job satisfaction because the individual prefer independence

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in decision making and autonomy (Frey, Benz, and Stutzer, 2002). Therefore, the activity as group talk weekly is the activity gives workers more autonomy to share the problem and decide the solution together without controlling from the higher position. Also, another indirect effect of the company through impact of working conditions increase the employee performance based on the quantitative data and qualitative data supplementary because the boredom can reduce the attentiveness and awareness of working condition.

Therefore Hygienic condition makes work more interesting, and contributes to increase job satisfaction in an indirect way according to Askenazy and Caroli, (2002). However, the workers wish that the company could increase of the extra work is positively effects on workers' satisfaction but it depends on the customers' orders. Self responsible teams, a greater involvement of lower level workers in decision making that provide the higher performance of the workers because the workers induce to work harder and using the skills and information of their workers more effectively. Based on the survey data and in-depth interview, the result further suggests that the positive effect is dominated by the involvement of workers in increase of autonomy over how to perform their tasks, participate in decision making, and increase communication with coworkers appears to contribute relatively increased job satisfaction.

5.5.4 ODI on employee job performance

Many programs can positively relate to the employee performance such as training, extra benefit programs or informal meetings. Training with the workshop can have co- relationship to employee performance of P. Lube because it can develop the awareness of the area that is limiting their full potentialities. Besides, based on 10 feedback of the group talk weekly program, they all feel enjoyable with creative brainstorming and exciting about task involving group

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motivation. They can achieve the challenge goal with the support of co-workers and supervisor. These activities can enhance with motivation and job satisfaction of the workers. A sense of ownership is activated naturally in people when they have a financial or emotional stake in something. When something can be described as “mine,” it triggers feelings of possessiveness and accountability that are not present from a position of “yours.” (Askenazy and Caroli, 2002). According to the appendix, the table compared the number of waste that is reducing from pre-ODI until the ODI period. The outcome is presented that the workers are aware of the waste more. The rule is if they see the waste, they have to take it out. They cannot pass to the next process as they used to perform. Therefore, when the waste is got rid of from the line, the product that is distributed to the warehouse is good and qualified. So, the useless product will be reduced more and more.

According to the ODIS, the researcher is found that if the company set up good programs such as extra benefit programs, training, workshop, orientation, work conditions and so on, these programs are the good motivators to have positive relationship between workers and job satisfaction. For instant, the workers in P. Lube Company work more than 5 years. They have to work routinely everyday. They feel bored with the job but because of their limited background of education, they have to continue work here. However, if it is about benefit, the company's benefit is not that bad if comparing to other manufacturing company. If it is about stability, this company is about 30 years, so, the workers can assure of the company's stability. From the ODI, the researcher finds out that the workers need the most is money and benefit. Therefore, the researcher tries to find out many activities help motivating the workers to feel willingness to be doing their job. It apparently is well resulted because according to the qualitative data with the

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quantitative data, all workers are encouraged to compete to each other to get the reward such as bonus or voucher. It fulfills the needs and creates the better working condition among them.

Therefore, based on ODIs, the researcher sees the interrelationship among performance management, motivation, job satisfaction, and employee performance because each activity gets involved in performance management, employee motivation, and job satisfaction or employee performance. The motivational factors actively create job satisfaction and motivate workers to achieve above average performance and effort.



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Table 5.1: The Summary of the ODIs outcome

Performance Management	<ul style="list-style-type: none"> - The workers seem more understandable the rules and regulations clearly. - The programs increase more option to monitor the workers' performance as team monitoring assessment and increase awareness of their performance. - The caring environment makes doing job easier. The workers feel more comfortable to talk directly and express feeling to colleagues and supervisors without fearing as before.
Employee Motivation	<ul style="list-style-type: none"> - The workers feel more meaningful and successive willing to take responsibility because they recognize themselves as the part of the company. - It can help workers to increase level of self esteem. - The tangible goal (rewards) can be given the feeling of achievement and reduce the waste of the productivity. - The important factors affecting to the company for the work accept: work autonomy, work challenging though understanding of work process, realizing of self important to the company and management's support. - Some rewards and praise seem make people feel acknowledgement reinforcing and adding the power to make the better performance. - It gives people sense of responsibility prompts their giving greater thought to produce the better job.
Job Satisfaction	<ul style="list-style-type: none"> - The workers believe that if the company raises up the salary, they will work better. - The informal meeting can enhance collaboration between people and achievement. - The workers feel more satisfied with the working condition.
Employee Job Performance	<ul style="list-style-type: none"> - The training program can allow workers to raise up the potentiality. - The respondents believe they have enough knowledge and skills to do the work. - The rewards and the competition between team colleagues link to recognition of potentiality of the workers.

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5.6 Conclusion

5.6.1 There is significant difference in the level of employee job performance before pre ODI and post ODI.

According to the questionnaires with interview supporting data, the employee job performance of pre ODI is descriptive rating in the average and in the post ODI is changed to be high in descriptive rating. Particularly, the workers want to develop the skills from the variety of job. This item is changed from $X = 2.910$ to 3.490 in the post ODI. Schemeron (2000) points out that trait, environment, and individual factors such as marital problem or educational background is related to the employee job performance. However, based on the 100 workers of P. Lube company, they proves that although they have low education background, they can develop their skills only the company provides the training to fit with their needs. The employee job performance is improved from low level to high level. In addition, after implementing the ODI programs, the workers are challenging and active to do their works and it is part of increasing the level of employee job performance.

Besides, demographic factor can affect the motivation as well such as Male and Female, Age group, career level and etc. So managers should be aware of demands for equality and interests of workers when it comes to the development of motivation system. The survey conducted in 2007 within the framework of the EU is a case in point. Project of Bulgarian industrial Capital Association concludes that the significant difference in motivation comes from the type of job and age groups. All level of production workers concerns for remuneration.

However, those aged 36-45 years focused more on career development, compared with those aged 18-35. According to the survey, it agrees with the survey Bulgarian industrial Capital Association (2007) that production workers concern more for remuneration. However, based on

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the in depth interview of the 10 workers, the researcher concludes that no matter how old the workers are, they are looking for remuneration more than the career development. They agree that sufficient rewards motivate their work performance.

5.6.2 There is significant relationship of employee job performance with performance management, employee motivation and job satisfaction.

According to the analysis of the cause and effect between independent variables: performance management, employee motivation, job satisfaction and the dependent variable: employee job performance. The multiple linear regressions finds out that the job satisfaction influences the most on employee job performance .237, and then employee motivation (.135) and performance management (.080). Therefore, it confirms Kressler (2003) cites the outline of Frederick W. Herberg (1959) which comprises two types of working motivation for the employees. This is divided into intrinsic rewards and extrinsic rewards. Intrinsic motivation finally leads to satisfaction when it is completed through challenge. Extrinsic motivation leads to dissatisfaction when it is not completed. This happens when pay is not received. Moreover, there are regulations, relationship with managers, communication, work intensity and pay lead to dissatisfaction.

However, recognition, career development, and responsibility are intrinsic rewards that will lead to satisfaction. In addition, incentives encourage performance regardless of the level of motivation. The most common incentive is the financial one. There are two types of financial incentives. The exchange of the sacrifice that employees make is labeled compensation, while the exchange for extra work should be understood as reward by the employee. Extra effort, achievement, and result should determine the reward of workers. When these rewards are

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monitored, it gives the employee opportunity of improvements, relatively to existing situation. It is these expectations that constitute the motivating incentive for the additional effort (Kressler, 2003).

Besides, he states that rewards used to attract employees to work carry on no value to actual job. For instance, the supervisor tells the workers that hard-working will lead to a high bonus. However, if they cannot achieve this, they will be fired. This will cause employees to work harder, but they may feel stressed to achieve the result. Anyway, the incentive is important link between reward and performance. Gagne and Deci (2005) mentions that employees need to recognize accurately what has to be done so that a bonus will be achieved. If the response to the work is acceptable to workers, money is a good motivator because it will motivate both material and immaterial value of employees. Money is a feedback as well as a reward for ability and competence. Money brings a purchasing power which satisfies physiological needs and it builds up one's self-esteem. It can also determine proficiency for workers. Moreover, money can mean a security which leads to one's well being.

According to the SPSS data, the workers feel of the sense recognition from the company when they perform job well. It is average descriptive rating in the pre ODI to the high descriptive rating in the post ODI. They see from the recognition reward they get from good performance.

5.6.3 There is significant interrelationship among performance management, employee motivation, job satisfaction and employee performance

According to the SPSS program, it is acknowledged that employee job performance is significant relationship with job satisfaction in the statistic level at .05 (Sig. = .019) and $r = .394$. It is new discovery that there is significant relationship between job satisfaction and high quality

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performance and increase productivity. However, it argues against dating back to what Herzberg (1957) discovers that there is low correlation between job satisfaction and high quality of employees' performance. After implementing the ODI, according to the statistical data of job satisfaction, the workers are happy to work under the environment which provides opportunities for added responsibility. The descriptive rating is changed from 2.934 in the pre ODI to 3.756 in the post ODI. This is what the researcher found out from the quantitative, supplemented with qualitative data that the workers feel more active and enjoyable to work when they feel themselves more valuable and meaningful toward job.

In addition, the researcher recognizes based on the quantitative data supplemented with qualitative data that the working environment encourages workers to develop and utilize the skills from average descriptive rating to very high descriptive rating. The confirmation is got by interviewing 10 workers that after ODI, the company opens mind to allow workers to utilize their abilities and their skills much more than before. They can have sufficient freedom and authority rather than pre-ODI.

On the other hand, performance management is significant relationship with employee motivation in the statistical level at .05 (sig. = .000) and $r = .394$. After implementing ODI, it is confirmed with Frederick W. Taylor (1856-1917) that incentive rewards are the good motivator for workers. The division of labor and training program are the right tool to motivate workers to develop their productivity and quality of performance.

However, P. Lube Company provides the new incentive program to the workers. So far, based on the workers' point of view, it is very challenging program for them. The management team thinks the programs can motivate both physical and psycho factors of the workers such as the training program, extra benefit programs. Although, some scholar according to Robbins

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(1998), they argue that extrinsic motivators is less achievement and short term effect on workers' performance. From the quantitative data and qualitative data of the company, the researcher acknowledges that only the intrinsic rewards is effective in one level but it comes with extrinsic rewards to achieve more effective and efficiency because based on Maslow (1943), if the physical is not fulfill the need of workers, other intrinsic program is not fulfilled the workers need as well. The workers see their differentiation from pre-ODI. In the post ODI, the researcher agrees with Herzberg (1957) and Maslow (1943) that creating a good blend of factors that put in stimulating, demanding, encouraging, and rewarding work environment is vital to motivate worker's performance. Pfeffer (1998) states that rewards motivate employees to create challenging and empowering at work environment in which individual can utilize each ability to do meaningful jobs that employees can show positive reception to improve motivation and performance. Armstrong (2007) concludes the benefits of a total reward as follows:

1. Rewards can have an impact on motivation and commitment of people.
2. Rewards may bind an individualist more strongly to an organization because they can fulfill an individual needs.

Therefore, performance management, employee motivation, job satisfaction and employee job performance are significant relationship to each other in the significant level at .05.

5.7 The main changes on Pre ODI and Post ODI

1. Increase the level of the performance: the training provides the guidelines and methods about how to elucidate performance expectation and how to increase productivity and recognition.

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2. Team performance: the company emphasizes on collaborating relationship among colleagues and problem solving skills.

3. Transparent communication: the communication effectively creates trust within the company. The communication connects management team and workers. It enhances the relationship between higher and lower people in the company hierarchy.

4. Developing empowerment: the company allows the workers to complete the task under the calculated risk that help promote achievement and challenging of workers

5. Developing rewarding workplace: the company design rewards to fulfill the needs of workers and induce employee to perform well. Although, it is a short term of incentive, it can improve the workers' abilities.

6. Reassess performance appraisal: the performance appraisal is more transparent, specific with the job responsibility to support the old evaluation feedback.

In conclusion, workers must be influenced from various outside methods which push the desired direction. The methods that use to measure must get the positive result quickly at least in the short term goal. They are positively necessary in the initial period until desired working habits are established. The activities represent more restrained. The workers naturally become interested when they see displays of step up models with the positive result and when they know-how for themselves the meaning of continuous improvement. The researcher sees the effective of QCC training because it makes workers understand actual condition of the work and improvement is made. Besides, the extra benefit (award payments) is the key management tool that supply to a company effectiveness by influencing the individual and group behavior.

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5.8 Recommendation

5.8.1 Company's recommendation

- Sometimes, the workers do not need only salary to increase the level of their performance, they can boost up the workers only little morale or reward because if the workers feel that the company concern of them and look at them more valuable, they can pay attention to the company's goal. There is no free lunch in the world. If the company wants the workers to accomplish the goal, the company needs to exchange with some benefit.
- Due to the important thing to recognize that the opportunity to motivate workers depends on the way of communication of leaders. If leader communicates clearly and purposefully, it will lead to motivational climate that impact on the successive willing of workers to improve their performance.
- Direct financial award in proportion values of the employee job performance. Money taken into consideration has the most powerful impact and encourages workers to identify any of important. Also, the main influence for a successful implementation is management commitment and the resource to be paid. The company should continue the follow up chart to make employees understand the goal and lead to the reliability. The workers who get the award for their success should bring them up to other notices through board, meeting and etc. to be the role of model.
- The human resource manager, production manager, and I now are discussing about job rotation to increase variety of task to workers and help them to increase satisfaction of their work. This program will get approved by the owner of the company by the end of 2010. If the project is passed, they will start rotating job on New Year 2011.
- Even the best scheme will not last forever because it appeals to gradually fades. It is no longer new. What the company needs is mix. When the time passed by, the changes should consider

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from team rewards to the individual basis such as the individual who work harder and produce the better performance, the company might give him or her the scholarship to help him or her develop the skills. Moreover, if they spend three months to monitor and give the rewards, it might change to be six or one year basis but reward is doubled from accumulated from 1 to 2. It is perceived to be bigger amount than the previous one. An opinion the researcher would like to give to the company that the company should carry on reinforcing the workers continually as the researcher organizes in the pilot program of ODI to make bigger success for the workers and company.

- The design of the awards should start by pay for individual performance, small group, or team or even organizational performance as whole. The workers will be always challenging with the change.
- The company should increase some incentives to support the family of workers more. For example, the scholarship for their kids to finish bachelor degree or health care program for the workers family. According to the survey, most of workers in the company are married and have kids. Also with the in dept interview with 10 workers, the researcher concludes that the benefit program is support for their family will motivate them to work hard and increase productivity for the company by successive willing.

5.8.2 The further research's recommendation

- The researcher should add dedication for working to examine the increase of job effectiveness.

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- The researcher should add other variables which may impact on the performance of workers such as commitment, communication and leadership style through organization culture.
- The researcher should increase more on training and workshop on communication and team building skills to improve the workers' performance more effectively. It should be three months to six months of training and workshop.
- If it is possible for the company, the company should add job rotation to the company policy because it will increase more and more on job challenging.

5.9 Epilogue

Since I start doing the ODI, I question whether the limited education background of the workers will make my ODI unsuccessful or not. It is shown that they can do it quite well and follow all instruction and suggestion I provide to them. I can see that they all give me well participation and willingness to share the opinion. When I have a training program, the workers and the supervisors pay more attention like serious work. Also, the human resource manager gives comment that the workers pay very much attention rather than they do the work.

According to the interview of the workers, they are happy that the company sees them important and they like the training because it can improve their skill and communication skills. I think the training program is so positive to the workers. In the qualitative data, I can understand what the workers at P. Lube needs the most is earn wages that will enable them to pay for necessities and purchase of a home. It will be better if the program that be acknowledged and rewarded with special effort and contribution and provide the reward that can fulfill their need. Therefore, they can be motivated to increase the level of their performance and feel positive to

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pay willingness to work. The extra benefit such as bonus is the good motivator for the workers to give the special effort and contribution for the bonus. The amount of the money is not the big amount as the administrative bonus but it can fulfill their need in terms of physiological need. I think the competition between team can break down the boredom of the routine job, unexpectedly, it can be positively related to the teamwork skills. They can work together and learn to help each other rather than do thing individually. They can understand teamwork can help them to get job done efficiency and effectively. In addition, I think the bonus and reward are working for this group of workers because based on the data; most of the workers are around 30-40 years old. So this is the age of having the family. They don't look at their own interest per se but they look for something for their family also. The bonus and rewards they get can pay for three meals of them. When the winner gets the voucher of hygiene condition they can take their family with them also. And they can eat some food that they hardly try such as pizza or suki if everyone is in the status as them. I see their faces with happiness and proud of themselves when they are at the restaurant as the team winner. I think this reward can make them feel happy with their working condition even it might be indirect effect. The workers try to ask the production manager to find other competition for them. Therefore, this can be acknowledged that this process can be positively successful.

Besides, in terms of group talk weekly, based on my observation, they share a lot of idea rather than they are in the training because there are not supervisors and production manager around. They express their real communication and feeling. They seem more understandable the work and problem clearly rather than the supervisors use to give interview in the pre-ODI that they do not understand well of their job. I think they feel more comfortable and less stressful to talk and share all things. If they are with supervisors or production manager, they might think

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that their idea is useless. They are lower status and position than supervisors and production manager. But in the group talk, there are only workers. It is so much relaxing. I can learn that even though they are not well educated, the experience can help them skillful. If they have support of more training from the company, they company will retain only the qualified workers. If I can have more time to do ODIS, I want to train them more about communication skills and commitment. Communication can help them understand each other more and more. Sometimes, they can not know how to talk to the point and listen to others with understanding. If they have this skill, they can explain thing clearly. According to the survey, the company has low rate of turnover. This is the good sign of the company. But if I can find the activity to help workers increase morale and commitment, they can work hard and help company achieve the goal without concerning with their own benefit and reward. I find that workers become afraid of doing thing by trial and error because they are afraid to get blamed by supervisor. So this is de motivated to the workers and hinders their leaning process.

Finally, OD program encourages me to learning by doing not only judge everything by the theories and word of mouth.

Questionnaire

Part I: Demographic profile

This is the part that require you to give information about your profile

1. Gender: ☐ Male ☐ Female
2. Age: ☐ below 20 years old ☐ 21-30 years old ☐ 31-40 years old ☐ 41-50 years old
☐ 51-60 years old
3. Number of working year: ☐ less than 1 year ☐ 1 - 2 years ☐ 3 - 4 years
☐ more than 4 years
4. Educational Levels: ☐ Primary school
☐ Middle school
☐ High School
☐ Vocational School
☐ Bachelor degree
5. Do you work full time or part time? ☐ Full-time ☐ Part-time
6. Are you single or married? ☐ single ☐ married

Part II: Performance management

Please make an "X" on the number that best describe your perception.

Scale Interpretation

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Performance Management: Job design and role development	1	2	3	4	5
1. I clearly understand my duties, no more redundancy with other job.					
2. The workload is not difficult.					
3. The training program can help me improve my skills.					
4. I am willing to work extra hours.					
5. Job and line authority here is flexible.					

Performance Management: Recognition	1	2	3	4	5
1. My supervisor is willing to accept my opinion.					
2. I get support from co-workers if I make any mistake.					
3. When I confront difficult workload, my supervisor and my co-workers assist me.					
4. I am admired when I perform my job well.					
5. My co-worker always call me for help when they have problem.					

Performance Management: Feedback	1	2	3	4	5
1. I have consistency of feedback with my supervisor.					
2. Feedback can help improve my work performance.					
3. There is a fair system for employee performance evaluation.					
4. My supervision's evaluation is fair.					
5. The appraisal system assures me that good performance lead to promotion and salary.					

Performance Management: Rewards and incentive	1	2	3	4	5
1. I am satisfied with awards in terms of salary increase and promotion.					
2. I am confident that my manager will adequately rewards to my performance.					
3. I receive the reward individuals for loyalty					
4. I am satisfied with the welfare policy here.					
5. The organization is fair in terms of compensation for my life.					

Employee motivation: Responsibility	1	2	3	4	5
1. I am clear with my responsibility.					
2. I have a supervisor to check my performance.					
3. The supervisor allows me to continue working when I am in the right track.					
4. I am encouraged to create suggestion for improvement here.					
5. A job in which greater responsibility is given to whom have the most seniorities.					

Employee Motivation: Work itself	1	2	3	4	5
1. I am clear with my job description.					
2. I am clear of the rule and regulation.					
3. The workload is acceptable.					
4. The work hour is reasonable.					
5. The work process assists me in doing work faster.					

Employee Motivation: Opportunity for advancement	1	2	3	4	5
1. There is better chance here to get promotion.					
2. The opportunity for growth here depends on ability and capability.					
3. I have no doubted with my long term security.					
4. I have received good and sufficient training that serve my need.					
5. My job provides a great deal of opportunity to learn more about the process and increase my skills.					

Employee Motivation: Relationship with co-worker	1	2	3	4	5
1. I can work well with others.					
2. I have a good relationship with co-workers and my supervisor.					
3. I am willing to help my co-workers when they have any difficulty.					
4. People here listen to others with open mind.					
5. I can consult my personal problem with my co-workers.					

Employee Motivation: Supervision	1	2	3	4	5
1. My supervisor advises me every time I have problems.					
2. My supervisor trusts me on my work.					
3. My supervision involves me in activity like making decision and changing things.					
4. I can instantly access information from my supervisor when I need help.					
5. My supervisor is merely inspecting to my work.					

Employee Motivation: Salary	1	2	3	4	5
1. I am satisfied with my present salary.					
2. I get a fair salary in comparison with my colleagues.					
3. The salary can be a factor for me to remain in this company.					
4. My salary is appropriate to my qualification.					
5. The company raises up the salary every year.					

Job Satisfaction : Physical factors	1	2	3	4	5
Working Conditions					
1. I feel comfortable with the physical arrangement.					
2. The work environment is clean and in control.					
3. Overall my working condition is safe and healthy.					
4. Adequate equipment makes better performance.					
5. The amount of work I am asked to do is reasonable.					

Job Satisfaction : Physical factors	1	2	3	4	5
Compensation					
1. I am paid fairly to do my work.					
2. I am satisfied with my benefit package.					
3. For compensation, seniority is not important than performance results.					
4. The policies are easy to understand in terms of salary, and incentives.					
5. If I do a better job, my pay will be adjusted accordingly.					

Job Satisfaction : Physical factors	1	2	3	4	5
Communication					
1. I can ask for advice and support from my supervisors.					
2. The practice has a consistent, timely and fair method for evaluating individual performance.					
3. Team meetings are useful and productive.					
4. I have the information I need to do a good job.					
5. I am kept informed of department results against targets.					

Job Satisfaction : Psycho factor	1	2	3	4	5
Reward Recognition					
1. I am fairly rewarded for the job I do.					
2. The company has the special program to recognize the worker's achievement					
3. My knowledge and skills are fully utilized.					
4. Showing initiative is encouraged.					

5. I perceive that my recognition in the timely and meaningful way.					
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Job Satisfaction : Psycho factor	1	2	3	4	5
Opportunity					
1. I am happy to work under the environment which provides opportunities for added responsibility.					
2. The working environment encourages me to develop and utilize skills.					
3. My appraisal helps me in planning for the future.					
4. I company gives employee sufficient freedom and authority.					
5. Existing training can help me to do my job effectively.					

Job Satisfaction : Psycho factor	1	2	3	4	5
Personal Expression					
1. I am comfortable sharing my opinions at work.					
2. My ideas and opinions count at work.					
3. My manager listens to what I am saying.					
4. My manager values my talents and the contribution I make.					
5. I am satisfied to work here.					

Employee performance	1	2	3	4	5
1. I want to develop my skills from a variety of my job.					
2. I always produce good work.					
3. I can produce good work with less resource.					
4. I sometimes produce low quality of work when the work is					

difficult.					
5. I can finish work on time.					

The Guidelines of interviewing the production workers

- What do you think about feedback system?
- Do you think you can use your ability to influence the work decision?
- What do you think about the reward and incentive?
- How do you fee; with the relationship with the management team and co-workers?
- Do you think your job allow you the chance to complete work you start?
- Do you think your job may affect a lot of people by how well the work is performed?

The Guidelines of interviewing the management team

- What are the production workers' problems?
- What are the good motivators for workers?
- How do you feel about ODI program?

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APPENDIX

APPENDIX 1: The Analysis of Organization Life Cycle at P. Lube

Prime	To keep status quo and have a sense of security.
Stable	To lose the vitality and become aging organization.
Aristocratic	To reduce expectation of growth.

APPENDIX 2: Summary of the Characteristic of Organization

Culture	It's family business.
Structure	It's hierarchical pyramid.
Ordering	It's bureaucratic style.
Manufacturing Procedure	It's auto-semi machine.
Labor	Most of them graduated in primary school.

APPENDIX 3: Summary of the Characteristic of production workers (Group 1)

Age	31 – 35 years old
Sex	Female dominated
Education	Primary School
Salary	5,506.48 Baht per month

APPENDIX 4: Checklist

Stage	Activity	Activity Objective	Timeframe
Pre - ODI	- 1 st meeting with General Manager and HR Manager of P. Lube	- To collect data such as company profile, the concerning issue. - To get consented letter from General Manager.	1 day
	- 2 nd meeting with HR Manager and Production Manager.	- To discuss about the area of study performance management, employee motivation, job satisfaction, and employee performance.	1 day
	- Design survey and interview for respondents	- To measure the performance management, employee motivation, job satisfaction, and employee performance.	3 days
	- Analyze the outcome	- To create ODI program to improve employee performance	10 days
ODI	- Redesign employee appraisal form; - Review rule; - Redesign reward and compensation	- To improve performance management system in the company	6 months
	- Rotating jobs - Appraisal reward such as corporate gift - Wall of fame - Pot luck meeting - Group discussion - Orientation - Field trip - Sport event - Training	- To increase motivation and job satisfaction	6 months
	- Send the same set of Questionnaires and interview to the same group of respondents from the stage of pre ODI	- To monitor how change their perception is and to adjust the programs as need	After 3 months while working on ODI
Post - ODI	- Send the same set of questionnaires and also adjust some new questions to the same group of the stage of Pre ODI. - Analyze the outcome by SPSS program.	- To monitor how changes they are after implementing the ODI program. - To compare the result of Pre & Post ODI.	1 month
	- Provide interview questions and adjust some pare. - Summarize the outcome from interview.	- To monitor how changes of their perception. - Compare analysis of Pre & Post ODI on interview.	

APPENDIX 5: Agenda

DATE	TIME	ACTIVITY	OBJECTIVE
1 Feb 2010	8.00 – 9.30	Introduce QCC to HR manager and Production manager	Explain the advantages of QCC.
	10.00 – 12.00	Interview Production manager, QC , and Supervisor	<ul style="list-style-type: none"> - Discuss about the problem so far. - What improvement they need to emphasize.
6 Feb 2010	7.30 – 8.30	Orientation by HR manager	<ul style="list-style-type: none"> - Explain why company provides them training. - Explain objective and company expectation.
	8.30 – 16.00	Training session to workers (supervisors and production manager included) morning session and afternoon session	<ul style="list-style-type: none"> - Introduce the QCC - Explain why QCC is important and improve their performance - Why QCC is important and improve their performance
7 Feb 2010	8.00 – 16.00	Workshop for workers (supervisors and production manager included)	<ul style="list-style-type: none"> - Explain how to do QCC. - Assign each group do it as a model - Give conclusion and suggestion.
8 Feb 2010	8.00 – 12.00	<ul style="list-style-type: none"> - Start doing QCC on the first day. - Observe how they start doing on the work process. 	<ul style="list-style-type: none"> - Implement it to the real setting. - Implement on the job training to the real setting.
	12.00 – 13.30	<ul style="list-style-type: none"> - Provide the lunch box to the workers. - Interview with workers 	<ul style="list-style-type: none"> - Monitor their progress. - Evaluate what they think about this QCC.
15 Feb 2010	8.00 – 12.00	Each team leader sends the report and present the problem and solution to the production manager and researcher.	<ul style="list-style-type: none"> - Understand the situation and problem of each team. - Help them to figure out the problem.
	12.00 – 14.00	Discussion with supervisors and production manager	<ul style="list-style-type: none"> - Monitor how progress and how activity is. - Monitor what improvement is adjusted.
22 Feb 2010	8.00 – 10.00	Get result from leaders and present the problem & solution to the production manager and the researcher	Monitor how they improve from the first time.
	11.00 – 12.00	Meet with production manager and supervisors	Interview what to improve and suggestion.
	16.00 – 16.30	Observe the group talk weekly	Monitor how they work on it and apply QCC to their work.
2 Mar 2010	8.00 – 10.00	Get the result from the workers. And announce the winner team	Compare the result to the previous time.
8 Mar 2010	8.00 – 10.00	Get the result form the workers.	Compare with the previous result
	12.00 – 13.00	Have lunch with the workers.	Observe how they feel about the program.
15 Mar 2010	8.00 – 10.00	Get the result form the workers.	<ul style="list-style-type: none"> - Understand the situation and problems of each team. - Help them to figure out the problems.
	12.00 – 13.30	Have lunch and discussion with supervisors and production manager	<ul style="list-style-type: none"> - Monitor how progress it is. - Suggest what improvement needed.
22 Mar 2010	8.00 – 10.00	Get the result form the workers.	Compare the result to the previous time.

	10.00 – 11.30	Interview with 3 leaders of the team	<ul style="list-style-type: none"> - Get the feedback. - See the recurrence problem and solutions. - Comment the problem of each team.
	16.00 – 17.00	Observe team meeting (Group talk weekly)	Evaluate how they use QCC and how they have their own meeting without the supervisors or manager.
29 Mar 2010	8.00 – 10.00	Get the result form the workers.	Monitor how progress they are.
	10.00 – 12.00	Interview 5 of workers	Get more feedback and comment from them.
	12.00 – 13.00	Have lunch with HR manager, production manager, and supervisors	<ul style="list-style-type: none"> - Discuss and exchange the recurrence problems. - Mention about 5 Kaizen and share idea about it.
5 Apr 2010	8.00 – 11.30	Take the result from the workers and Announce the winner team	<ul style="list-style-type: none"> - Monitor how progress they are. - Give suggestion for the improvement - Assign 5 Kaizen and explain how the company evaluates it and when it will start and get outcome.
	12.00 – 13.00	Have lunch with production manager	Exchange idea of problem and solution.
19 Apr 2010	8.00 – 12.00	Training & workshop all workers about 5 Kaizen	Explain how important 5 Kaizen works.
	12.00 – 13.00	Have lunch and chit-chat with workers	Build positive team relationship among them.
	13.00 – 15.30	Walk around with production manager	<ul style="list-style-type: none"> - Observe how they apply on the job training. - Compare with Pre ODI.
	16.00 – 18.00	Interview 5 workers	Exchange idea and what improvement they start happier with job.
26 Apr 2010	8.00 – 11.00	Get result from the workers	Monitor how changes they have been.
	12.00 – 13.00	Have lunch and observe the group talk	Evaluate how they feel and work on their meeting.
	16.00 – 17.00	Observe how they assign and manage their working zone.	Monitor the way they work on 5 Kaizen.
2 May 2010	8.00 – 10.00	Provide the post-survey for them.	Monitor the result company with the Pre-test.
	16.00 – 19.00	Interview with 10 workers.	Evaluate how they change and feel after ODI.
	19.00 – 19.30	Interview the production manager.	
3 May 2010	8.00 – 10.00	Get the last result.	Observe how their performance is.
	10.00 - 12.00	Interview with HR. Manager and Supervisors.	Make conclusion of achievement and improvement of the ODI.
25 May 2010	8.00 – 10.00	Summarize to the workers what they learn from ODI.	<ul style="list-style-type: none"> - Monitor what they feel and learn from it. - Share idea to each other.
	10.30 – 11.00	Announce the winner team.	Encouragement
	12.00 – 13.30	Interview the winner team.	Observe how they feel.

APPENDIX 6: The Intervention Activities

The researcher has developed some necessities activities to the company as mentioned below.

All activities have been started but some are ongoing process not completed yet.

QCC training and workshop

The researcher starts with the training program on between 7.30-16.00h. The researcher separates this training into two days. Each day consists of 50 production workers as participants and 6 supervisors, 2 QC, and 1 production manager acted as observer. It is divided into called group 1 and group 2. First group is in the morning session and the second group is in the afternoon session. Also, Human resource manager comes to give an orientation at 7.30-8.30h. At 8.30, the researcher, production manager gives a speech about this training program. This training program aims to improve employee performance. The topics of training are teamwork, goal setting and communication effectively. The researcher pinpoints teamwork because the work process of production workers requires working as a team and coordinating to each other.

However, according to the survey and interview, the researcher finds out that many times, when there are mistakes, they try to blame each other without helping each other to sort out the solution. Therefore, the researcher starts the first topic by welcoming the guest speaker named “Khun Virithipol K.” to train on this issue. He used to be the trainer of Fatima Broadcasting International Co., Ltd. Currently, he works as a freelance consultant. He is very skillful in this area. So the researcher and the director of the company make a decision to choose him to be the trainer.

At 9.00, He started why teamwork is important for them. He says that working as a team means helping each other lead to the same goal effectively. Teamwork is one of the factors to improve quality of work and organization in terms of sharing point of views and

finding the best solution. Besides, working as a team can motivate good environment around their workplaces and bring them to the unity of organization.

Next, he explains about how to setting team by determining the participating objective, understanding each own responsibility, brainstorming, choosing the best solution, implementing and monitoring for the next improvement. After that, the researcher assigns team into 5 groups and gave them the QC form to guide them improve their performance by their owns. The form consists of nature of problem, the cause of problem and the solution. The researcher and the trainer give them 30 minutes to discuss about the problems and let them brainstorming of the solutions. By the way, between doing this activity, supervisor, trainer and the researcher looks around and coached them. After that, each group makes the presentation about 10 minutes. Then, at 10.30, the researcher leads them to the game to make an effective teamwork. This game is called Jenga game. The instruction is each member of the team removed one block at a time from the tower, and stacks it on top. The last player to stack a block without making the tower fall wins the game. However, each team competed to each other. That's why each team helped each other, and brainstormed which block he or she had to remove. They can see the benefits of working as a team.

Then, at 11.00h., The researcher started the next topic of goal setting, The researcher are very familiar with this topic because this goal setting is one topic of my teaching subject at Assumption university. Hence, the researcher talks about why goal is important for life. But the researcher tries to make the topic more specific and clear for workers. The researcher tries to link goal setting to their job. The researcher gives each team a whiteboard. Then, each day every team needs to write down the amount of waste and the expected goal of product. After each week, they see how they improve in terms of their performance and productivity. Goal is not written down, not motivated. So written goal should motivate them to accomplish their mission.

At 11.30, the trainer comes back again with the last topic communication effectively. The communication is concise, direct and frankly. The communication is top-down or bottom up depended on the situation. When they get order from supervisors, they should reflect the orders of supervisors. If they are unclear, they should ask supervisors immediately. This is how to exchange feedback between supervisors and workers. Consequence, they can work smoothly, and one way to get closer to each other between supervisors and workers.

Finally, the researcher gives the conclusion speech and gives them the package of rice for each trainee to thank for participation. Before each left, the researcher let them do the feedback for this training. 80% of participants enjoyed this training and expected that it is helped in the real setting.

Workshop

Each team comes along with one's own supervisor. There was group 1 (50 production workers + 5 supervisors with 3 sections) and group 2 (50 production workers + 5 supervisors with 3 sections). When the workshop started at 8.00 h, the researcher divides them into 3 groups each based on line of production (blowing, screening and packaging). Blowing team has 13 workers including 1 supervisor. Screening team has 20 workers and 1 supervisor. The last team has 17 workers and 1 supervisors and 1 Quality Control (QC). On Wednesday, the researcher assigns 10 workers and 1 supervisor for blowing section. 26 works and 1 supervisor assigned for screening section. The last team has 14 workers and 1 supervisor for packaging section and 1 quality control (QC). However production manager attends both workshops. The production manager, the trainer and the researcher get into each group to coach one how to do it and let one act on it as one understands.

On the job training

According to the meeting between production worker, 10 supervisors and 2 quality control, they and the researcher agree to have another training is called “ on the job training” to increase employee performance. Based on the meeting’s outcome, the supervisors should act as QC as well. They don’t only check the mistake but they need to ask about whether the workers understand the process of works or not. So the supervisors monitor the performance of workers at the same time. The supervisor agrees to check worker’s work hour by hour. If they don’t understand the process of work but they still continue working. The workers have to take responsibility for their errors. This is the message that supervisors sending to their members. Even though, the workers find the supervisor when having the problem, they have to ask for other members’ assistance.

Informal meeting

At first week of this ODI, the screening section and packaging section blame the problem to the blowing section as the first process. When the researcher goes to monitor the progress of this ODI, the researcher suggests them to look at their own waste or mistake. They should not blame others as main factor. Then, the second week of this activity come, they are understandable to this ODI. For example, the packaging section proposed the problem that some of members looks over the quality of the packages because they think it is not very bad shape. However, when the packages are sent to the customers, they will become the waste and get blamed by customers. Therefore, when they have group talk between supervisors and them, they understand more that they should check carefully to the low quality of packages. When they see the low quality one, they should throw it away because if they still insist to pack them, the company loses double waste. So this solution avoids losing maximum of waste. According to the opinion of one worker, he says this one lead to the

quality product of the company. And they get blamed from warehouse as usual. By the way, the researcher come to get the feedback every the end of each month. In The end of the February, the researcher come to get the feedback of each group and conclude that as the qualitative data, the researcher give feedback to each team and they share and commented this ODI that

The supervisors guide the workers to the best solution rather than give only directly instructions as before. For this informal meeting, as usual, there is only one team doing but after implementation of the training program, the researcher and the production manager agree to implement informal meeting every Monday before doing their own duties about 30 minutes. As in depth interview from the workers, Most of them really want to do a good job. Often they don't understand what is expected of them or may find them in a job they do not worth or benefit from it. So this activity provide them feedback motivate them to improve performance or re-evaluate the current job fit.

Group talk weekly

In group talk weekly, the leaders of the team open the session and let every team members talk about problem of work in each day. Then, they brainstorm together to determine the desired goal for their productivity. Basically, the production manager has never set the goal of productivity, the production manager and the researcher mention about set the goal of losing waste not more than 5 % of its according to calculating from the previous loss. It looks challenging and more motivated workers to achieve. Based on Locke's goal setting theory (Robbins, 2002), only try you best is less effective than having clear and specific goal for what the company expects. In the group talk, they have to conclude the outcome they get from each week to monitor that it is met by 5% of loss. If they have not met the desired outcome, they have to help each other to come up with the resolutions. Before finishing work

in each day, each group will spend 15 minutes and summarize the number of waste in the assigned paper sheet and the group leader keeps it.

Orientation

The orientation now starts before training program happens. The researcher asks the Human Resource Manager to give an hour orientation to workers. She explains the company's goal and what the company needs from the workers. She also explains about the rule and benefits of the company. Then, she suggests whether the workers are unclear to these go ask the human resource officers. Most of workers have never loved to ask the human resource officers but they would like to presuppose by themselves. So sometimes, they have received the misunderstanding messages. The Human resource has official written policies to remind workers at the bulletin board as well. She reminds workers to come and take a look at the board every time they have a chance. However, after training, the HR. manager agrees with the researcher that The manager will set up orientation to them before enjoying their holiday trip in PATAYA. The company chooses PATAYA to set up the trip because the company owner has a resort there. So it saves money for the company.

Hygienic condition

It consists of equipment and process is clear. Then, workers should place the thing into the right place. Next is cleaning and setting up routines to certain that the workplace stays clean and easy to inspect for safety and effectiveness. Moreover, it sets standard to the workers for increase of the self awareness. Lastly, it provides regular attention and training to establish the area of responsibility.

In the company, the production manager, Khun Komsun, organize the hygienic contest for the workers. He assigns the people from Human resource department to become a

committee. This project is measured every week but the final decision is held once in three months. Each team will help each other to clean up the floor, equipment and organize everything to the right place. This make workers feel good to the work condition. Moreover, the respiratory mask, and the glove that the company provide them for the workers protect themselves from the dangerous and the chemical atmosphere. According to the in-depth interview of production manager, he heard the comment from the workers in the training period that sometimes they feel uncomfortable with the chemical smell and the danger from using the equipment. He responses that the company provides many protection for them such as glove, mask protection and etc but nobody wears them even the supervisors.

Therefore, the production manager commands the supervisors wear mask and gloves when they are performing. And all workers need to follow this instruction. If anyone does not follow the regulation, the committees will deduct the points of the evaluation. The committee will evaluate in every three month. The winner will get the complimentary gifts or gift vouchers. The production manager will announce the winner team at the bulletin board in front of the factory.

Extra benefits program

The researcher proposed the extra paying program to support of QCC. monitoring. According to the result of the QCC., the team that have good result, they win and get extra payment rather than salary. This is a bonus for them and adds value for their effort and commitment toward work. This is evaluated every the end of the month. Each one in the team will get 350 baht added.

In addition, the company applies 5 S or hygiene condition to the production workers. Every 3 month, the HR. department will monitor hygiene condition for each production line. The winner gets some compliment gifts. The company will announce the

winner in the bulletin board and the HR department announces the winner group by using megaphone around the company to let every worker recognize as role model

The researcher develops criteria of rewarding by using the result of QCC and hygiene condition evaluation o calculate the winner team.



APPENDIX 7

1. The example of The report sheet of zero waste

Department.....

Group leader.....

Members:

1.....

2.....

3.....

4.....

5.....

6.....

7.....

8.....

9.....

10.....

Week 1st: 5 - 9 March. 2010

The number of product expectation.....

Monday 5th March, 2010 the number of waste.....

Tuesday 6th March, 2010 the number of waste.....

Wednesday 7th March, 2010 the number of waste.....

Thursday 8th March, 2010 the number of waste.....

The total of waste* the number of product =%

Before finishing work in each day, each group will spend 15 minutes and summarize the number of waste in the assigned paper sheet and the group leader keeps it.

APPENDIX 8

The example of paper sheet for group talk weekly

Department:

Group leader:

Group Members:

Week

Date of meeting

The problem	Cause of the problem	Solutions	Responsible person

This paper sheet will use in group talk weekly and discuss with the paper sheet of zero waste and then, the papers will give to the supervisors when they have informal meeting every Monday. These papers are the part of workers' evaluation. The production manager will cross check with the result of the QC. And then, he will make a conclusion about it.

APPENDIX 9

The proposal forThe training program to improve the workers' performance and the quality of the product

Objectives

1. To build up the intra communication effectively in order to influence on the effectiveness and efficiency
2. To change the attitude of the workers to aware of the benefit of the company
3. To support workers work effectively

Strategy

1. Summary of the daily or weekly problems
2. Brainstorm the work problems that are the barrier of success
3. Develop the solutions to deal with the problems
4. Regulate the well organized system to develop the work process

Remark:

- 3 months trial
- In each week, the researcher will set up the team meeting to follow the outcome based on the training program and adjust to fit with the workers and company.*

APPENDIX 10: Hygiene Condition’s evaluation

Department.....

Supervisor.....

Group members.....

Date of evaluation.....

Items	Score	Achieved
1. Cleanliness of floors and equipments	10	
2. Managing of atmosphere	10	
3. Cooperation	10	
Total		

Evaluation Criteria:

30-27 Very good

26-24 Good

23-21 Fair

Below 21 Improved

Evaluator’s name

Appendix 11: Pre-ODI result of waste

Screening Team

Date	Production	Waste product	%
1 - 4/12/09	17,587	856	4.87
7-11/12/09	25,847	954	3.69
14 - 18/12/09	28,735	1316	4.58
21 - 25/12/09	23,291	1226	5.26
4 - 8/1/10	19,432	927	4.77
11 - 15/1/10	18,315	1073	5.86
18 - 22/1/10	21,440	1021	4.76
25 - 29/1/10	40,287	1254	3.11

Packaging Team

Date	Production	Waste produce	%
1-4/12/09	23,874	649	2.72
7-11/12/09	35,121	1752	4.99
14-18/12/09	28,100	1210	4.31
21-25/12/09	22,987	624	2.71
4-8/1/10	10,300	575	5.58
11-15/1/10	18,315	701	3.83
18-22/1/10	20,824	1254	6.02

25-29/1/10	41,224	1958	4.75
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Blowing Team

Date	Production	Waste Product	%
1-4/12/09	23,210	1054	4.54
7-11/12/09	34,765	1635	4.70
14-18/12/09	27,983	1020	3.65
21-25/12/09	22,653	952	4.20
4-8/1/10	10,005	454	4.54
11-15/1/10	17,820	977	5.48
18-22/1/10	21,231	1375	6.48
25-29/1/10	37,368	1713	4.58

APPENDIX 11: The result of waste reported by production manager

1. Screening

Date	The total of products	The amount of waste	%of waste
03-06/02/10	6,492	358	5.51
08-13/02/10	10,593	512	4.83
15-20/02/10	15,955	412	2.58
22-27/02/10	16,710	537	3.21
01-06/03/10	32,588	942	2.89
08-13/03/10	23,291	825	3.54
15-20/03/10	22,425	892	3.98
22-27/03/10	13,527	541	4.00
29/3-3/04/10	25,781	519	2.01
05-10/04/10	35,282	1,294	3.67
19-24/04/10	36,321	1,412	3.89
26-30/04/10	24,507	628	2.56

2. Packaging

Date	The Total of Products	The amount of waste	% of waste
03-06/02/10	7,495	343	4.58
08-13/02/10	10,643	371	3.49
15-20/02/10	18,300	388	2.12
22-27/02/10	13,647	485	3.55
01-06/03/10	26,392	434	1.64
08-13/03/10	34,079	757	2.22
15-20/03/10	22,094	482	2.18
22-27/03/10	21,444	575	2.68
29/3-3/04/10	30,495	1,293	4.24
05-10/04/10	40,439	1,732	4.28
19-24/04/10	35,338	1,437	4.07
26-30/04/10	29,655	810	2.73

3. Blowing

Date	The total of products	The amount of Waste	% of waste
03-06/02/10	7,495	252	3.36
08-13/02/10	12,275	409	3.33
15-20/02/10	18,300	423	2.31
22-27/02/10	19,783	597	3.02
01-06/03/10	32,588	1,248	3.83
08-13/03/10	34,079	1,403	4.12
15-20/03/10	25,703	557	2.17
22-27/03/10	25,433	517	2.03
29/3-3/04/10	30,495	913	2.99
05-10/04/10	40,439	1,595	3.94
19-24/04/10	43,134	1,579	3.66
26-30/04/10	24,499	877	3.58

Remark:

- The team of winner of February is Blowing.
- The team winner of March is Packaging.
- The team winner of April is Screening.

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Education

- Doctor of Organization Management , PhD at Assumption University, Thailand, 2007 to 2010
- Master of Social Science at Utah State University in Sociology department, 2003- 2004 (GPA:3.59)
- Bachelor of Science at Utah State University in Sociology department, 2001-2003
- Bachelor of Arts at Chulalongkorn University in French major, 1995-1999

Experience

- Practical training at Fatima Broadcasting International as secretary in public relation department in March-May 1998
- Practical training at Italian Thai Development as secretary in financial department in March-June 1997
- Tourism Authority of Thailand as public relation officer January 2000-December 2000
- Research on A socio-historical approach on prostitution in Thailand in 2004
- Secretary of Thai association of UTAH STATE UNIVERSITY at 2003-2004

- At present, working at ABAC University as professor and secretary of the general education department
- Committee of examination approval in general education department at ABAC UNIVERSITY in 2005
- Committee of DAQC of General Education Department in 2009
- Member of Quality Assurance team at Faculty of Arts, Assumption University

Teaching Experiences

Ethics (BG2402) : Solve problems and bust through blocks,

- Develop creativity and intuition,
- Explore your life purpose and spirituality,
- Manage money and create prosperity and abundance,
- Enhance relationships,

Principle Management (MGT2900)

- Acquire a basic conceptual understanding of what a manager does with a focus on the key managerial functions of planning, organizing, leading, and controlling.
Explore what is managerial work—Do you think you want to be a manager?
- Develop a personal glossary of key management terms.

English Tutor for primary-high school students as Part time

Qualification

- Experience working with MS-Window based server and workstations.
- Problem-solver who persistently follows up until issue is resolves.

- Ability for multi-tasking, setting priorities and tracking issues concurrently.
- Able to handle multiple tasks and projects simultaneously
- Proactive, motivated. Goal oriented and problem solver
- Self confident in appropriate situations
- Good relationship with everyone.
- Read , write and communicate in French and English, fluently

Skills

- French language
- Words, Excel, Power Point, and Access

Extra Activities

- Assistant in French club
- Receptionist in Chula's academic exhibition
- Representative of Thai student at Utah State University in international pageant
- Secretary of Thai Student Association at Utah State University

