

ABSTRACT

This action research identifies and investigates the impacts of Organizational Development Intervention (ODI) on employee commitment and employee motivation in relation to achieving higher levels of the customer satisfaction in an organization. The informants were the sixteen employees and sixty five clients of a Bangkok based company, A.E.S. Engineering Co., Ltd, specializing in the distribution and servicing of high tech analytical equipment.

Both quantitative and qualitative approaches were utilized and data were collected using questionnaires, in-depth interviews, and participatory and non-participatory observation. The research was conducted in Thailand from January 2008 to March 2009.

The research indicates that employee commitment improved after ODIs which included formal and informal meetings, special training in English language, and leadership training including BrainMap techniques. Improved affective commitment of staff was reflected in enhanced levels of contentment within the organization linked to a stronger desire to remain as part of AES. Improved continuance commitment was reflected in an increase in team dynamism, reduced staff turnover and consequently direct financial benefit to AES by reducing costs of recruiting and training new staff. Improved normative commitment shifted AES staff attitudes and created self-motivation and a self-driven desire to assist AES survive in a highly challenging market environment.

Strategies went beyond improved communication, counseling and training to include financial incentives, linked to performance pay and gainsharing. Observed benefits flowed from job enrichment resulting in better client relationships and more efficient scheduling and resource use reflected in higher turnover and greater commitment from customers.

