



Strengthening Teamwork through ODI : A Case Study of Student
Affairs Department, Montfort College

Nongnapat Somna

An Action Research Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Management
in Organization Development and Management
Faculty of Graduate School of Business
Assumption University
Academic Year 2015
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Independent Study	Strengthening Teamwork through ODI : A Case Study of Student Affairs Department, Montfort College
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Major	Master of Management in Organization Development and Management (MMOD)
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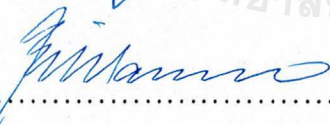
The Graduate School/Faculty of Graduate School of Business, Assumption University, has approved this action research as a partial fulfillment of the requirements for the Degree of Master of Management in Organization Development and Management.



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ABSTRACT

The main purpose of this study is strengthening teamwork through ODI in Student Affairs Department in terms of collaboration, communication, care, creativity and commitment. The respondents of this study are the 35 staff of the Student Affairs Department. Data were gathered through the use of questionnaires and observation in the pre - ODI assessment of the current situation. The implementation of OD interventions lasted for one month with the use of Appreciative Inquiry World Cafe, paper tower and other varied activities.

The data were analyzed using the mean and standard deviation. T test was used to determine the initial impact of ODI on teamwork in the Student Affairs Department. The results showed that the average mean (4.18) in the post-ODI is higher than the mean (3.82) in the pre-ODI. This implies that OD interventions help strengthen teamwork among staff in the Student Affairs Department.

The OD interventions have initial impact on teamwork in terms of collaboration, communication, care creativity and commitment of the staff based on the results of the T test.

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CHAPTER 1

INTRODUCTION

1.1 Background of the study

Student affairs personnel should have cooperation and work hard. The personnel are involved with the students, parents and with external organizations. The work, which sometimes cannot be met with other jobs to insert. Problems and workload resignation during the year lead to lack of manpower. The budget execution is not enough because it must carry out economical but practical solution. Having a good attitude towards work. Unclear communication partnership working is minimal. The demands of their job frequent changes of supervisors every year can cause them discouragement. And modification of the order was to be appointed not from recruiting people. This would be another reason that made him missed out the end of the study period, only to be renewed by the work was responsible for the new that the work. Teamwork is significantly critical to the performance of the team. That all parties feel that they are in the same team thus share efforts to make the organization successful. Operations of the department are required to achieve the objectives and goals of the plan to develop the quality of education placed more efficiently. The team is also a key component influencing the working environment of the department as well. The team leader must create and encourages everyone to feel that every participant is part of the team. Chiefs will need to find a way to create a sense of being part of the team. Conducive atmosphere within the team will result in a better performance. That may lead to the desired outcomes. Therefore, researchers have

been looking for ways to create incentives and rewards to give the team members the proper accolades they have earned and deserve to make them more efficient.

Teamwork is vital for moving ahead in a very competitive and successful results along with the team members who are important element influencing the work environment in the operations of the organization to achieve the objectives and goals. The head will need to create a team and encourage everyone to have a sense of being that they are engaged in as part of a team. The head will need to find a way to create a feeling that the team members responsibilities must be interconnected and dependent upon one another. Teamwork means encouraging individual leadership development, sense of unity, of enthusiasm for the common interests and responsibilities. There are 4 key features team members to feel great about and feel like a team member responsibility and a feeling that their voice matters, money pay and benefits, appreciation and recognition , and a sense of belonging to a close knit team. A clear scope of work delegating power on the management of work processes, team members and clearly falls within a range of reasonable time (Richard Hackman (2002). Effective teamwork can affect the successful delivery and implementation of these learning designs. Teamwork means sharing the work of members of more than one person, with all members, it must have the same target will do something and then everyone must accept. There is a plan to work together. Teamwork is vital in every organization, teamwork is essential for increasing the efficiency and effectiveness of administration of working as a team has an important role to contribute to the success of the work that requires the cooperation of the members of the group as well.

Working as a team with characteristics that are different from the working people alone. Because it works by just one person alone. But working as a team to be

successful, it will have more elements, many reasons to consider so that all members feel that they are in the same group. With a goal and standard of work at all to the same practices that caused members to pride in ownership of the team. Productivity and happiness at work include check contact between members within the team together to exchange ideas and comment: Share the responsibility as a team to accomplish a task according to the task's purpose. In order to be able to perform the target and objectives.

Of the problems and obstacles to the practice of student affairs members, it was found that most no teamwork as they should, as can be seen by not effectively defining the mission and goals of the team. The lack of coordination between the members of the team. Lack of cooperation in the workplace and communication of its members, which significantly affect cooperation. The function of the personnel department the efficiency of the preparation activities diminish and not achieve as expected. And if no necessary solution could be planned ahead the damage is possible so it is necessary to study the performance as a team. To be used to improve planning and performance development as a team member of student affairs and work effectively in the future.

Global Context

In the U.S.A organization to achieve its objectives will require personnel to perform their duties and responsibilities to achieve. Organizational goals can not be achieved alone. Work to do to succeed in management in the form of teamwork. Help promote deep learning occurs through interaction, problem solving, negotiation , cooperation and collaboration. The commonly accepted definition of a team working together to

achieve a common goal. Source. (David A.Cotter., Joan M. Hermesen., and Reeve Vanneman, 2000).

England: learning to work as a team may be the answer why human brains have a larger development. According to a study published in April 2555 compared to previous versions of ancestral human species today are the giant brain. A scientist trying to solve this all along. The researchs in Ireland and Scotland found the answer to the puzzle may lie in social interaction. Researchers believe working with others help humans to survive. But humans have evolved brains big enough to accommodate all social complexity. And he has modeled two scenarios, the first scenario simulated police arrest two criminals. And each one will be telling the story to the police, to their acquittal. And the situation was two cars trapped under the snow and will have to decide whether an individual will have to dig himself out or other person should be doing it. However, he sees teamwork and powerful bigger brains is what motivates each, said Robin Dunbar, an evolutionary anthropologist evolution of the University of Oxford, said the findings will help improve the understanding of the evolution of the brain, however restrictions psychological collaboration man must have brains as big as a house in dealing with cooperation in a perfect world filled with humans. Source. (Br J Soc Work, 2015).

New Zealand: Issues on the balance between working life for living, and life on the other side of people (Work-Life Balance or short. WLB) received more and more attention in both the public and private sectors of the countries around the world partly a result from trends in population and economic society development. For example, the women work outside the home even more. Or the labor force average age was more (Aging Workforce) in the State Services Commission of New Zealand,

meaning. WLB is "the interaction between work in order to live with other activities, such as the role of a member of the family and community recreation. And the development of the activities of the employees "balance between work and life is important for employee in organization. The organization wants to achieve, place and build competitive advantage what the organization have to consider is how to create a balance between work and personal life of employees.

In Germany, working practices are formal and professional. At work, Germans keep an appointment, they are strictly punctual, friendships are usually not developed too quickly.

German business culture has a well-defined and strictly observed hierarchy, with clear responsibilities and distinctions between roles and departments. Having a good education is an important requisite for finding a job. Germany is not a perfect country, it seems cold, strict, solemn and rigorous. People spend most of their daily life at work and work for significant part of their life. Therefore, this makes the German people look dull and unhappy, since they do not have time for their personal life. (Panupak Pongatichat, 2006).

Asian Context

In Japan, teamwork and love in the community are known and accepted. Ready to sacrifice for the group and not holding their own opinions is great. Direction and opinions of the group is important. Contribute to the banging to sink to the homogeneous. The Japanese people will be loud, it must come from doing good deeds and creating repeatedly until all of the people gradually accept and honor it. This is to make others accept and raise themselves up to be recognized. But if you lift yourself up it is not accepted, it will be struck down almost immediately. How to train

to work as a team? The leader of the team is extremely important one of primary functions of a team leader is to create energy, energizing those with whom he works. Furthermore guiding the modeling, praised the teamwork to focus on the team rather than individuals.

Source. <http://www.transitionsabroad.com/tazine/index.shtml>

Korea originally was a colony of Japan, for 35 years, and before that it had been under parents of China and Mongolia. The Koreans had faced several trials but despite what had happened they diligently overcame those difficulties applying their own style to aim for excellence and to maintain the stability of the system; it suggests to keep the head level until the employee will work willingly and sincerely towards customer and enterprise. In reality investing money on the trade basis really is favorable for the investors Personnel must developed a new concept, look for the person who has ability, commitment and experience or learn about management. To make these people loyal to the enterprise, leaders have decided to lead change. It needs courage to place an individual who has character suitable for the job and dare to change a habit of personnel in the organization. If the changes that personnel are stable and increased income status and squeeze force personnel they must pay attention to personnel management, decentralization, emphasize the participation that determines the position of work load, such as head office, chief line. Source (Damrong Thandee, 2555).

Singapore the system possessed Knowledge Management: KM), which is an important factor to make the enterprise achieve the mission and goals set. From the beginning of employee in the youth young girl from ideas and useful to work. It has

tools to collect or manage concept systematically. The enterprise culture in knowledge sharing of employees. But there are also some employees who don't see the importance and don't want to share with other management system. Formulation and preparation of the system to encourage cultural sharing in the organization including the establishment of a learning community in the form of formal and informal. Topics or issues will start from the needs of the group agreed, then find a way or process to exchange each other to do KM focused on creating a balance between Capturing Community and is oriented to collect information from each of the work with the opportunity to have the meeting to establish good relationship. Because this system makes the analysis of business needs to be clear and find the tools as well as make the purpose set. Consistent with the goals of the enterprise, emphasize team work and cross-functional communication, exchange staff are in mutual understanding, step function is clear creation and participation. Source (ASEANNEWS, 2010).
<http://www.aseannewsnetwork.com/singapore/>.

Thai Context

Nowadays, of any successful business must rely on the team. That is more important than having a team. A team work or even manufacturing each product was caused by working together as a team. That means it will push to the operation of any achievement, if any one of the gears are lazy. That little part of their own responsibilities shouldn't affect other gear in the organization. This is the error in work flow of course, if gear think that there are more than 1 or 2. It became both parties and to the enterprise. The team leaders that are very important should take the lead to the outcome. If that team make the work goes smoothly. This shows that

corporate leaders are not perfectly capable in terms of team working .Gear in every town must know the role. And be responsible for their duties diligently, to push for any work that goes on smoothly and successfully.

So, the ability of each gear, it is corporate leaders need to understand and know the known cure. Some gear needs oil to work hard and rejuvenate. The gear may fall to scrub or compromises the function of other gear. The leader is to get out of the gear in it. If the gear that is acting like a spy. Likewise, who is the status of the gear should be to maintain the role of themselves strictly. As well, understanding this should happen to everyone in the team, as well as the supervisor and the enterprise.

Source Kahn. Positive thinking (online). Access on 20 August 2552. Accessed from.

[Http: // www.m-society.go.th](http://www.m-society.go.th).

1.2 Organization Background

Profile of the School/Classroom/Office

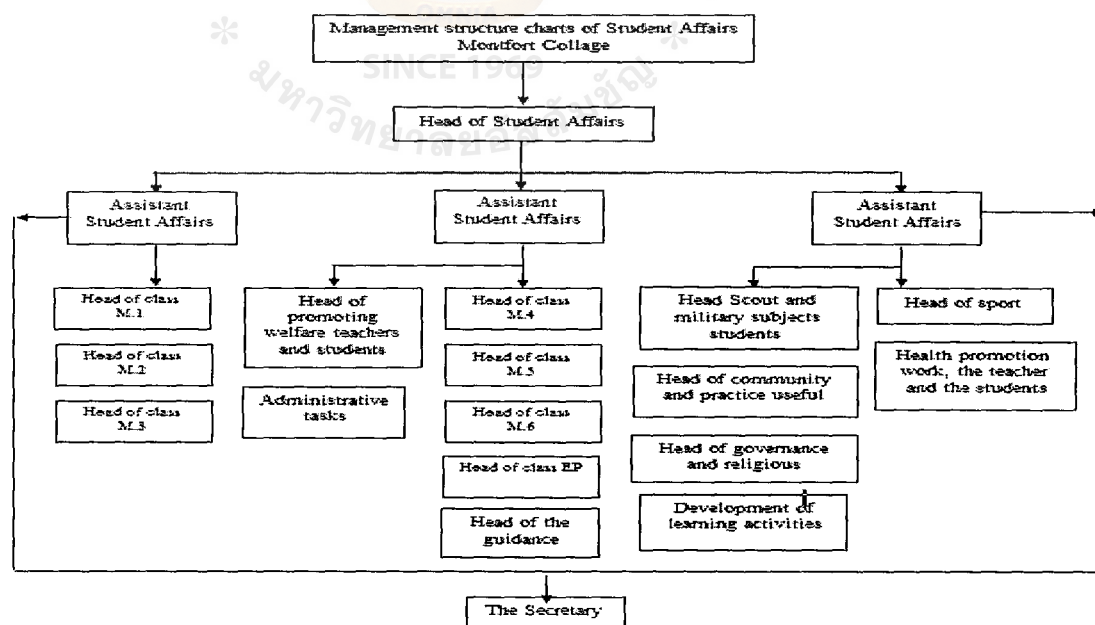


Figure 1: Profile of the School Office

Student affairs: maintain student discipline, enforce the rules and regulations, provide calendar of school activities to the different department, all student's orientation through student's handbook.

1.3 Roles of Administrative Department student affair

1. Head of Student Affairs

- Planning and load / scope of responsibility in affairs of students.

Coordination, counseling, monitoring, find solutions in case of problems with the development plan of the school.

2. Assistant of Student Affairs

- The partners plan to work with the Head of Student Affairs and other agencies as well. Agencies involved in the administration.

3. Administrative tasks

- Responsible for the students' parents to promote and coordinate with teachers and students in related activities or academic to promote moral ethics away students following the school policy.

4. Head of the level

- Responsible for the students with the department of Student Affairs. To promote and coordinate with teachers and students in related activities or academic to promote moral ethics away students following the school policy.

Level M.1

Level M.2

Level M.3

Level M.4

Level M.5

Level M.6

Level English Program

5. Scout and military

- Plan activities scouting department teaching scouts to comply with the school policy and meets the requirements of the National Scout.

6. Community and social service

- Develop students to plan activities in line with the school curriculum.
Coordination and promotion of personnel, students participate in activities.

7. Guidance

- Guidance for academic teaching activities as scheduled. Provide and develop guidance to students for learning, behavior, career interests.

Level M.1

Level M.2

Level M.3

Level M.4

Level M.5

Level M.6

Level English Program

8. Student Council

- To encourage students to express their leadership potential as well as working as a team is a skilled process and public mind.

9. Sports

- Planning, conduct evaluation, including development of recreational activities for students and staff continuously.

10. Health promotion students and teachers

- First aid and health services for students and staff in schools. Including educational information on health thoroughly.

11. Welfare, teachers and students

- To organize, monitor traffic safety within the school. Governing the conduct of students both inside and outside school.

12. Governance and religious

- Is focused on the learning process. And growth of the learners strengthen and promote the development of the human potential to grow into a complete life. With the objective of which is an ethical, moral and social needs.

11. Secretary

- Mail operations - from documents in support system, responsible for development of the information to be current.

The process works with a team of student affairs. Management is divided by performance in students affairs, while the agency must administer student discipline matters, and student learning. A team of student affairs will increase satisfaction for staff and parents are required to work toward the development of quality education organization. Strengthening assertive behavior to gain confidence in their work. The successful Student Affairs Department that would work to achieve the goal, according to the plan to improve the quality of education. All the schemes of the department, the student affairs supervisor maneyes according to the structure of the map division is responsible for. The development of quality education is set for 5 years. Operation each year would have to provide a plan that achieves the objectives of the metrics that have been defined. And the action plan is to organize chart that the supervisor is responsible. Some plans can not achieve the objectives of the plan to improve the quality of education. When they fail, it will affect an overview of the operations of the department, so the Student Affairs should not fail as well. Therefore, the researcher determined that is the reason the operation is not successful.

Current Situation of the Office

SOAR/SWOT Analysis

Strengths	Opportunities
1. the educational institution has the stability and reputation 2. Students have good family background comes to the school and to participate in activities of 3. The teachers have the knowledge and the ability to work and to monitor students closely Include Strengths of Student Affairs	1. Parents, alumni, outside organizations, community ready to cooperate and support about activities.
Aspiration	Results
The school has a modern techniques and method. The management knowledge and create a good atmosphere, the teachers would like to come to school.	Teachers will feel proud to the school. There is harmony in the work. With love and cherish school.
Weaknesses	Threats
1. Some teachers are not dedicated to be fully functional 2. Teachers' workload - the performance has not been fully maximized 3. Communication is not clear. 4. Faculty and staff don't have the same direction	Had to modify jobs each year, making the work not continuous

Strengths: Montfort School is a famous school in the north. Therefore, students want to study in this school. Students and parents can send their children with good family background to study here. Teachers are competent and able to supervise students closely.

Opportunities: Parents, alumni, outside organizations and community are ready to cooperate as well as support all the school activities.

Aspirations: The school has modern techniques and teaching methods. The management have knowledge and create a good atmosphere, the teachers would like to come to school.

Results: Teachers will feel bound to the school. There is harmony in the work. With love and cherish school.

Weaknesses: Some teachers are not dedicated to a fully functional hands. Teachers' workload The performance has not been fully maximized. Communication is not clear and doesn't go in the same direction.

Threats: Had to modify jobs each year, making it work not continuously.

1.4 Statement of the Problem

Student Affairs has many tasks and the personnel are responsible and disciplined. The teacher support is based on job descriptions. There is unclear communication in the planning and performance of activities and responsibilities. As a result, employees do not want to work. There is relatively less teamwork. So, the main purpose of the study is on enhancing teamwork in terms of collaboration, communication, caring, creativity and commitment.

1.5 Research Objectives

1. To determine the current teamwork of the Student Affair Department in terms of collaboration, communication, caring, creativity and commitment.
2. To design and implement OD intervention to strengthen teamwork.
3. To determine the initial impact of ODI on teamwork in Student Affair

4. To determine the difference between the pre-ODI and post-ODI on teamwork of Student Affair.

1.6 Research Questions

1. What is the current situation of teamwork in Student Affair department. ?
2. What are the appropriate ODI for strengthening teamwork of Student Affair. ?
3. What is the initial impact of ODI on teamwork of Student Affairs?
4. What is the difference between the pre-ODI and post-ODI on teamwork of Student Affair. ?

1.7 Hypotheses

- **Ho 1:** There is no initial impact of ODI on teamwork in terms of collaboration, communication, caring, creativity, commitment of staff at Student Affairs.
- **Ha 1 :** There is initial impact of on teamwork in terms of collaboration, communication, caring, creativity and commitment.
creativities, commitment of staffs' Student Affair at Montfort Collage.
- **Ho 2:** There is no difference between Pre-ODI and Post-ODI on teamwork collaboration, communication, caring, creativity and commitment
- **Ha 2 :** There is difference between Pre-ODI and Post-ODI on teamwork in terms of collaboration, communication, caring, creativity and commitment.

1.8 Definition of Terms

Teamwork refers collaboration, communication, caring, creativity and commitment in Student Affairs Department.

Collaboration refers to the willingness of people to help each other to meet the goals of the department in terms of preparing a well designed school activities together to offer different perspectives and expertise enhancing the ability of the staff in group decision making to solve common problems developing desirable behaviors in dealing with their colleagues a strong sense of purpose for working together to benefit the department or the organization sharing and putting ideas together to accomplish a task equal participation, treating everyone as equals.

Communication refers to having a mutual understanding through a two way communication and the ability to break down communication barriers in terms of staff meeting on a regular basis proper information dissemination to all the members of the department encouraging all staff members to ask questions discuss concerns or suggest ways to problem solve often listening and allowing every staff to express their opinions on the department decisions or policies respecting the opinion of their colleagues.

Caring means to look after each other and show concern for each other in both words and actions in terms of interpersonal associations on the job showing a verbal or physical way to acknowledge, colleagues value providing staffs needed work related advice.

Creativity refers to the new ideas of the staff that make it possible to achieve the same purpose in many ways, and it can do valuable benefits to work in terms of supporting an open exchange of ideas among the staffs at all levels organizations are able to inspire personnel and maintain innovative workplaces stimulating object such as journals, art and games structuring the work area by removing physical barriers between people will improve communication and promote creative interaction

differentiating your style/approach /strategies on all tasks using imagination and synthesing information creating new ideas that can add value to the organization.

Commitment refers to willingness to give own time and energy to work to get the job done in terms of bringing energy and initiative to assigned task caring more about work and organization attending to the details of your job; being punctual and prepared when at work; attending meetings and handing job obligations; respecting office rules and policies; encouraging colleagues to develop new skills practicing and encouraging a healthy balance between work and personal life.

1.9 Significance of the Study

For Student Affair department; the importance of education is to provide the development of the team with the better quality of performance. Demand interdependence to work to achieve success. Support and trust each other. Team members trust each other The liberty to comment. And listen to the opinions of its members.

For students; when members have collaborated in the work. Communication with students, parents will be in the same direction. Student discipline and with good behavior, according to the school setting.

For organization; the team must work together with everyone as a team we must attack the strength to work for the success of the work. Not considered to be the work of one person but the whole team. A good team should create a work trusting each other, trust each other and cause a bond of love and unity in the team.

1.10 Scope and Delimitation of the Study

The scope of this study involved 35 participants who are from the Students Affairs Department. There are five (5) variables being studied, namely collaboration, communication, caring, creativity and commitment (5 C's).

Due to time limitation, the OD interventions are simplified so that the results can be evaluated within the time frame.



CHAPTER 2

Literature Review and Research Framework

In our constantly dynamic world, organizations of all types must adapt to external and internal variations in order to survive. External forces are such as technology requirements, changes in supply and demand and political issues. Internal factors come from inside the organization and for instance, low productivity, a conflict or human resource problem.

This research focuses on working together as a team, the theoretical concepts and organizational citizenship behaviors within the team. As well as showing the relationship between them. So this chapter looks at closely related variables associated with collaboration communication commitment caring and creativity. These are the main literature that will extend the idea and the concept of organization development and at the same time, in order to help team members to improve their performance. The team leader should be aware of the needs of the team. Factors affecting the effectiveness and efficiency, and how the team has changed. The process of human beings and society of the team.

2.1 Organization as a System

Management in organization, and in view of the management organization means having someone to work together in order to achieve systematic somehow one and is of great importance. For people to work together, there must be structured

work, divide the work responsibility of people in the organization, according to importance. The organization currently faced with environment changes constantly. Therefore, organizations need to change regularly. Such as management method and management remain unrealistic and flexible that emphase on the work with a focus on skills. The workplace and working time constant with specific work anywhere, anytime, organization. If the changes in the period of organization happens in a short time and the changes occur frequently, in order to fix the management quickly it could be modified to suit the changes of the traditional organization which is often not flexible. In the modern organization the management is flexible. It will not adhere to practices. To provide flexibility in practice, members must increase their potential to learn and can work with related fields. The job rotation and work group on a regular basis. The modern enterprise to develop personnel to enhance skills. The work is more diverse. Return the skills and the ability to work things out means more wages. Instead of compliance according to the task and responsibility, they must work as required of, as well as change quickly. And globalization make people need to work against time to convert more personal time and family, thus in the modern organization they must work the whole period of time to achieve flexibility.

Accel-Team.(2004). Team building-force field analysis. Accel;-team.com Web site.

Available at <http://www.accel-team.com/>

2.2 Organization Development

Enterprise development can be translated into several meanings, such as efforts to change. However, there are plans to have an organization problem analysis/strategic planning and use of resources to achieve the goals or the development of participation by the entire organization. With the aim to increase the

efficiency of the Organization the concept of development of the Organization's long-term efforts to solve problems within the organization and rehabilitation will be carried out by the organization on the part of the enterprise culture. But this requires cooperation from theory and behavioral sciences as well as research and practice. (Wendul L. Irench And Ceci H. Bellthe) That means, development organization is committed to remove the power of the human ability to use one of the purposes of the enterprise. (Jack K. Fordye and Reymond Well) Organization development is accomplished if the organization has a plan and uses knowledge of behavioral science to help such a motivating story about the power of communication. The understanding of the culture solution targeting interpersonal relationships. Enterprise development, there will be several ways in which senior management and advisory team to consider parallel to such a development will focus on the culture of the Organization, Values and attitudes of individuals within the organization by developing such a system must be made on a new structure which will need to be done continuously. Contains interpolation comments to cause change. The Executive Committee will wish to cooperate in the changes that will occur. To measure the performance of the enterprise development organization development will require new technologies and techniques to improve the abilities of the persons.

2.3 Change Management

The teamwork of staff Students Affairs in this study, I have the theory and knowledge related to this study are as follows.

Theoretical concepts about working as a team from Literature Review

meaning a constant of working as a team. :

To work effectively together, team members must possess specific knowledge, skills, and attitudes (KSAs), such as the skill in monitoring each other's performance, knowledge of their own and teammate's task responsibilities, and a positive disposition toward working in a team. Such KSAs comprise teamwork (Cannon-Bowers et al. 1995; Sims, Salas, and Burke 2004).

Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualised, competitive goals (Luca & Tarricone, 2001).

In healthcare, teamwork is the ongoing process of interaction between team members as they work together to provide care to patients. The researchers found that while *teamwork* and *collaboration* are often used as synonyms in casual discussion, they are not synonymous. Critically, the researchers identified inter-professional collaboration as both a process affecting teamwork (and, in turn, patient care and health provider satisfaction) and an outcome in and of itself. In fact, collaboration can take place whether or not health professionals consider themselves to be part of a team. The researchers cite the example of primary healthcare, where professionals including a family physician, a physiotherapist and a dentist may all provide care to the same patient, yet in most cases do not see themselves as a functioning team. On the other hand, effective teamwork rarely happens where there is no collaboration (Oandasan et al. 2006).

Teamwork requires an explicit decision by the team members to co-operate in meeting the shared objective. This requires that team members sacrifice their autonomy, allowing their activity to be coordinated by the team, either through decisions by the team leader or through shared decision making. As a result, the

responsibilities of professionals working as a team include not only activities they deliver because of their specialized skills or knowledge, but also those resulting from their commitment to monitor the activities performed by their teammates, including managing the conflicts that may result (Oandasan et al. 2006).

Teamwork that relies upon cooperative processes enables individuals to extend their boundaries and achieve more through social interdependence than as individuals. “The team has synergy. By sharing a common goal or vision, the team can accomplish what individuals cannot do alone” (p. 6). (Scarnati (2001)

Variables of Study communication for teamwork

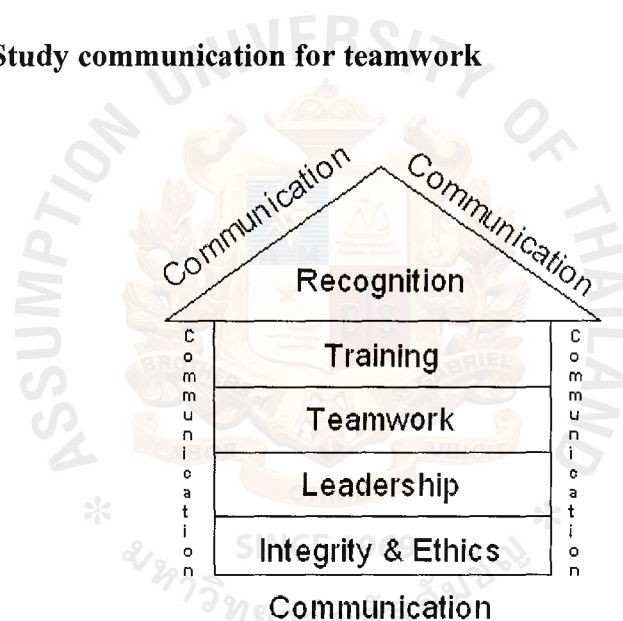


Figure 2. The Eight Elements of TQM

Source Load Milosan, PhD.European Scientific Journal February 2014/SPECIAL/edition vol.3 ISSN: 1857 – 7881(Print) e-ISSN 1857-7431.

Total Quality Management (TQM) is a management approach that originated in 1950 and has become more popular, ongoing since the early 1980's Total Quality is a

description of the culture, attitude and organization of companies committed to provide customers with products and services that meet their needs. Culture requires quality in all aspects of the operations of the company with processes being done right the first time and defects and waste eradicated from operations would successful implementation of TQM, organizations need to concentrate on eight major elements:

1. Ethics
2. Integrity
3. Trust
4. Training
5. Teamwork
6. Leadership
7. Recognition
8. Communication

This paper is meant to describe the eight elements comprising TQM.

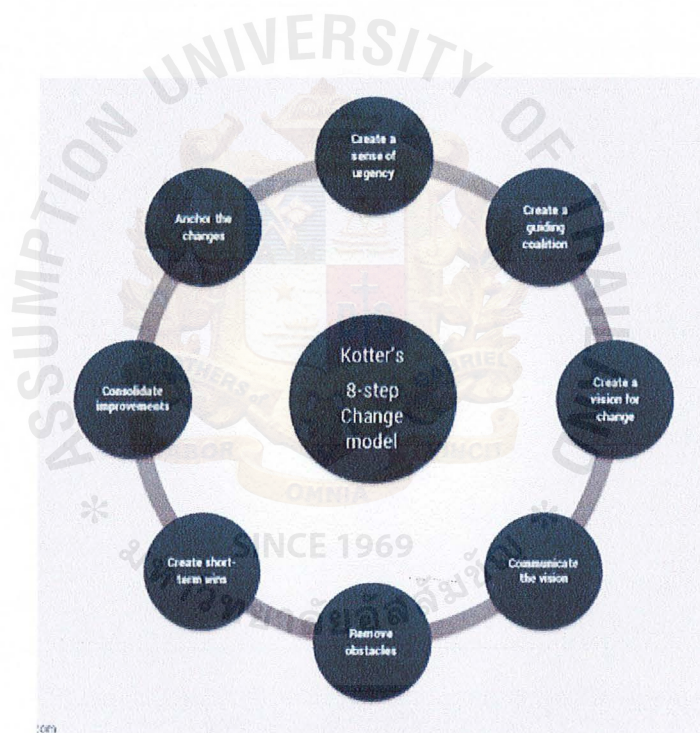


Figure 3. 8-step change model - Kotter's

Source Kotter, J. P. and Cohen, D. S. (2002). *The Heart of Change: Real-life Stories of how People Change Their Organizations*. Harvard Business Press, 2002 – Business & Economics.

Article serves as a guide for project managers is how to implement process change management to improve productivity for project management Kotter 8 step change model is one form of change management, which is useful to implement management changes at all stages treated by Kotter introduced a new vision as a starting point when recruiting and hiring new employees. This also applies to training (today) official new vision and changes will need to get a solid place in the organization. Employees who are actively involved in the change must be accepted by the public. Their support is huge, and so they will be asked again for their support and assistance when changes will be brought about.



Figure 4. Teamwork Model. The Table Group: A Patrick Lencioni

To improve trust by providing team members an opportunity to demonstrate a vulnerability in a low risk and to help team members understand each other on a basic level so that they can avoid the false claim about the behavior and intentions.

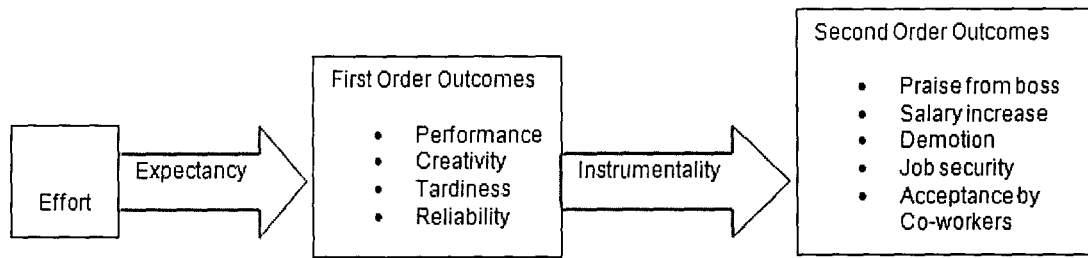


Figure 5 Expectancy Theory Overview

Source. Van Eerde, Wendelien; Thierry, Henk Journal of Applied Psychology, Vol 81(5), Oct 1996, 575-586. <http://dx.doi.org/10.1037/0021-9010.81.5.575>

Victor H. Vroom expectancy theory; a theoretical analysis to identify the strengths and weaknesses, and discuss the factors that explain the behavior. Inspiration in the work, it will be examined to demonstrate. Application of theoretical expectations, in practical terms, each of these components. It is in order to understand better one of the more popular theories. For describing and influence motivational behavior. Especially in the workplace. He believed that increased effort will lead to increased performance for individuals with the right tools to get the job done , the result will depend on whether or not the person has the right resources to get . work with the right skills to do the job at hand , and they must be encouraged to get the job done , that support could come from a boss or just to get the right information or tools to finish the job.

In general, the cooperation of the family as objective. Scientific media is a family of functions between two or more individuals, groups or organizations to research the phenomenon. To develop the science or technology to create a convenient and published studies. (Hackett, 2005).

Cooperation form a special emphasis on professional development, and to look at the future of the organization and the future overall of humanities. Whether learning or work including the knowledge and technology, language and literature, the study of professional writing and education, English, human co-operation: the act of two or more people who work together to create what is the concept, the discussion, the essay, techniques in class. (Fakler, & Perisse 2004).

The availability of cooperation from both work and social dimensions. They will be motivated to work together with the same goal. If a member is different, he can make use of the emerging opportunities or distinguish obstacles. Individual perception of the value of the business is different. They have the skills for a common goal. The two key characteristics of virtual organizations are having an organizational structure without sharing a physical space, and using computer-mediated communication to function (Cogburn, Santuzzi, & Vasquez, 2011).

Participation and responsibility to take effort in communication. Disclosure of enterprise needs. To use general and reliable. Legal information and whether it is positive or negative in nature in the correct manner, timely, complete and clear. The organization is trying to make the actions and decisions all parties understand or those who are interested. The purpose of the communication process will increase the understanding. Disclosure should meet the requirements of honesty and integrity (Heise, 1985, P. 209 cited, in Rawlins 2009).

The concept of care, some of the questions and advocated to care for an ethical or moral principles. Others oppose the care in a way that encourages emotional attachment, dependence, lack of efficiency in performance. However, it is also said that. Care related to the expression in the context that is known as private, acceptability and accuracy. Nevertheless, it is also noted that caring involves an

expression within a personal context calling forth openness, receptiveness, and authenticity. (Stockdate & Warelow, 2000).

Family members caring for loved ones at home have many roles and duties including those outside of the caregiving experience itself (Edwards, Zarit, Stephens and Townsend, 2002). investigated the correlation of employment status with role strain in caregivers caring for people with dementia.

Knowledge or exchange of ideas is important group in the organization. The common related idea to be used effectively. One important factor is the extent to which group members carefully thought processes share in the group interest is another opportunity for the members of the group. In order to reflect the idea. For increased efficiency of sharing group in comparison with non sharing, this study suggests that under the optimum condition, the concept of the exchange process in the group is an important means to promote creativity and innovation in organizations. Yet, on the other hand, other authors have argued that creativity occurs not only in the early stages of innovation processes but, rather, they suggest a cyclical, recursive process of idea generation and implementation (Paulus, 2002).

The forces that affect the people every day. The experience of the work environment in these organizations. One thing that is most important is to have the potential. These local leaders do the evaluation of them directly. Facilitate or hinder access to resources and information. And plenty of other ways, the engagement with the work and with other people, believe that the government must try to be creative. Have devoted much effort in the management, such as the job that context. In essence, because creativity centers on idea generation and innovation emphasizes idea implementation, creativity is often seen as the first step of innovation (Amabile, 1996; Mumford & Gustafson, 1988; West, 2002a, 2002b).

Inspection of living culture family work. Theoretical hypothesis in terms of that one. Culture in family support organizations is more pleasant place to work will affect the working experience as well. The culture support may be a signal to the staff that the organization needs to take care of personal life on her hands, on the basis of the consistency. The view is the similarity between the values of enterprise and employee individual. Promote well-being in a family context. This view implies that when a person perceived work family problems person is important. His or her organization of these problems by creating a culture of family work supportive. The examples of works related consequences are job/career satisfaction, organizational commitment and intention to leave (Allen et al., 2000, p.286).

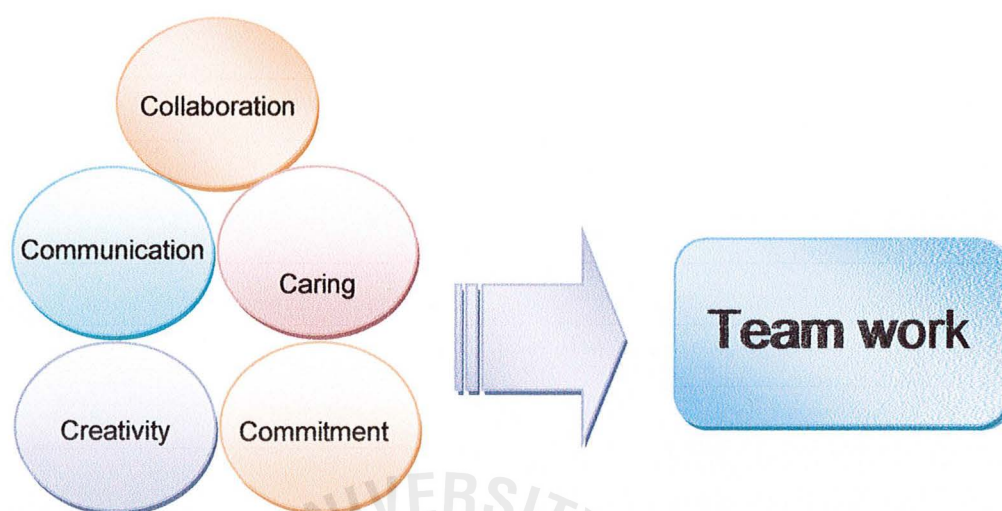
The freedom theory changes the dependence of motivation. As the partner relationship at the pay by yourself. One reason for such immediate transformation is their relationship based on the other reason. That they expect to be in a relationship for some time, and consider the long-term costs and benefits. In accordance with the concept of change of this motivation Rusbult and colleagues focused on the impact of the housing in rely took the development of commitment, which is associated with long-term orientation with the relationship. The use of this concept have shown that the commitment to promote alliance oriented action, such as the willing to ignore the bad behavior of the alliance. (Rusbult, C. E., & Van Lange, P. A. M. (2008).

Team working efficiency achieved target members will need to have cooperation in working to assist each other communicate regularly right and clear. Support a family as the members of a family in their illness or keep the members healthy to be creative in the work as well. The members who have a good team will cause the love dedication, which caused the members realize and understand the essence of working as a good team, resulting in a successful job capacity target set.

Appreciative Inquiry is to study together to search for the best in people, organizations, or what is around us to find out the important cause that makes the system run well and can achieve maximum in all aspects. Appreciative Inquiry is driven to ask a question on positive without conditions. Which is available with a few people approached many people, the process AI opportunity for people imagination and ideas instead of negative thinking to cause to change sustainable growth. A condition that must be based on positive thinking, good mood, had a good relationship. Have a feeling that needs to be changed urgently. While having fun in it to be in a good mood are important to work and grow, that is, if we are happy, we are able to solve problems creatively, (Barrett. F., & Fry R. 2005). said AI as discourse influence greatly. Especially with the application for changes in the organization. I know that supporting the organization consists of several stories and views and make sure no history or any story is more important.

World Café is learned by highly regarded official and change tools management. The reality in practice is very simple which World Café produces greatly and deeply. What's behind this concept? How does it work best? Where can it be used in a business context, education, or any other? What is the maximum potential of World Café? Growth is easy to the success of the company World Café how humans talk with one other and participate in conversation often lead or a better understanding or improving the cooperation cause misunderstandings and conflicts. Accept the trend of human, this unfortunately. Pioneer and World Café choose to closely monitor our ability to talk and listen to each other in a conversation. (Brown, Juanita, 2002) Challenge the traditional view that the converse does not correspond to the actual performance. We considered the mutual discussion as part of the working process of the group or organization.

2.4 Conceptual Framework



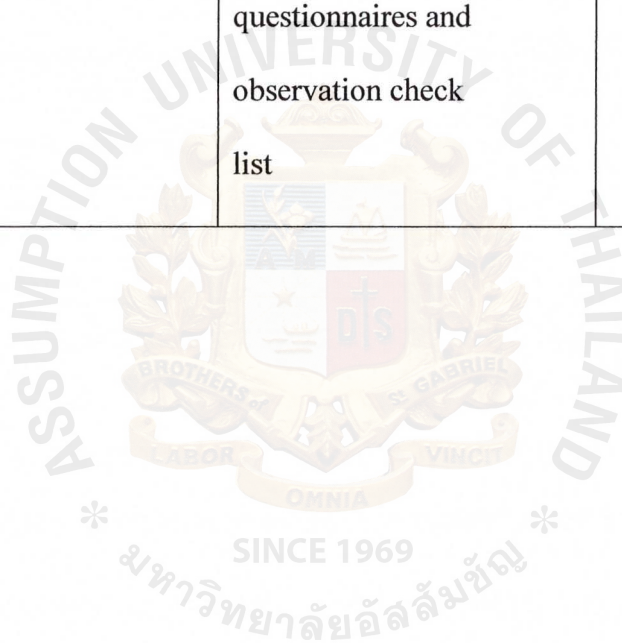
The thought of Pre-Test is arranging activities 1 Collaboration 2 Communication 3 Caring 4 Creative 5 Commitment when, through a process ODI using Tower Activities In order to have a positive attitude to work as a team. Because it will have to help in the planning of communication to understand the thinking pattern to Tower Paper out completely. So when doing activities the Post-test was done again, the result was compared to the change. It is necessary that the Pre-ODI is the same since it is important in many aspects.

2.5 Action Research Frameworks

Pre-ODI	ODI	Post-ODI
1. Collaboration <ul style="list-style-type: none"> Unwillingness to help each other. Don't want to work for someone else. Look at the person more than work. 	Appreciative Inquiry question Step 1 World Cafe To provide an opportunity for members to chat exchange experiences, opinions open mind listened intently without prejudice, not judge right and wrong and Pre – ODI questionnaires	1. Collaboration <ul style="list-style-type: none"> Willingness to help each other. Want to work for someone else. Look at work more than person.
2. Communication <ul style="list-style-type: none"> Time spent in communication. Communication is not clear and not in time 	Step 2 Divide the group to do activities tower paper in this stage will be used process will be used Appreciative Inquiry question	<ul style="list-style-type: none"> Discuss more. Two way communication. Share information more.

Pre-ODI	ODI	Post-ODI
3. Caring <ul style="list-style-type: none"> • Only their own work • No trust in members • Each person is responsible only. 	Step 3 Members of the team will have to design activities according to requirements, high tower is the most strong and use the paper the most economical.	<ul style="list-style-type: none"> • Has support and help members to achieve the goals. • Members have to trust each other. • Member of empathy Sincerity to each
4. Creative <ul style="list-style-type: none"> • Only run the command • No positive thinking • No diverse ideas 	Step 4 World café to exchange of learning from each other. Listen to the problem happened during activities. And the problem solving activity that do follow the requirements laid down.	<ul style="list-style-type: none"> • Think outside the box creatively get a good idea, different from the existing ones. • Have a positive and constructive behavior for the team • Creative ideas for alternative ways.

<i>Pre-ODI</i>	<i>ODI</i>	Post-ODI
<p>5. Commitment</p> <ul style="list-style-type: none"> • Cooperation with little hands • Members have little relation • Follow the only duty 	<p>Step 5 Reflection</p> <p>members of the group think nothing to do this activity. How to achieve the requirements of the activities.</p> <p>Step 6 Post – ODI</p> <p>questionnaires and observation check list</p>	<ul style="list-style-type: none"> • A commitment to work more. • Members interacted with each other better. • In previous work and help members better



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

Questionnaire to staff of Students' Affaire department before and after activity. After that evaluate the results of the questionnaire, then prepare the data based on the results. After evaluation decided on the necessary activities for the teams develop harmonious relationship with the group through sports and have Appreciative Inquiry questionnaires which can help the team feel comfortable better.

Table 3.1 Plan of research is to plan activities

Week	Date	Activities	ODI Processes
1	Oct, 1-7	World café	To provide an opportunity for members to chat exchange experiences, opinions open mind listened intently without prejudice, not judge right and wrong and pre – ODI the observation questionnaire checklist.
2	Oct, 18	Activities Paper tower	Divide the group to do activities tower paper in this stage will be used process will be used appreciative Inquiry question

Week	Date	Activities	ODI Processes
3	Oct, 20-24	World café	To exchange of learning from each other. Listen to the problem happened during activities. And the problem solving activity that do follow the requirements laid down and post – ODI the observation questionnaire checklist.
4	Oct, 20-24	Reflection	Members of the group think nothing to do this activity. How to achieve the requirements of the activities.
5	Oct, 25-31	Summary	Processing activities.

3.2 The Respondents

The target group of this research is staff of Student Affairs Montfort Collage. The objective was to determine the level of relationship of team work **Strengthening Teamwork of Student Affairs Department through ODI for 35 members** follows as:

STAFF	Number of staff
Head of Student Affairs	1
Assistant of Student Affairs	3
Administrative tasks	4
Head level M.1	1
Head level M.2	1
Head level M.3	1
Head level M.4	1

STAFF	Number of staff
Head level M.5	1
Head level M.6	1
Head of English Program	1
Chief the scout	1
Chief club activities	1
Guidance	8
Student Committee	1
Chief Sports	1
The health	1
Chief Security	1
Religious activities	4
Secretary	2
Total	35

3.3 The Instruments

This research used the instruments such as questionnaire, interview and observation to gather the information from the sample. The questionnaire was constructed by the researcher based on the theoretical framework and previous studies. All questionnaires consisted of 3 parts as the following:

Part 1: This part the researcher designed the questionnaires to identify personal characteristics, such as sex, position, age and years of service.

Part 2: Queries on working as a team. The nature of the questions will be the factors about working as a team.

Aspects	Question				
1.1 Collaboration	Q1	Q2	Q3	Q4	Q5
1.2 Communication	Q6	Q7	Q8	Q9	Q10
1.3 Caring	Q11	Q12	Q13	Q14	Q15
1.4 Creative	Q16	Q17	Q18	Q19	Q20
1.5 Commitment	Q21	Q22	Q23	Q24	Q25

The questions covered teamwork process of staff in Student Affair. A 5 point Likert scale is used from Strongly agree = 5, Agree = 4, Netutral = 3, Disagree = 2, and Strongly disagree = 1.

Likert scale

Arbitrary Range	Value
4.21 – 5.00	Strongly agree
3.41 – 4.20	Agree
2.61 – 3.40	Undecided
1.81 – 2.60	Disagree
1.00 – 1.80	Strongly disagree

Pilot Test and Reliability : This research analyzed the reliability of the instrument by collecting 10 pilot samples from teachers in Montfort College. The reliability test of quantitative instrument was more than 0.70 from standard indicator. The reliability test of quantitative was infallibility and reliability of distribute in questionnaire.

RELIABILITY OF STRUMENT

Quality Analysis Tools	Reliability
Collaboration	0.7817
Commitment	0.7478
Caring	0.7716
Creativities	0.7615
Commitment	0.8116

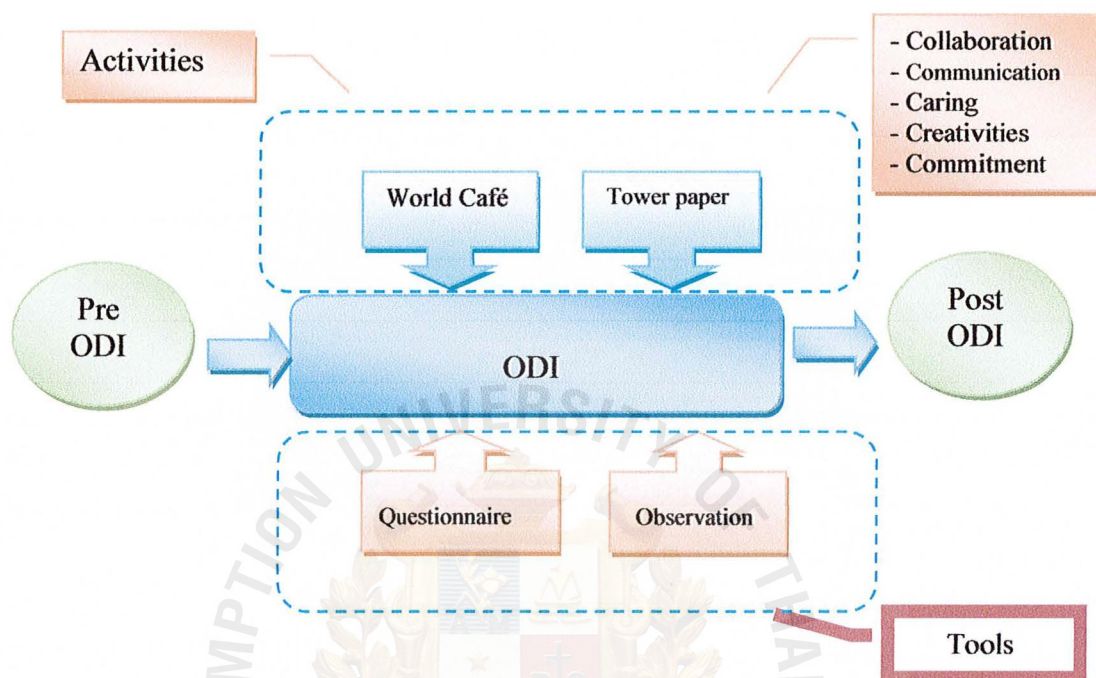
3.4 Data Collection -Techniques,

The data collection Procedure and the statistics in the study instruments used in this study. The questionnaire was used to survey, observation and questionnaire were used in Pre - Post ODI intervention of performance levels. Staff of Student Affair which was designed in both English and Thai. And collect the data. Rating scale questionnaire 5 range (Likert 1998) In addition, this query compared the group of Pre - Post ODI levels of performance in the work of the staff of student affair research survey of Thai to survey the opinions of respondents. Because staff are familiar with English.

3.5 Data Collection Procedure

Put together what we do in Pre-ODI ex. diagnose, give questionnaires, interview, observe then implement (what do we use) and what do we use in Post-ODI. The researcher collected data and survey before doing activities. And after the activity was evaluated by Post - ODI questionnaire to compare and analyze what has

changed? After ODI. Moreover, the researcher has made flow chart to show the process of collecting data as follows.



3.6 Data Analysis and Treatment

Data were analyzed using the software package for windows descriptive statistics (descriptive statistics) as follows.

1. General information such as Gender, Position, Age, Year of service of work in staff's in student affairs. By using frequency and percentage.
2. Levels of teamwork of student affairs. By calculating the average Standard deviation and interpret the average level of teamwork.
3. The levels of teamwork of student affairs. Using the t-test (independent t-test).

Items	Data Treatment
Demo graph	Descriptive, Frequency, Graph
Q1 – Q5	Descriptive, statistic
Q6 – Q10	Descriptive, statistic
Q11 – Q15	Descriptive, statistic
Q16 – Q20	Descriptive, statistic
Q21 – Q25	Descriptive, statistic

3.6.1 Gantt Chart

Process	Start Time Date (May – OCT, 2014)			
Preparing	May			
Plan	May			
Pre- ODI		Oct.		
ODI			Oct.	
1. Appreciative Inquiry question				
2. World Cafe				
3. Appreciative Inquiry question				
4. Creative thinking				
5. World Café				
Post – ODI			Oct.	
Summary and Report				Nov.

CHAPTER 4

PRESENTATION AND ANALYSIS OF DATA

The objective of this research is to study the development of cooperation and teamwork from Student Affairs department through the process of activities. It contains the followings.

Part 1 Presents general information of the respondents by using percentage frequency table.

Part 2 Presents comments about the results of the team which is composed of 5 areas which are 1. Collaboration 2. Communication 3. Caring 4. Creativities 5. Commitment

4.1 Demographic Profile of the Respondents

Part 1 ; General Information of the Respondents

Table 4.1 shows the general information of the respondents (35 people).

Items	Frequency	Percent
1. Sex		
▪ Male	17	48.57
▪ Female	18	51.43
2. Position		
▪ Head level	8	22.86
▪ Chief	12	34.29
▪ Support teacher	15	42.86

Items	Frequency	Percent
3. Age		
▪ 25-30	2	5.71
▪ 31-40	17	48.57
▪ 41-50	12	34.29
4. Year of service		
▪ 5-10	9	25.71
▪ 11-20	15	42.86
▪ 21-30	11	31.43
▪ more than 51	4	11.43

From table 1 found out that people who mostly male percentage 51.43 female percentage 48.57 and when considering the position mainly teacher support percentage 42.86 followed by supervisor level percentage 34.29 and head level percentage 22.86 personnel mainly aged between 31 - 40 years old. The second age 41-50 years old and age 25-30 year respectively, considering the year of service found that of work between 11-20 years percentage 42.86 followed by between 21-30 years. The second was working during the 5-10 years and worked for more than 51 years 11.43% respectively.

4.2 Pre-ODI Intervention

To identify the cooperation of the staff of Student Affairs Department and find the appropriate activity to improve the current situation from the interviews, the questionnaires and the analysis of primary facts. The descriptive statistics was used to

see the level of performance of the Student Affairs Department, which consists of 5 variables.

1. Collaboration
2. Communication
3. Caring
4. Creativities
5. Commitment

Part 2 Questions in table 2 a scale model is a rating scale 5 level criteria for the interpretation of the definition of average. Criteria to interpret the concept of Likert Scale as follows.

Table 4.2 Survey questionnaires : Collaboration Pre-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
1. I am involved in making decisions about the plan and activities.	3.63	0.731	Agree
2. I feel myself as part of the team and my views matter	3.94	0.639	Agree
3. I am free to clarify when conflicts at work occurs	3.80	0.632	Agree
4. I am open and receptive to listen to opinions of others so we can easily accomplish our tasks	4.14	0.733	Agree

Question	Mean (\bar{X})	Std. Deviation	Value
5. I am involved in decision-making without too much pressures from my coworkers.	3.89	0.718	Agree
Total	3.88	0.691	Agree

Respondents with practice in Collaboration in Agree average (\bar{X}) 3.88

(77.60%). Considering the maximum is I am open and receptive to listen to opinions of others so we can easily accomplish our tasks (\bar{X}) 4.14 (76.60%), followed by I feel myself as part of the team and my views matter mean (\bar{X}) 3.94 (78.80%) and minimal practice I am involved in making decisions about the plan and activities mean 3.63 (72.60%).

Table 4.3 Survey questionnaires : Communication Pre-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
6. I always receive timely and updated notice	3.66	0.639	Agree
7. Our staff meeting are always in regular basis	3.89	0.718	Agree
8. I clearly understand the information sent to our office	3.89	0.718	Agree
9. There is a sufficient and varied channels of communication for accurate and timely dissemination of information	3.74	0.611	Agree

Question	Mean (\bar{X})	Std. Deviation	Value
10. Each one of us in the office, listen and allow every staff to express their opinions on the department decisions and policies.	3.83	0.891	Agree
Total	3.80	0.715	Agree

Respondents with practice in Communication in Agree average (\bar{X}) 3.80 (76.00%). Considering the maximum Our staff meeting are always in regular basis, I clearly understand the information sent to our office the average rate (\bar{X}) 3.89 (77.80%), followed by Each one of us in the office, listen and allow every staff to express their opinions on the department decisions and policies mean (\bar{X}) 3.83 (76.60%) and minimal practice I always receive timely and updated notice mean (\bar{X}) 3.66 (73.20%).

Table 4.4 Survey questionnaires : Caring Pre-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
11. Each of us in the team help and support each other to make the operation successful	3.94	0.725	Agree
12. I am open to listen to the opinions of others and willing to help those in need	4.00	0.804	Agree

Question	Mean (\bar{X})	Std. Deviation	Value
13. There is a positive interaction among us as we perform our job	4.03	0.618	Strongly Agree
14. I express verbally or through my actions that I acknowledge and value my colleagues	4.14	0.692	Strongly Agree
15. Each of us offers help for anyone in our office who needs assistance	4.03	0.707	Agree
Total	4.03	0.709	Agree

Respondents with practice in Caring in Agree average(\bar{X}) 4.03 (80.60%). Considering the maximum is I express verbally or through my actions that I acknowledge and value my colleagues the average(\bar{X}) 4.14 (82.80%), followed by There is a positive interaction among us as we perform, our job, Each of us offers help for anyone in our office who needs assistance average rate (\bar{X}) 4.03 (80.60%) and minimal practice Each of us in the team help and support each other to make the operation successful mean (\bar{X}) 3.94 (78.80%).

Table 4.5 Survey questionnaires : Creativity Pre-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
16. We make use of journals, art materials and games to enhance our creativity in doing our job	3.83	0.618	Agree
17. We are encouraged to use our imagination leading to solutions and efficient decision	3.89	0.530	Agree
18. We explore new ideas to achieve our common purpose in many ways	3.83	0.664	Agree
19. We structure our work area to improve communication and promote creative interaction.	3.89	0.676	Agree
20. We are open to new ways of doing things and make use of this in performing our job	3.97	0.707	Agree
Total	3.88	0.639	Agree

Respondents with practice in Creativities in Agree average (\bar{X}) 3.88 (77.60%)

and considering the aspect it was found that the maximum. We are open to new

ways of doing things and make use of this in performing our job mean (\bar{X}) 3.97

(79.40%) respectively we are encouraged to use our imagination leading to solutions

and efficient decision, we structure, our work area to improve. Communication

and promote creative interaction the average rate (\bar{X}) 3.89 (77.80%) and minimal

practice we make use of Journals, art materials and games to enhance our creativity

in doing our job, We explore new ideas to achieve our common purpose in many

ways average (\bar{X}) 3.83 (76.60%).

Table 4.6 Survey questionnaires : Commitment Pre-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
21. I am always enthusiastic to do assigned task	4.23	0.646	Strongly Agree
22. I pay attention to the details of my job to enhance my work	4.23	0.690	Strongly Agree
23. I am always punctual and prepared in reporting to my work	4.14	0.692	Agree
24. I do my job to the best of my ability with honesty and patience	4.14	0.845	Agree
25. I am always punctual in attending meetings and in handling my obligations	3.91	0.781	Agree
Total	4.13	0.731	Agree

Respondents with practice in Commitment in Agree average (\bar{X}) 3.94 (78.80%) and considering the aspect, it was found that the maximum. I am always enthusiastic to do assigned task I pay attention to the details of my job to enhance my work average rate (\bar{X}) 4.23 (84.60%) followed by I am always punctual and prepared in reporting to my work, I do my job to the best of my ability with. Honesty and patience average rate (\bar{X}) 4.14 (82.80%) and minimal practice I am always punctual in attending meetings and in handling my obligations the average rate mean (\bar{X}) 3.19 (78.20%).

4.3 Organization Development Interventions (ODI)

This section referred to the research questions: What is an appropriate ODI process to strengthen teamwork among the staff in Student Affairs Department So the opinion guide solution by preparing process in the development of team work.

Step 1 World café activity

2. *Collaboration*

In this step, all participants take part in the exchange of opinions. The issues in the group have been determined, ideas have been shared as a process in the activity. Everyone will learn from each other. The members have discussed more and more exchanged ideas with the other groups.



Step 2 Tower paper activity

2. *Communication*

This activity is about getting to know what we should and what we should not do. To make a high paper tower, the important things are vision, cooperation, and communication. The higher tower you need the more vision, cooperation, and communication needed. Clear vision will make the team members to see the direction and have a mutual understanding. Cooperation and communication will let the team members know each other such as their roles and responsibilities.

Step 3

3. Caring

Members of the team will have to design the activities according to requirements.

High tower is the strongest and the use of paper is the most economical. Additionally, it supports and helps the members to achieve the goals. The members have to trust one another and be truly sincere to each other.



Step 4 World café

4. Creative

To exchange learning from each other, the team members should listen to the problem that happened during activity. So members can see what was happen and try to find the new way of thinking to avoid the same problem. To raise the creativity is to get together to get more ideas from each one the members which will lead to the creativity way of thinking and doing.

Step 5 Reflection

5. Commitment

Reflection: The members of the team interact and discuss their feelings toward the activity and think of ideas how to strengthen the relationship within the team by applying the 5 variables approach.



Step 6 Post – ODI questionnaires and observation

The result of this step has shown that the members make a commitment to work further. The members interacted with each other better. The previous activity helped the members improve their relationship within the team.

The observation team activity

Collaboration

From the observation, the researcher found that there was a high collaboration. The team members were willing to find the solutions to solve the problems.

Communication

The researcher found that there was a better communication among team members. They were communication which helped the the team members to get on the same pace.

Caring

From the group activities, the researcher found that the team members helped each other to finish the tasks. The work atmosphere was fun.

Creativity

The researcher observed that after the implementation, the respondents were more open to share their ideas and more encouraged to think outside the box.

Commitment

The researcher found that the respondents were more committed to their works and willing to help each other. Working as a team was more seen in the office.

Table 4.7 Survey questionnaires : Collaboration Post-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
1. I am are involved in making decisions about the plan and activity.	4.31	0.676	Strongly Agree
2. I feel myself as part of the team and my views matter	4.37	0.690	Strongly Agree
3. I am free to clarify when conflicts at work occurs	3.97	0.707	Agree
4. I am open and receptive to listen to opinions of others so we can easily accomplish our tasks	4.31	0.676	Strongly Agree
5. I am involved in decision-making without too much pressures from my coworkers.	4.11	0.676	Agree
Total	4.21	0.685	Agree

Respondents with practice in Collaboration in Agree average (\bar{X}) 4.21 (84.28%) and considering the aspect, it was found that the maximum. I feel myself as part of the team and my views matter mean (\bar{X}) 4.37 (84.28%), followed by I am involved in decision-making without too much pressures from my coworkers, I am open and receptive to listen to opinions of others so we can easily accomplish our tasks average rate (\bar{X}) 4.31 (86.20%) and minimal practice I am free to clarify when conflicts at work occurs mean (\bar{X}) 3.97 (79.40%).

Table 4.8 Survey questionnaires : Communication Post-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
6. I always receive timely and updated notice	4.06	0.591	Agree
7. Our staff meeting are always in regular basis	4.11	0.676	Agree
8. I clearly understand the information sent to our office	4.26	0.701	Agree
9. There is a sufficient and varied channels of communication for accurate and timely dissemination of information	4.09	0.507	Agree
10. Each one of us in the office, listen and allow every staff to express their opinions on the department decisions and policies.	4.00	0.686	Agree
Total	4.10	0.632	Agree

Respondents with practice in Communication in Agree average (\bar{X}) 4.10 (82.08%) considering the maximum is I clearly understand the information sent to our office mean (\bar{X}) 4.26 (85.20%). The second is our staff meeting are always in regular basis mean (\bar{X}) 4.11 (82.20%) and minimal practice There is a sufficient and varied channels of communication for accurate and timely dissemination of information mean (\bar{X}) 4.09 (81.80%).

Table 4.9 Survey questionnaires : Caring Post-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
11. Each of us in the team help and support each other to make the operation successful	4.20	0.677	Agree
12. I am open to listen to the opinions of others and willing to help those in need	4.20	0.473	Agree
13. There is a positive interaction among us as we perform our job	4.29	0.458	Strongly Agree
14. I express verbally or through my actions that I acknowledge and value my colleagues	4.31	0.530	Strongly Agree
15. Each of us offers help for anyone in our office who needs assistance	4.09	0.445	Agree
Total	4.22	0.517	Strongly Agree

Respondents with practice in Caring in Strongly Agree average (\bar{X}) 4.22 (84.36%) and when considering the maximum I express verbally or through my actions that I acknowledge and value my colleagues mean (\bar{X}) 4.31 (86.20%), followed by There is a positive interaction among us as we perform our job mean (\bar{X}) 4.29 (85.80%) and minimal practice each of us offers. Help for anyone in our office who needs assistance mean (\bar{X}) 4.09 (81.80%).

Table 4.10 Survey questionnaires : Creativities Post-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
16. We make use of journals, art materials and games to enhance our creativity in doing our job	4.00	0.642	Agree
17. We are encouraged to use our imagination leading to solutions and efficient decision	4.06	0.639	Agree
18. We explore new ideas to achieve our common purpose in many ways	4.03	0.707	Agree
19. We structure our work area to improve communication and promote creative interaction.	4.00	0.542	Agree
20. We are open to new ways of doing things and make use of this in performing our job	4.03	0.664	Agree
Total	4.02	0.639	Agree

Respondents with practice in Creativities in Agree average (\bar{X}) 4.02 (80.48%) and considering the item found that the maximum we are encouraged to use our imagination leading to solutions and efficient decision mean (\bar{X}) 4.06 (81.20%).

The second is We explore new ideas to achieve our common purpose in many ways, we are open to new ways of doing things and. Make use of this in performing our job mean

(\bar{X}) 4.03 (80.60%) and minimal practice We make use, of journals art materials and games to enhance our creativity in doing our job, we structure our work area to improve communication and. Promote creative interaction the average rate (\bar{X}) 4.00 (80.00%).

Table 4.11 Survey questionnaires : Commitment Post-ODI

Question	Mean (\bar{X})	Std. Deviation	Value
21. I am always enthusiastic to do assigned task	4.26	0.611	Strongly Agree
22. I pay attention to the details of my job to enhance my work	4.31	0.471	Strongly Agree
23. I am always punctual and prepared in reporting to my work	4.29	0.458	Strongly Agree
24. I do my job to the best of my ability with honesty and patience	4.23	0.426	Strongly Agree
25. I am always punctual in attending meetings and in handling my obligations	4.23	0.426	Strongly Agree
Total	4.26	0.478	Strongly Agree

Respondents with practice in Commitment in Agree average (\bar{X}) 4.16 (83.20%) and considering the aspect, it was found that the maximum I pay attention to the details of my job to enhance my work average (\bar{X}) 4.31 (86.20%), followed by I am always punctual and prepared in reporting to my work average (\bar{X}) 4.29 (85.80%) and practice teamwork minimal I do my job to the best of my ability with honesty and patience, I am always punctual in attending meetings and in handling my obligations the average rate (\bar{X}) 4.23 (84.60%)

Table 4.12 Comparison of the mean (\bar{X}) Collaboration in the level of performance of the team before and after ODI.

Question	Pre-ODI		Post- ODI		Result
	Mean (\bar{X})	Std.	Mean (\bar{X})	Std.	
1. I am involved in making decisions about the plan and activities.	3.63	0.731	4.31	0.676	Improve
2. I feel myself as part of the team and my views matter	3.94	0.639	4.37	0.690	Improve
3. I am free to clarify when conflicts at work occurs	3.80	0.632	3.97	0.707	Improve
4. I am open and receptive to listen to opinions of others so we can easily accomplish our tasks	4.14	0.733	4.31	0.676	Improve

Question	Pre-ODI		Post- ODI		Result
	Mean (\bar{X})	Std.	Mean (\bar{X})	Std.	
5. I am involved in decision-making without too much pressures from my coworkers.	3.89	0.718	4.11	0.676	Improve
Total	3.88	0.691	4.21	0.685	

Table 4.12 cooperation of the team, before and after the experiment in staff of student affair. Information are displayed before ODI is 3.88 score average and standard deviation. (S.D.) is 0.691 after ODI and mean (\bar{X}) increases 4.21 mean (\bar{X}) and standard deviation (S.D.) is 0.685 and quantitative data is increased. These data show that the difference of initial ODI affect the team cooperation before and after ODI staff of student affair.

Table 4.13 Comparison of the mean (\bar{X}) Communication in the level of performance of the team before and after ODI.

Question	Pre-ODI		Post- ODI		Result
	Mean (\bar{X})	Std.	Mean (\bar{X})	Std.	
6. I always receive timely and updated notice	3.66	0.639	4.06	0.591	improve
7. Our staff meeting are always in regular basis	3.89	0.718	4.11	0.676	improve
8. I clearly understand the information sent to our office	3.89	0.718	4.26	0.701	improve
9. There is a sufficient and varied channels of communication for accurate and timely dissemination of information	3.74	0.611	4.09	0.507	improve
10. Each one of us in the office, listen and allow every staff to express their opinions on the department decisions and policies.	3.83	0.891	4.00	0.686	improve
Total	3.80	0.715	4.10	0.632	

Table 4.13 The communication, before and after the experiment in student affairs information that is displayed before the ODI mean (\bar{X}) 3.80 and standard deviation 0.715 after ODI and average (\bar{X}) 4.10 increased mean and standard deviation (S.D.) 0.632 data quantity increases. These data show that the difference of ODI started affecting the coordination team before and after ODI student affairs staff.

Table 4.14 Comparison of the mean (\bar{X}) Caring in the level of performance of the team before and after ODI.

Question	Pre-ODI		Post- ODI		Result
	Mean (\bar{X})	Std.	Mean (\bar{X})	Std.	
11. Each of us in the team help and support each other to make the operation successful	3.94	0.725	4.20	0.677	improve
12. I am open to listen to the opinions of others and willing to help those in need	4.00	0.804	4.20	0.473	improve
13. There is a positive interaction among us as we perform our job	4.03	0.618	4.29	0.458	improve
14. I express verbally or through my actions that I acknowledge and value my colleagues	4.14	0.692	4.31	0.530	improve

Question	Pre-ODI		Post- ODI		Result
	Mean	Std.	Mean	Std.	
	(\bar{X})		(\bar{X})		
15. Each of us offers help for anyone in our office who needs assistance	4.03	0.707	4.09	0.445	improve
Total	4.03	0.709	4.22	0.517	

Table 4.14 caring before and after the experiment student affairs, the data show mean (\bar{X}) 4.03 before ODI standard deviation. S.D 0.709 after ODI mean (\bar{X}) 4.22 standard deviation S.D 0.517 data quantity increases. These data show that the difference of ODI started affecting caring before and after ODI team of Student Affairs.

Table 4.15 Comparison of the mean (\bar{X}) Creativities in the level of performance of the team before and after ODI.

Question	Pre-ODI		Post- ODI		Result
	Mean	Std.	Mean	Std.	
	(\bar{X})		(\bar{X})		
16. We make use of journals, art materials and games to enhance our creativity in doing our job	3.83	0.618	4.00	0.642	improve
17. We are encouraged to use our imagination leading to solutions and efficient decision	3.89	0.530	4.06	0.639	improve

Question	Pre-ODI		Post- ODI		Result
	Mean (\bar{X})	Std.	Mean (\bar{X})	Std.	
18. We explore new ideas to achieve our common purpose in many ways	3.83	0.664	4.03	0.707	improve
19. We structure our work area to improve communication and promote creative interaction.	3.89	0.676	4.00	0.542	improve
20. We are open to new ways of doing things and make use of this in performing our job	3.97	0.707	4.03	0.664	improve
Total	3.88	0.639	4.02	0.639	

Table 4.14 creative work before and after the experiment student affairs mean (\bar{X}) the data show that 3.88 before ODI and standard deviation, S.D 0.639 after ODI mean (\bar{X}) 4.02 standard deviation S.D 0.639 data quantity increases. These data show that the difference of ODI began to affect the creativity in the work before and after the ODI team of Student Affairs.

Table 4.16 Comparison of the mean (\bar{X}) Commitment in the level of performance of the team before and after ODI.

Question	Pre-ODI		Post- ODI		Result
	Mean (\bar{X})	Std.	Mean	Std.	
21. I am always enthusiastic to do assigned task	4.23	0.646	4.26	0.611	improve
22. I pay attention to the details of my job to enhance my work	4.23	0.690	4.31	0.471	improve
23. I am always punctual and prepared in reporting to my work	4.14	0.692	4.29	0.458	improve
24. I do my job to the best of my ability with honesty and patience	4.14	0.845	4.23	0.426	improve
25. I am always punctual in attending meetings and in handling my obligations	3.91	0.781	4.23	0.426	improve
Total	4.13	0.731	4.26	0.478	improve

Table 4.15 commitment to work before and after the experiment mean (\bar{X}) 4.13 and the standard deviation S.D. 0.731 data shown before ODI mean (\bar{X}) 4.26 and the standard deviation s. D 0.478 shown after ODI data quantity increases. These data show that the difference of ODI started affecting commitment to work before and after ODI the team of student affairs.

Table 4.17 Comparision Pre-ODI and Post-ODI

Item	N	Pre-ODI			Post-ODI		
		Mean (\bar{X})	S.D	Qualitativ e	Mean (\bar{X})	S.D	Qualitativ e
Collaboration	35	3.88	0.691	Agree	4.21	0.685	Strong Agree
Communication	35	3.80	0.715	Agree	4.10	0.632	Agree
Caring	35	4.03	0.709	Agree	4.22	0.517	Strong Agree
Creativities	35	3.88	0.639	Agree	4.02	0.639	Agree
Commitment	35	4.13	0.731	Agree	4.26	0.478	Strong Agree
Total	35	3.94	0.697	Agree	4.16	0.590	Agree

Table 4.16 Comparison of teamwork of students affairs and personnel the activity Pre-ODI and Post - ODI. The results showed that the level of working as a team of personnel of student affairs at present the development of up all at a high level, average (\bar{X}) 4.16 (S.D) 0.590 compared with testing prior to do activities that mean (\bar{X}) 3.94 (S.D) 0.697 and ranking changing before and after ODI.

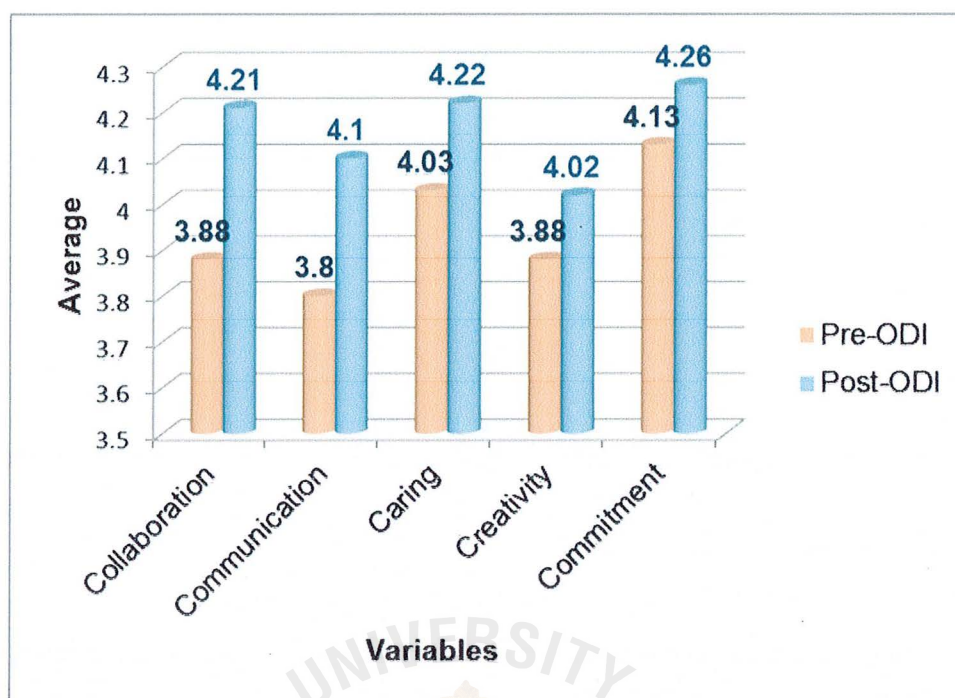


Figure 6 Comparison of Mean (\bar{X}) Pre-ODI and Post-ODI level of practice staff of students affairs.

To compare the quality of teamwork of Students Affairs Department and personnel activities and Pre ODI Post – ODI, the study found that the level of working as a team of personnel are different. And the Post - ODI sort sequence variable from the highest mean Commitment average 4.26 Caring average 4.22 Collaboration average 4.21 Communication 4.1 average Creativity average 4.02 So, therefore, the result shows that the means applying ODI affecting team work average increase:

Table 4.18 The paired Sample t-Test on the activities before and after ODI

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PREODI	3.8171	35	.42380	.07163
	POSTODI	4.1783	35	.29907	.05055

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 PREODI - POSTODI	-.3611	.54367	.09190	-.5479	-.1744	-3.930	34	.000

Table 4.17 Paired sample t-test performance levels before and after the treatment (ODI), data analysis, it was found that the average (\bar{X}) before ODI was 3.82 and standard deviation (S.D.) of 0.423 furthermore after ODI mean (\bar{X}) was increased to 4.18 and standard deviation. (S.D.) is 0.299. P (Sig 2-tailed) was 0.000 t-test and found that -3.930. The results show that there was an improvement in the organization through ODI. Employee performance improved employee motivation was enhanced and supervisor – subordinate communication among co-workers

noticed a great improvement as did training and activity that motivated employee performance, resulting in a positive impact on organization productivity.

The report from the observer showed the improvement of the four areas as follows:

Collaboration – there was low involvement and the team members felt like they were not parts of the team and these caused the low collaboration among team members but after the implementation of ODI process, the respondents were happier to work together. They got chances to express themselves which reflect a better collaboration.

They were more encouraged to share their ideas in order to achieve the tasks.

- Communication – before implementation the respondents did not really have a good communication. Most of the time was a one-way communication. After the implementation, the communication was more effective. The respondents were able to communicate and see the way of doing things in order to reach the goal of their mission.
- Caring – In term of caring, the respondents showed more understanding and were willing to help one another who needed help. Moreover, the respondents were able to express verbally through their action.
- Creativity – After the implementation, the respondents were more creative which allowed them to explore new ideas to achieve their common purposes in many ways. The creativity enhanced the respondents to use their imagination which led to the solutions and the efficient decision.
- Commitment – Before the implementation, the respondents only did the job assigned to do but after the implementation, the respondents

committed more to their work and found the best way to achieve their tasks.



CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

This chapter, contains are analysis of data and facts from the search process ODI between before and after the use of ODI include 3 areas. The first part was translated and presented the results the conclusion of the research finally it offers the recommendations and guidelines to further research.

5.1 Summary of Findings

The population of this research is the staff of the Student Affairs department: 35 people. This research studied the way to strengthen teamwork among the personnel officers of Student Affairs Department through ODI for better and more efficient performance. Through one month of ODI implementation, the research aimed at promoting cooperation, communication, anxiety, creativity and commitment. The result of the ODI implementation is show in table 5.1.

Table 5.1 Summary of comparison data pre-ODI and post-ODI by using qualitative and quantitative statistics data.

Group	Data	Duration	N	Mean (\bar{X})	S.D.	T	Sig (2-tailed)	Result to Hypotheses
Staff of students' affair	Quantitative	Pre ODI	35	3.82	0.423	-3.930	0.000	Accepted
	Quantitative	Post ODI	35	4.18	0.299			Ha2

Variables in this research focus on cooperation in teamwork 5 characteristics, such as cooperation, communication anxiety ,caring and creativity. Commitment is related to teamwork efficiency of staff of Student Affairs Department. It can be summerized as follows

The meaning (Sig 2-tailed) is a qualitative and quantitative research in the group from the table 5.1 0.006 which is less significant 0.05. $P < 0.05$), so the assumption between (Ho1) was rejected and the alternative hypothesis (Ha2) was accepted the research.

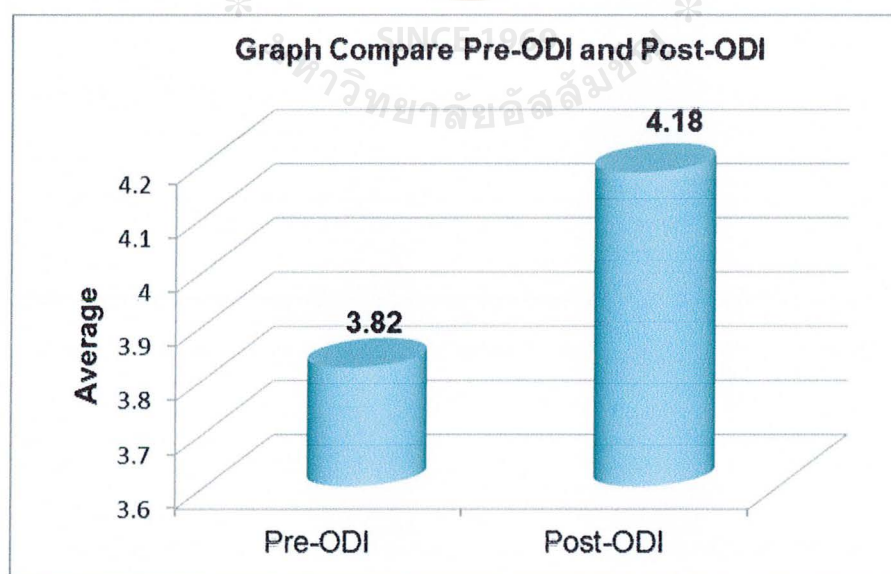


Figure 7 The diagram shows the cooperation among staff of Student Affairs Depart, before and after the implementation of ODI process.

Figure 7 The diagram shows the cooperation among staff of Student Affairs Department, before and after the implementation of ODI process.

From the mean (\bar{X}) of statistics quantitative (survey) Figure 5 shows the mean value rises from 3.82 of Pre-ODI to 4.18 of Post-ODI.

The question research "Number 4 What is the difference between the pre-ODI and post-ODI on teamwork of Student Affairs Department ? Data analysis and interpretation that affect the introduction of ODI in staff of Student Affairs Department.

In addition, the mean (\bar{X}) of the statistical quality first ODI is 3.82 but mean (\bar{X}) of the statistical quality after ODI is 4.18.

The report shows the difference in the cooperation among the staff of Student Affairs Department, before and after ODI process. so the null hypothesis (H_0) was rejected. And the alternative hypothesis (H_a) was accepted.

In addition, the research questions, research from one chapter that "What is the difference between the pre -ODI and post-ODI on teamwork of Student Affairs ?" then were shown in Figure 5 which show the differences of methods about cooperation and teamwork after using ODI.

Research question number 3 "What is the initial impact of ODI on teamwork staff of

Student Affairs Department?" In addition, the mean (\bar{X}) of the statistical quality after ODI is 3.94 but mean (\bar{X}) of after ODI statistics is 4.16.

impact of ODI in development cooperation, and work as a team staff of Student Affairs members for better performance and the ranking of each available changes before and after ODI therefore represent the information which is divided into 5 variables as compared to the average (\bar{X}) and qualitative rating table 5.2 .

Table 5.2 The Summary of Comparison data before and after ODI on specific 5 variables and ranking

Item	Pre-ODI				Post-ODI		
	N	Mean		Qualitative	Mean		Qualitative
		(\bar{X})	S.D		(\bar{X})	S.D	
Collaboration	35	3.88	0.691	Agree	4.21	0.685	Strong
Communication	35	3.80	0.715	Agree	4.10	0.632	Agree
Caring	35	4.03	0.709	Agree	4.22	0.517	Strong
Creativities	35	3.88	0.639	Agree	4.02	0.639	Agree
Commitment	35	4.13	0.731	Agree	4.26	0.478	Strong
							Agree
Total	35	3.94	0.697	Agree	4.16	0.590	Agree

Table 5.2 shows the result of the study of ODI process on the staff of Student Affairs Department. The research is divided into the design, the research and the study in 5 areas and 25 variables.

- Collaboration – 35 respondents of the staff of Student Affairs Department increase average (\bar{X}) from 3.88 to 4.21 and quality levels change from “agree” to “I agree” so

Table 5.2 shows the result of the study of ODI process on the staff of Student Affaires Department. The research is divided into the design, the research and the study in 5 areas and 25 variables.

- Collaboration – 35 respondents of the staff of Student Affaires Department increase average (\bar{X}) from 3.88 to 4.21 and quality levels change from “agree” to “I agree” so this variant of the staff of Student Affaires affected by ODI process and the differenced from the operation and there is no change found in ranking.

- Communication - 35 respondents of the staff of Student Affairs Department increase average (\bar{X}) from 3.80 to 4.10 and quality levels remain unchanged “agree” and “agree”

- Caring -35 respondents of the staff of Student Affairs Department increase average 35 (\bar{X}) was increase from 4.03 to 4.22 and quality levels change from "agree" to "I agree" so this variant of the staff of Student Affairs Department by ODI process and the differenced from the operation and there is no change found in ranking.

- Creative - 35 respondents of the staff of Student Affairs Department increase average (\bar{X}) was increase from 3.88 to 4.02 and quality levels did not change. It is still "agree" and "agree" so this variant of the staff of student affair affected. ODI and the differenced from the operation and development ranking is changed from the 3 to 5.

- Commitment - 35. Respondents of staff of Student Affair increase average (\bar{X}) was increase from 4.13 to 4.26 and quality levels change from "agree" to "I agree" so this variant of human students affected ODI and the differenced from the practice and development of ranking no change.

The graph shows that the implementation of ODI on 5 specific variables has resulted in the increasing of teamwork skill of the staff in Student Affairs Department in all 5 areas after ODI on specific 5 variables of implementations to

In conclusion, the study obviously shows that the staff of Students Affairs Department have positive attitudes towards using ODI process to promote teamworking in the department. Besides, according to the result of the research, the staff strongly agree that work efficiency and atmosphere is better when the staff members, working as a team, work and share ideas sincerely.

5.3 Recommendations

The study shows that the implementation of ODI process results in better cooperation, participation and responsibility of the staff members of the department. Working capability has increased when each member takes full responsibility in his role and help one another in the team.

This research used 5 variables which are a collaborative communication anxiety creativity and commitment. When looking at the results from the process of Pre ODI and Post ODI on both aspects, from the variables affecting work as

Collaboration: When the team members willingly work together through idea sharing, it leads to the success of the team.

Communication: Personnel are encouraged to communicate openly and comment encouraged to communicate and make a comment openly while working together to enhance the understanding among the personnel through language and to create a good atmosphere at work.

Caring: The personnel are working together smoothly in a friendly atmosphere.

They help each other although they are not in the role. Related to teamwork, having a

positive attitude will help to reduce the tension in the work as well as the emotional status because good or bad work atmosphere will affect the people in the work place.

Creativity: Personnel can express ideas and make decisions together.

Commitment: The importance of working is to understand their roles and responsibilities in their work and to take part in the performance. When there is a problem or conflict, they will come up with a joint decision to complete the task's goals.

Collaborative : relationship of the team members in Student Affairs Department leads to more efficient teamwork and achievements. When working relationships become more relaxed and comfortable, the team is able to share and discuss ideas more clearly, which means the results are increasingly successful.

5.3.1 How to improve Organization/ Practice based on the Results of the Study

According to the research's significant findings and conclusions from chapter 4 and 5, after implementations the researcher will propose ODI planning to the school's administration committee in order to continually foster the effectiveness of holistic organization development in the future.

5.3.2 Recommendations for Further Research

Focusing on two factors in addition, for a better performance, the teamwork capabilities in Student Affairs Department should be strengthened through the use of ODI process. The staff should be encouraged to be more collaborative, concerned, creative and committed.

It also requires planning and thinking of new techniques to strengthen the effective performance.

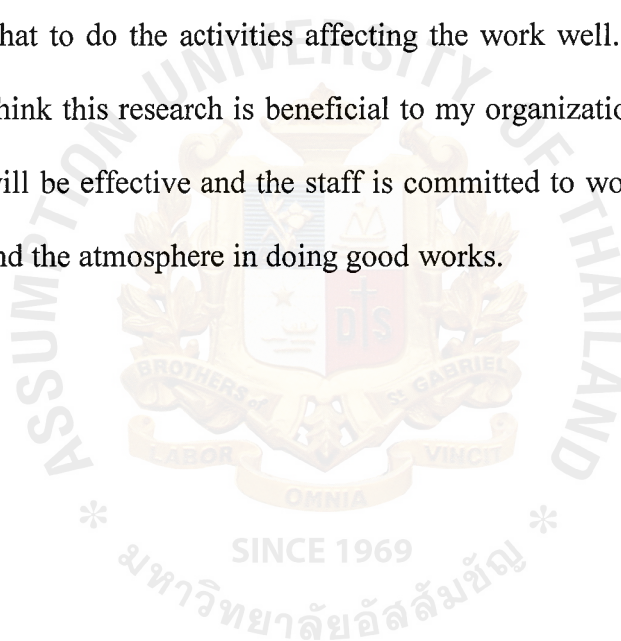
Epilogue

I know the MMOD course from MMOD student batch#1 of Montfort College. Which I never thought that I want to study. I heard about batch 1's progress while they were studying and finally they have succeed their study. The school announced for enrolling the second batch of MMOD. At that time, I was not interested because I thought that I do not have ability to learn. Finally, I have made my decision to join this course.

I come to study with hesitation, doubt in myself all the time. Can I do it? And then the school's announcement of course MMOD batch#2, I thank Montfort for providing this opportunity to all 14 people, who are from various fields, so the work time that we can meet was rare. But once our class started, we started to know more about each other and become close friends. For the Professor, they are so unique and have experience in their field, which will contribute to our learning and guide and consultation to me and my friends. All activities that they have brought to class are effective. Beside academic activities, MMOD course also encourage thoughtful and creative activities in a helpful way to the enterprise and the society.

Learning on this program makes me realize that there is no right or wrong, it all depends on the point of view or angle of seeing. The course guides me to open a wider perspective and experience different from the learning activities that are necessary. And it is beneficial to the future life quite a lot. Because the society nowadays not only academic talent but also requires the ability to contribute to others. This course is think outside the frame. When I had a chance to work with another person to make me get unconventional ideas due to the interaction between learning subject.

The study of Whole Brain helps me to discover myself and also allow me to know about what I can do. Some might like to work on planning, some might like to communicate with others, for me I am I-Preserve. For this reason, I decided to conduct an action research on teamwork. Because the organization can move forward by working as a team, not a one man shows. What I have found from my Pre –ODI, was working as a team is only the increasing number of members but the responsibilities were for a few people in the group. And when doing activities together the average mean of Post ODI increased, and to achieve the goals the members need to have a rest in order to prevent stress. From this procedure demonstrates that to do the activities affecting the work well. Participation affect to team work. I think this research is beneficial to my organization greatly. Because the organization will be effective and the staff is committed to work absenteeism is less, cooperation, and the atmosphere in doing good works.



APPENDIX A

RELIABILITY OF STRUMENT

Collaboration

Quality Analysis Tools	Item 1	Item 2	Item 3	Item 4	Item 5
Discrimination	0.33	0.53	0.55	0.72	0.69
Sig	0.23	0.04	0.03	0.00	0.00
Interpretation	no	yes	yes	yes	yes
Reliability 0.7817	Note: The discrimination model Item Total Correlation and the reliability of a coefficient alpha				

Commitment

Quality Analysis Tools	Item 6	Item 7	Item 8	Item 9	Item 10
Discrimination	0.38	0.78	0.16	0.65	0.60
Sig	0.16	0.00	0.57	0.01	0.02
Interpretation	no	yes	no	yes	yes
Reliability 0.7478	Note: The discrimination model Item Total Correlation and the reliability of a coefficient alpha				

Caring

Quality Analysis Tools	Item 11	Item 12	Item 13	Item 14	Item 15
Discrimination	0.19	0.76	0.57	0.71	0.55
Sig	0.60	0.01	0.09	0.02	0.10
Interpretation	no	yes	no	yes	no
Reliability 0.7716	Note: The discrimination model Item Total Correlation and the reliability of a coefficient alpha				

Creativities

Quality Analysis Tools	Item 16	Item 17	Item 18	Item 19	Item 20
Discrimination	0.39	0.70	0.26	0.75	0.59
Sig	0.15	0.00	0.34	0.00	0.02
Interpretation	no	yes	no	yes	yes
Reliability 0.7615	Note: The discrimination model Item Total Correlation and the reliability of a coefficient alpha				

Commitment

Quality Analysis Tools	Item 21	Item 22	Item 23	Item 24	Item 25
Discrimination	0.40	0.54	0.63	0.83	0.62
Sig	0.14	0.04	0.01	0.00	0.01
Interpretation	no	yes	yes	yes	yes
Reliability 0.8116	Note: The discrimination model Item Total Correlation and the reliability of a coefficient alpha				

โปรแกรมช่วยการวิเคราะห์แบบสอบถามที่มีค่าคะแนน 5 ระดับ

ชุดโปรแกรมช่วยการวิเคราะห์งานวิจัยทางการศึกษา

พัฒนาโดย...นายปกรณ์ ประจันบาน มหาวิทยาลัยนเรศวร, 2541

เพิ่มเติมโดย...นายศักดิ์สิทธิ์ วัชรรัตน์ วิทยาลัยสารพัดช่างพิษณุโลก สำนักงานคณะกรรมการการอาชีวศึกษา, 2552

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saksit2500@yahoo.com

Question	Level				
	5 Strongly agree	4 Agree	3 Neutral	2 Disagree	1 Strongly disagree
1.5 I am involved in decision-making without too much pressures from my coworkers.					
2. Communication					
2.1 I always receive timely and updated notice					
2.2 Our staff meeting are always in regular basis					
2.3 I clearly understand the information sent to our office					
2.4 There is a sufficient and varied channels of communication for accurate and timely dissemination of information					
2.5 Each one of us in the office, listen and allow every staff to express their opinions on the department decisions and policies.					
3. Caring					
3.1 Each of us in the team help and support each other to make the operation successful					
3.2 I am open to listen to the opinions of others and willing to help those in need					
3.3 There is a positive interaction among us as we perform our job					
3.4 I express verbally or through my actions that I acknowledge and value my colleagues					
3.5 Each of us offers help for anyone in our office who needs assistance					
4. Creativities					
4.1 We make use of journals, art materials and games to enhance our creativity in doing our job					
4.2 We are encouraged to use our imagination leading to solutions and efficient decision					
4.3 We explore new ideas to achieve our common purpose in many ways					
4.4 We structure our work area to improve communication and promote creative interaction.					

Question	Level				
	5 Strongly agree	4 Agree	3 Neutral	2 Disagree	1 Strongly disagree
4.5 We are open to new ways of doing things and make use of this in performing our job					
5. Commitment					
5.1 I am always enthusiastic to do assigned task					
5.2 I pay attention to the details of my job to enhance my work					
5.3 I am always punctual and prepared in reporting to my work					
5.4 I do my job to the best of my ability with honesty and patience					
5.5 I am always punctual in attending meetings and in handling my obligations					

Part

Suggestion.....



World café Activity

Appreciative Inquiry question

1. Do you think assigned task can benefit you. ?

.....

2. How would you like to work to reach your targeted goal. ?

.....

3. What skills should be working as a team ?

.....

4. Do you think the new way with the original method used to execute. Which is better than the other ?

.....

5. Would you like to improve the new method ? Suggest some ways.

.....



APPENDIX C

แบบสอบถามการทำงานเป็นทีม

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1. เพศ ☐ ชาย ☐ หญิง
2. สถานะ
3. อายุ ☐ 25-30 ปี ☐ 31-40 ปี ☐ 41-50 ปี ☐ 51 ปีขึ้นไป
4. อายุงาน ☐ 5-10 ปี ☐ 11-20 ปี ☐ 21-30 ปี ☐ 31 ปีขึ้นไป

ส่วนที่ 2 โปรดเติมเครื่องหมาย ✓ และกรอกข้อความให้สมบูรณ์

5 = มากที่สุด 4 = มาก 3 = ปานกลาง 2 = น้อย 1 = น้อยที่สุด

ข้อคำถาม	ระดับการปฏิบัติ				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. ด้านความร่วมมือ					
1.1 ท่านมีส่วนร่วมในการตัดสินใจเกี่ยวกับการวางแผน และลำดับขั้นตอนการทำงานเป็นทีม					
1.2 ท่านมีความรู้สึกว่าคุณเป็นส่วนหนึ่งของทีม					
1.3 ท่านสามารถชี้แจงเหตุผลเมื่อเกิดความขัดแย้งในการทำงาน					
1.4 ท่านมีความยืดหยุ่น และเปิดกว้างรับฟังความคิดเห็นของผู้อื่น					
1.5 ท่านมีส่วนร่วมในการตัดสินใจโดยไม่มีอำนาจหรืออิทธิพลครอบงำ					
2. ด้านการสื่อสาร					
2.1 ข่าวสารที่แจ้งให้ทราบมีความสดใหม่ และทันต่อเหตุการณ์ <input type="checkbox"/>					
2.2 การแจ้งข่าวสารของหน่วยงานเป็นไปอย่างครบถ้วนและรวดเร็ว					
2.3 การสื่อสารในหน่วยงานมีเข้าใจได้อย่างชัดเจน					
2.4 ช่องทางการสื่อสารในหน่วยงานมีเพียงพอและหลากหลาย					
2.5 มีการพูดคุยแลกเปลี่ยนความรู้และความคิดเห็นกับเพื่อนร่วมงาน					

ข้อคำถาม	ระดับการปฏิบัติ				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
3. ด้านความห่วงใย					
3.1 ทีมงานช่วยเหลือและสนับสนุนซึ่งกันและกัน เพื่อให้การดำเนินงานประสบผลสำเร็จ					
3.2 ท่านมีความสามารถในการทำงานเป็นทีม เป็นผู้นำ/ผู้ตามที่ดียอมรับฟังความคิดเห็นของผู้อื่น					
3.3 ท่านมีความสัมพันธ์ที่ดี และสามารถสร้างความสัมพันธ์กับบุคคลอื่นทั้งภายในกลุ่ม และระหว่างกลุ่มที่ช่วยให้เกิดผลดีกับงาน					
3.4 ท่านมีความเอื้อเฟื้อเผื่อแผ่ กระทำสิ่งต่างๆ โดยคำนึงถึงประโยชน์ส่วนรวมเป็นหลัก					
3.5 ท่านแสดงความห่วงใยทั้งเรื่องงาน และเรื่องส่วนตัวต่อเพื่อนร่วมงาน					
4. ด้านความคิดสร้างสรรค์					
4.1 ท่านมีความสามารถในการสร้างสรรค์งานหรือผลงาน และมีความคิดริเริ่มสร้างสรรค์					
4.2 ท่านสามารถคิดด้วยการวิเคราะห์ ตั้งเคราะห์ เพื่อนำไปสู่การแก้ปัญหา และการตัดสินใจที่มีประสิทธิภาพ					
4.3 ท่านสามารถแก้ปัญหาย่างสร้างสรรค์ มีประสิทธิภาพและ รวดเร็ว					
4.4 ท่านมีการแลกเปลี่ยนทัศนคติความคิดเห็นกับเพื่อนร่วมงาน					
4.5 ท่านสามารถนำความรู้ไปประยุกต์ใช้ในการจัดกิจกรรมได้					
5. ด้านความมุ่งมั่น					
5.1 ท่านมีความรับผิดชอบ โดยทำหน้าที่ของตนอย่างเต็มความสามารถด้วยความซื่อสัตย์ สุจริต และอดทน					

ข้อคำถาม	ระดับการปฏิบัติ				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
5.2 ท่านมีความตั้งใจ เต็มใจ และมุ่งมั่นทำงานในหน้าที่ และความรับผิดชอบตามที่ได้รับมอบหมาย					
5.3 ท่านมีความขยัน เอาใจใส่ และกระตือรือร้นในการปฏิบัติงานในหน้าที่และงานที่ได้รับมอบหมายให้สำเร็จได้ทุกครั้ง					
5.4 ท่านต้องการเป็นส่วนหนึ่งในการขับเคลื่อนให้หน่วยงานไปสู่ เป้าหมายที่ตั้งไว้					
5.5 ท่านรู้สึกร่าเริงที่ทำงานที่ท่านทำ สามารถบรรลุเป้าหมายของหน่วยงานได้					

ข้อเสนอแนะ

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APPENDIX D
Statistics of data analysis

Descriptive Statistics Pre ODI

	N	Minimum	Maximum	Mean	Std. Deviation
A1	35	1.00	5.00	3.6286	.73106
A2	35	2.00	5.00	3.9429	.63906
A3	35	3.00	5.00	3.8000	.63246
A4	35	3.00	5.00	4.1429	.73336
A5	35	2.00	5.00	3.8857	.71831
A6	35	3.00	5.00	3.6571	.63906
A7	35	3.00	5.00	3.8857	.71831
A8	35	3.00	5.00	3.8857	.71831
A9	35	3.00	5.00	3.7429	.61083
A10	35	2.00	5.00	3.8286	.89066
A11	35	3.00	5.00	3.9429	.72529
A12	35	2.00	5.00	4.0000	.80440
A13	35	3.00	5.00	4.0286	.61767
A14	35	3.00	5.00	4.1429	.69209
A15	35	3.00	5.00	4.0286	.70651
A16	35	3.00	5.00	3.8286	.61767
A17	35	3.00	5.00	3.8857	.52979
A18	35	3.00	5.00	3.8286	.66358
A19	35	3.00	5.00	3.8857	.67612
A20	35	3.00	5.00	3.9714	.70651
A21	35	3.00	5.00	4.2286	.64561
A22	35	3.00	5.00	4.2286	.68966
A23	35	3.00	5.00	4.1429	.69209
A24	35	2.00	5.00	4.1429	.84515
A25	35	2.00	5.00	3.9143	.78108
รวม1	35	2.40	5.00	4.0000	.60973
รวม2	35	1.40	2.50	1.9286	.33569
รวม3	35	3.00	5.00	4.1886	.67553
รวม4	35	3.00	5.00	3.9886	.62298
รวม5	35	2.40	4.00	3.4400	.53093
TOTAL	35	2.58	4.28	3.5091	.50048
Valid N (listwise)	35				

Descriptive Statistics Post ODI

	N	Minimum	Maximum	Mean	Std. Deviation
A1	35	3.00	5.00	4.3143	.67612
A2	35	3.00	5.00	4.3714	.68966
A3	35	2.00	5.00	3.9714	.70651
A4	35	3.00	5.00	4.3143	.67612
A5	35	3.00	5.00	4.1143	.67612
A6	35	3.00	5.00	4.0571	.59125
A7	35	2.00	5.00	4.1143	.67612
A8	35	3.00	5.00	4.2571	.70054
A9	35	3.00	5.00	4.0857	.50709
A10	35	3.00	5.00	4.0000	.68599
A11	35	3.00	5.00	4.2000	.67737
A12	35	3.00	5.00	4.2000	.47279
A13	35	4.00	5.00	4.2857	.45835
A14	35	3.00	5.00	4.3143	.52979
A15	35	3.00	5.00	4.0857	.44533
A16	35	3.00	5.00	4.0000	.64169
A17	35	3.00	5.00	4.0571	.63906
A18	35	3.00	5.00	4.0286	.70651
A19	35	3.00	5.00	4.0000	.54233
A20	35	3.00	5.00	4.0286	.66358
A21	35	3.00	5.00	4.2571	.61083
A22	35	4.00	5.00	4.3143	.47101
A23	35	4.00	5.00	4.2857	.45835
A24	35	4.00	5.00	4.2286	.42604
A25	35	4.00	5.00	4.2286	.42604
Valid N (listwise)	35				

T-Test**Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PREODI	3.8171	35	.42380	.07163
	POSTODI	4.1783	35	.29907	.05055

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	PREODI & POSTODI	35	-.105	.550

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	PREODI - POSTODI	-.3611	.54367	.09190	-.5479	-.1744	-3.930	34	.000

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