



The Impact of Organization Development Intervention of
Recruitment, Reward System and Supervision's Ability:
A Case Study of Perfect Life Insurance Co., Ltd.

By

Kochaphan Puthaprasatporn

A Thesis submitted in partial fulfillment of the requirement for
the degree of,

Master of Management in
Organization Development & Management

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Master of Management in Organization Development and Management

Examination Committee :

1. Dr. Luis Danai Krithanin (Advisor)
2. Dr. Sming Chungviwatanant (Member)
3. Dr. Kitikorn Dowpiset (Member)
4. Assoc. Prof. Wirat Sanguanwongwan (MOERepresentative)

Examined on: November 12, 2007

Approved for Graduation on:

Graduate School of Business
Assumption University
Bangkok, Thailand

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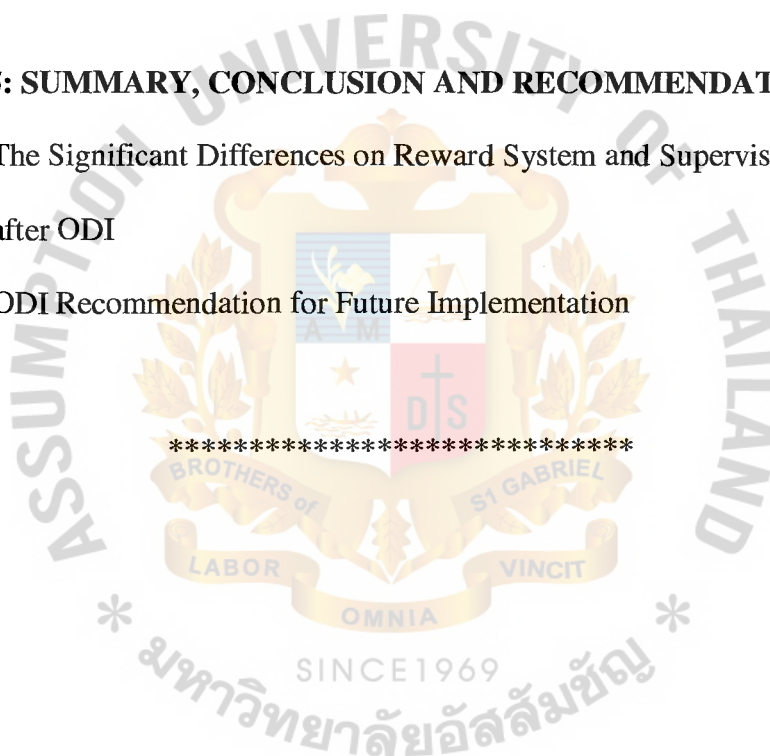
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ABSTRACT

The research has been conducted with the objective of study the impact of Organization Development Intervention on recruitment, reward system and supervisor's ability.

The researcher has used methodologies of data based recording as secondary data checklist, interview guide and employee's attitude survey questionnaire to measure sub variables in order to answer Hypotheses of study whether there is different between Pre-ODI and Post-ODI or not by conducted on 132 employees who has been working at The Perfect Life Insurance Co., Ltd then analyzed data through Statistical Package for Social Sciences (SPSS).

After conducted OD Intervention, the research result showed the difference in the all items mean value and proposed intervention result in the area of recruitment methods. A hypothesis testing was accepted the alternative hypotheses H_a : There is the significant difference between pre-ODI and post-ODI in Telesales Department on recruitment, reward system and supervision's ability. Based on the findings of this study, recommendations have been given in two parts; continue conducting company branding and Telesales function's task through various media for long term succession of gaining more applications for telesales representative position should be implemented by company and Human Resource Department and another part was related to turnover reduction by contribute the company to constant conducting and developing the reward system program, supervisor's ability and concern for in customer's list for long term succession in terms of company's sales production achievement and to create employee morale and loyalty toward organization.

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Kochaphan Puthaprasatporn

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CHAPTER ONE

Introduction

Generalities of the Study

Global Context of Insurance Industry.

Growth of Global insurance market in the year 2005 was in the middle level situation. The report indicated that the real premium growth in North America when compare with year of 2004 was stable because of the increased of short term interest rates and decreasing demand of personal life insurance. These reasons caused the premium to decrease in U.S. but in the meantime, the premium rate in Canada increased whereas sales of insurance has grown by 8 percent. Then the total premium of America was still at stable level. Growth in the U.S. life insurance market has essentially leveled off as investors look to annuities and other wealth accumulation vehicles rather than insurance against premature death. To address diverging preferences, the industry is now providing new products, such as those including long-term care, or various guarantees to appeal to risk-averse customers. Traditionally, life insurance has been sold through one-on-one transactions, but the agency distribution channel is decreasing in size. The agency force is also aging, and companies are restructuring their sales organizations to trim expenditure for agent recruitment and development. At the same time, a sizable number of agents are adapting their practices to offer financial planning and a broader range of investment products. (<http://www.researchandmarkets.com/reports>)

The real premium of Western Europe life insurance market has grown by 7.5 percent by the year 2005 because the high sales volume of the personnel pension insurance. However the Western European life insurance market is in the changing period because of tax reduction in Ordinary insurance type policy which effect in some countries. The premium has grown by 22% in Belgium, 10% in Italy but the premium has fallen by 7.4% in Switzerland that affected from the decrease of Group life insurance. The UK insurance market was worth £126.51bn in 2004. This represents a 2.9% increase from 2003 but is still lower than the market's value in 2002. There are two broad sectors: long-term insurance and general insurance. Long-term insurance accounted for an estimated 73.2% of the market in 2004, but the sector's value has fallen by 1.8% since 2001, whereas sales of general insurance have grown by 20.1%. The UK insurance market will grow by between 3.3% and 3.7% each year between 2005 and 2009. Unless consumer behaviour changes dramatically or the Government makes personal pensions compulsory, sales of general insurance are likely to continue to grow faster than sales of long-term insurance.

(<http://www.researchandmarkets.com/reports>, Insurance Industry Market Review 2005, Key Note Publications Ltd, June 2005)

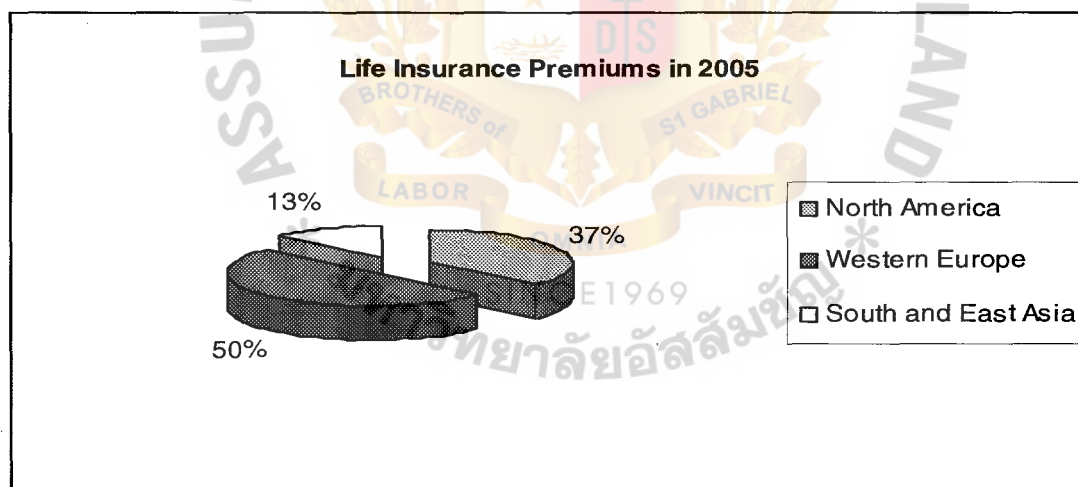
The life insurance business of Asian in year 2005 grown in the stable level with 10.5% increased even though the insurance growth rate in some countries such as Indonesia, Malaysia, Singapore and Thailand have fallen when compare with the growth rate of year 2004 but in some countries such as Hong Kong, the premium has grown by 19.8, and 9.2 % growth in Korea. The premium rate of buying the universal life insurance product in China also increased 11.8%. The insurance product type of universal life and annuity have continued to be encouraged by the government of

every country in Asia because the products would cover post retirement (DOI Insurance magazine no.123, p.24-33, 2006)

Table 1: Global Life Insurance Premium in 2005

Global Life Insurance Premiums in year 2005		
Country Zone	USD bn	World market share
North America	551	27.90%
Western Europe	759	38.40%
South and East Asia	193	9.80%

Figure 1: Life Insurance Premiums in 2005



Source: (DOI Insurance magazine no.123, 2006)

Asian Context.

The insurance industry of China in 2005 was USD 47 million and the current development of Chinas insurance industry is rapid growing stage. Life insurance premium increased from RMB 128.8 billion to RMB 324.4 billion during 2001-2005 with the annual growth rate of 26%. During the Jan.-Oct. of 2006, the life insurance premium in China was RMB 338 billion. At present, nearly 90% of the financial assets of residents in China deposit in banks, the proportion of purchasing life insurance is less than 6% while the proportions in other countries and regions are all above 12%. It is forecast that the medium income family will increase to nearly 200 million families in China till 2015 with the annual income growth rate of above 20%, and thus establish powerful purchasing foundation for the rapid growth of future life insurance consumption. (<http://www.researchandmarkets.com/reports> China Life Insurance Industry Development Report, 2007 (Chinese Version) Research In China, Dec 2006, Pages:30)

Hong Kong provides an excellent environment for insurers and reinsures over the Globe. Financial services Industries and Sophisticated Capital market have made the country a leading Insurance Centre of Asia. It has attracted the top insurance companies of the world along huge Foreign Direct Investments to the country. Hong Kong has the largest number of authorized insurance companies in Asia.

As on 31 October 2005, there were 178 authorized insurers in Hong Kong, of which 113 were pure general insurers, 46 were pure long-term insurers and the remaining 19 were composite insurers. The Hong Kong insurance industry as a whole has continued to grow in 2004. According to the latest audited returns filed by the

insurers, total gross premiums grew by 19.5% to HK\$121.9 billion, representing 9.6% of the Hong Kong Gross Domestic Product.

Hong Kong's Insurance sector was given a stable outlook by rating agency Standard & Poor's in Aug, 2004. S&P observed that the local insurance market has been resilient amid the economic downturn and has survived intense competition, volatile markets and the outbreak of SARS in 2003.

Keeping in view the growing potentiality of the Insurance market in Hong Kong, the French AXA group, the biggest insurance company worldwide established its Asia Pacific head quarters in Hong Kong. Regional Chief Executive of AXA said, we have full confidence in Hong Kong as a gateway to both China and the Asian markets and as an international hub for financial services.

(www.economywatch.com/insurance)

Thailand Context.

Thailand Life insurance business of year 2005 has been estimated that the growth rate of Direct premiums will be increased by 166,444 million baht or 10% but from the monthly report of October, the report represented that the actual growth rate grew only 129,709 million baht that affected from unexpected situations have been happened in that year such as Tsunami disaster in the South, flood disaster in the North, drought disaster in the North-East and Avian Flu which all affected to Thai economy, buying capacity and Insurance business as well.

However all bad situations which have occurred could motivate people to be concerned and be aware of their life and the importance of insurance in order to

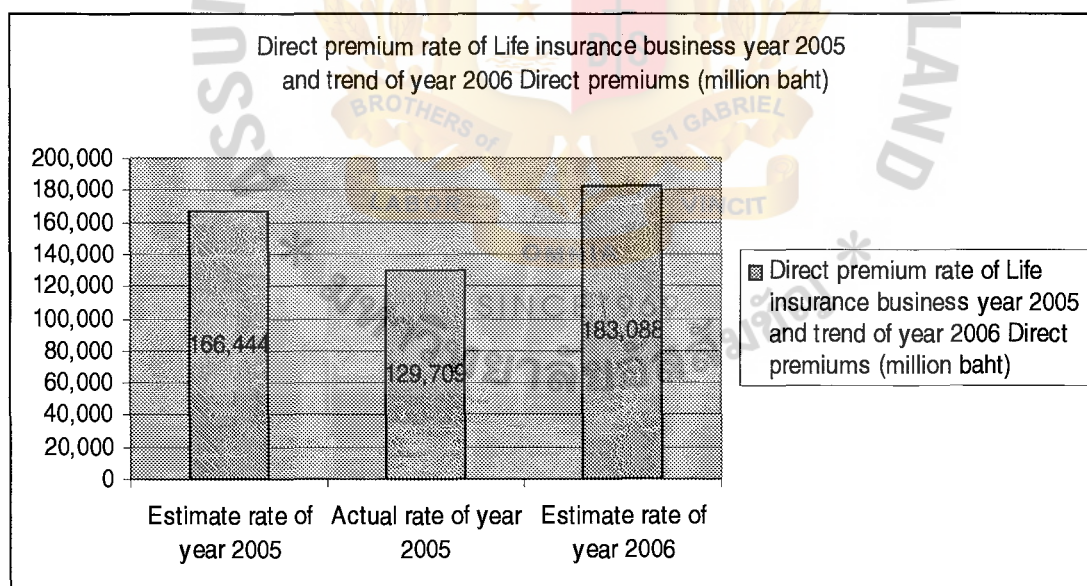
support all future risks. Therefore the insurance business in the year 2006 has been estimated to be grown by 183,088 million baht. (DOI Insurance magazine, p.85-86)

Table 2: Direct premium rate of Life Insurance business in year 2005 and 2006

business trend 2005

Direct premium rate of Life insurance business year 2005 and 2006 business trend	
Year	Direct premiums (million baht)
Estimate rate of year 2005	166,444
Actual rate of year 2005	129,709
Estimate rate of year 2006	183,488

Figure 2: Direct premium rate of Thailand Life Insurance business



Source: (DOI Insurance magazine, 2006)

Company's background.

Perfect Life Insurance Co., Ltd. is a leading international financial group providing retail financial services and fund management in its chosen markets: the United Kingdom, the United States, Asia and continental Europe. Perfect Life Insurance Co., Ltd. has been writing life insurance in the United States for over 140 years. Today, Perfect Life Insurance Co., Ltd. has over 25 million customers worldwide and over US\$500 billion in funds under management. Perfect Life Insurance Co., Ltd. has brought to the market an integrated range of financial services products that now includes life assurance, pensions, mutual funds, banking, investment management and general insurance.

In Asia, Perfect Life Insurance Co., Ltd. has life insurance and funds management operations across ten markets - China, Hong Kong, India, Japan, Korea, Malaysia, the Philippines, Singapore, Thailand and Vietnam. Perfect Life Insurance Co., Ltd. is American's leading life insurer in Asia in terms of market coverage and number of top 5 market positions. Perfect Life Insurance Co., Ltd. has championed customer-centric products and services for over 90 years, supported by over 200,000 staff and agents across the region. Perfect Life Insurance Corporation Asia offers a comprehensive range of products to meet the savings, protection and investment needs of customers.

Across the region Perfect Life Insurance Corporation Asia now has a variety of distribution partnerships including relationships with a number of leading banks such as Standard Chartered Bank.

Perfect Life Insurance Co., Ltd. opened its door for business in Thailand in 1992 as a joint investment between the America and Thai Life Company. The Perfect Life Insurance Co., Ltd. Group has infused the new venture with its worldwide experience and business finesse in order to provide a superior range of products and services designed to match the needs of Thai customers.

Products of company.

1. Individual Plan including several of plans such as Whole Life Insurance, Children's education and Diseases Protection.
2. Personal Accident which is the one year period of providing the protection against loss resulting from an accident.
3. Family PA - a personal accident insurance plan specially designed for every family, you can give each of your family members a 24-hour protection against loss resulting from an accident.
4. Group Life - provides year-to-year risk covers i.e. accident (24 hours protection).
5. Credit Life - Mortgage insurance is a type of life insurance that helps ensure policyholders that they will receive a long-term protection throughout the loan period with minimal expenses. It also ensures the financial institutions such as commercial banks, finance companies or co-operatives that there will be repayment of loan in case of unexpected events happening to debtors.

Company's Current Situations.

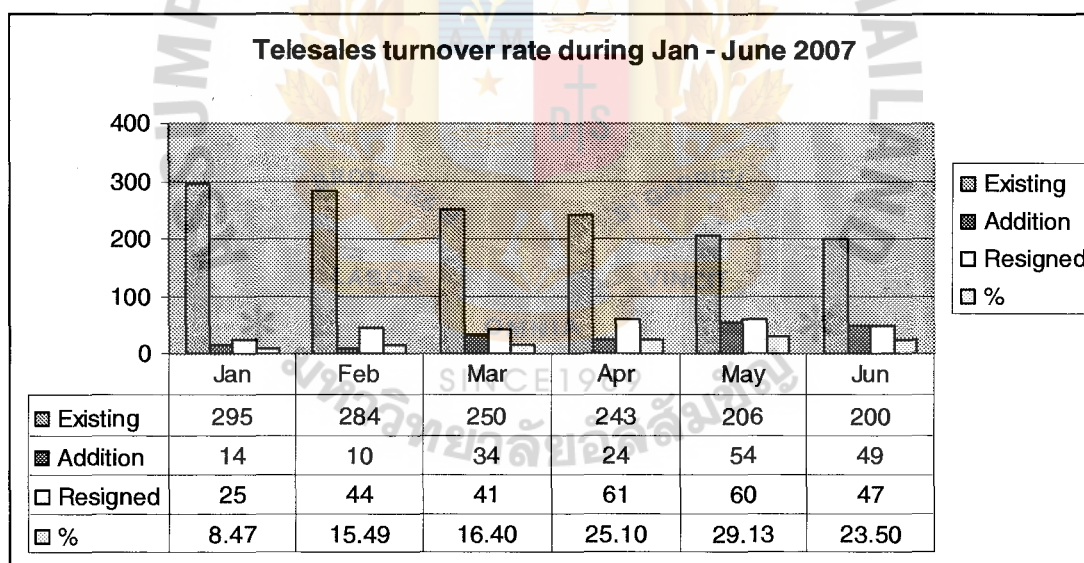
For many years in insurance business, the company has succeeded in the business by using Insurance Agents (face to face) as a distribution channel with customers which provide various kinds of insurance policies to fulfill customers' demand, up to now the management team was never stop to initiate new selling channels together with develops various of company services and products in order to meet the increasing demands and always being in International standard level. Therefore the newest distribution channel has been initiated called "Telemarketing channel". So two kinds of distribution channels the company is using are face to face channel and the new strategy channel.

As the company has decided to launch the new initiative of selling distribution channel called "Telemarketing channel", the company newsletter said that at the starting, the growth rate of selling was increased 120% when compared with the growth rate of previous year. However the researcher found that there were some areas within the Telesales Department have to be developed to be more effective.

1. Recruitment area – the difficulty of recruiting had to find big amount of TSR to work with company, approximately 200 headcounts in year 2006 and more 500 target headcounts in the year 2007. The limitation of recruiting was the qualification of TSR that has to have a direct experience in telesales and or in the insurance business.
2. TSR Turnover - from the study of the statistical data of last 6 months, the researcher found that there were many telesales staffs resigned from the company which was very surprising to know that it was the big amount that company loose manpower. Most of telesales said that they were suffered from

many factors but the big areas of problem has been occurred from reward systems that company offered for were less and not attractive and another caused from their team leader's skill. Apart from the data recorded in written form, the researcher found that one staff who worked with company for more than 8 months said that "the factors what influence to the current job were money and supervisor". Some resigned staff also strongly recommended that the "company should concern in term of providing more benefit to sales team in order to attract sales productive such as rewards or outing trip arrangement". The figure 3 showed the turnover rate of telesales during January to June 2007 which the data received from company data base as followed.

Figure 3: Telesales turnover rate during Jan – June, 2007



As studied the data, therefore the researcher classifies causes of turnover which were related with 2 factors.

- 1) Reward system – less of monetary reward for those who perform well.

In general for insurance industry, TSR would get only commission from sales target, but for TSR who worked with the company, the more

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benefits has been included that was fix salary. Even though the increasing benefits has been given for TSR which was more than and different from other insurance companies, it could not able to motivate all TSR to work hard and willing to perform in order to hit the target as expectation.

- 2) Supervisor lack of coaching, encouragement and motivation skills in order to help TSR to drive the sales. TSR has different skills, sales and technique and including personality, when the supervisor was the key person who encouraged and coached them for such kind of terms. In the current situation, some supervisors lack these kinds of skill because most supervisors are promoted from TSR who usually performed and achieved the sales target or are called “Top Sellers”. Then the supervisors had their only own sales techniques but still lack the terms of leadership. As searching from the data base, the researcher found that the resigned staff were unsatisfied with their team leader’s ability. There was one who worked 5 months with the company and she had telesales experience from many insurance companies and said that “my team leader usually would not support me and team effectively which might be because lacked coaching and motivating management skills in helping the team to achieve the target and perform smoothly.

Company’s Strengths, Weaknesses, Opportunities and Threats.

After studying Global, Asian, and Thailand’s situations the Company background and current situation, the researcher found that there are both internal and external factors which affect the growth of the company business. Even though the new distribution channel was applied, there were some strong points and weak points of itself together

with opportunities and threats which are external factors that affect towards the company business. The S.W.O.T table showed the internal and external business in the Table 3

Table 3: Company's Strengths, Weaknesses, Opportunities and Threat

<u>Strength</u>	<u>Weakness</u>
<ul style="list-style-type: none"> • Keep going to initiate new business and selling distribution channels • International company • Well know and more experience in Insurance business • Various kind of products and distribution channels • Strong in providing various training courses for staff in order to encourage career path • Special benefit standard for TSR position. 	<ul style="list-style-type: none"> • New business channel. • The system itself of Call Center • Manpower limitation of supporting department. • Quick dynamic of manpower inside Sales department. • Limited sources of candidates for the Telesales Representative (TSR) position. • Less of monetary reward for those who perform well. • Limited of Supervision skills.
<u>Opportunity</u>	<u>Threat</u>
<ul style="list-style-type: none"> • Many competitors. • High demand of Insurance in the market. • Increasing rate of consumption. • Partners in related business. • Values of product itself. • World situations: more diseases, high rate of accident and death. • Government encouragement. 	<ul style="list-style-type: none"> • Some bad image of insurance business in the past which made by Agents. • Bad performance of Agents in the past. • Many competitors. • Very new business in Call Center system. • Limitation from TLAA and DOI policy in license system. • TSR has to have sales license permit card.

Company Strengths.

The Company's strengths were drawn from the researcher's observations and found to be interesting points as it is an International company, there are many branches around the world and is well known in the Insurance business; therefore they had a huge market share in the business. The management team had never stop to create new and varied products and selling distribution channels to meet the customer's demand. Moreover the company had long been investing in many training and skills development programs for all staff in order to encourage their career path which especially Sales persons and customer service to hold high level of customer service. The company provides more fringe benefits to all staff especially for Telesales Representative by providing better benefits over the standard in telesales industry.

Company's Weaknesses.

The Company's strengths were drawn from researcher's observation and found interesting points as even though the Company had many experiences in Insurance Industry by using selling channel through face to face technique, but recently the new distribution channel has been created to serve the customer's need, however this is a very new channel and a must to be developed all the times to encourage the customer understanding the kind of channel and the system itself of Call Center. Inside the Telesales Department, the big amount of TSR positions need to be required, the researcher found that there were limited sources of candidates for TSR position because of the high profile in sales experiences would be matched with this position, the limitation of manpower in supporting department who served the Telesales Department because there were only three persons in recruiting function, only one staff in payroll function, two staffs in Administration function, and four

training staff to support 200 TSR's requirements, very quick dynamic or high turnover rate of TSR, less in motivation technique such monetary reward for those who performed well and also limitation of Supervision skills on coaching skill, and people management skill.

Company's Opportunities.

The external factors which support the company business were that there were competitors in the insurance business who supply products to the high level market's demand and together to encourage product development to the industry, the increasing consumption rate of insurance policy which may caused from the effect of high rate of accidental, dead from diseases and human awareness of life and relatives. The partners in related business were also a big factor to encourage the business to cooperate and add value to each other. The value of the product itself which benefits human beings and Government encouragement were very big factors to encourage the Insurance business.

Company's Threat.

The threat was the external factors which are taken by Insurance Agents who approached and tried to buy insurance products with a poor attitude and it affected the image of the insurance business, many competitors in the industry which was the cause of competitions in the market share and customers, another external factor was limitation from TLAA and DOI policy in the licensing system which stated that those who intended to sell insurance products need to have a sales license permit card by taking the examination at TLAA as a requirement.

Objectives of study

1. To describe and analyze the current situation, functioning and performance of the company as “human social system” or “corporate living person”.
2. To diagnose the Organization in terms of recruitment, reward system and supervision’s ability.
3. To identify and implement appropriate Organization Development Interventions.
4. To determine the impact of Organization Development Intervention on recruitment, reward system and supervision’s ability.

Statement of the problem

The Telesales Department was the newest business channel to approach and offer the company products through the Telesales Representative staff; it was the innovative technique to increase market share and increase customers. Therefore the researcher thought that the good organization system should be arranged and adopted for operations level to encourage the company’s purposes.

The main focus of the study was on the impact of OD Intervention on recruitment, reward system and supervision’s ability of the Telesales Department.

Research questions

This study would seek answers to following questions:

- 1.4.1 What is the current situation of Telesales Department in terms of recruitment, reward system and supervision’s ability?

- 1.4.2 What are the appropriate OD Interventions for the Telesales Department?
- 1.4.3 Is there an impact of ODI on recruitment, reward system and supervision's ability?

Research Hypothesis

Ho : There is no significant difference between the Pre-ODI and Post-ODI on recruitment, reward system and supervision's ability.

Ha : There is a significant difference between the Pre-ODI and Post-ODI on recruitment, reward system and supervision's ability.

Definition of Terms

Recruitment is people influencing process that motivates and encourages qualified candidates to apply job in the organization at timely basis. It is an essential process to satisfy company's hiring needs either for additional or for replacement by using proper recruitment methods. (R. Wayne Mondy, Robert M. Noe and Shane R. Premeaux, 1999). For operational definition, Recruitment refers to the process of applicants seeking to fulfill job vacancy in organization.

Potential candidate refers to the one who apply the job and has good qualify match with the position's requirement.

Turnover refers to the rate at which employees leave you're an organization because employees who are satisfied with their jobs generally don't give them up, high turnover is usually indicative of a problem (<http://www.toolkit.cch.com>, 2004). For

operational definition, Turnover refers to employees leave the company because unsatisfied with income, company's motivation and/or their supervisor.

Reward refers to a work outcome of positive value to the individual (Schermerhorn,p.363, 2002).

Reward system is the system, programs, and practices which are the factors that influence people's actions. (R. Wayne Mondy, Robert M. Noe and Shane R. Premeaux, 1999). For operational definition, Reward system is the reward set by company to fulfill employee's satisfaction and to motivate employee to produce positive output and profit for company.

Monetary reward refers to rewards external to the job, such as pay, promotion, or fringe benefits (Gibson, Ivancevich, Donnelly, and Konopaske,p. 173, 2003)

Supervision is the first level of management which has main duty to effort and motive members to contribute and achieve goals of organization (Leslie W. Rue and Lloyd D. Byars, 1982). For operational definition, Supervision is the first level of management which works closely with sales staff and has a duty to drive sale and help sales staff to achieve sales target.

Supervisor is positioned in middle between higher – level managers and works and who works with workers and also responsible for welfare, performance and behaviors of workers (W. Richard Plunkett, Eight Edition). For operational definition, Supervisor is a person who works and be a part to motivate, coach and encourage sales staff to achieve the company's objectives.

Telesales representative refers to the sales persons who sell company products through telephone transaction.

Agent refers to sales person who sale product through one on one transaction.

Call center refers to the working place for telesales representative.

Top sales refers to sales person who done the highest score of sales' target.

Sales target refers to company business and telesales' commitment.

TSR's normal benefit standard the basic benefit what telesales representative has received after employed.

Company's benefit standard for TSR position the basic benefit what company provides for telesales representatives after employment.

Significance of the Study

This study would benefit for organizations in the Insurance industry to learn the nature of sales person especially Telesales, study how to apply motivation technique in order to retain the sales person which is very dynamic movement and also apply to the organization development guidelines in the real situation.

This study also would benefit the Company to provide more information of TSR's perspective towards the Company's strategies in terms of recruitment, reward system, motivation technique, turnover reduction and development in supervision's level. The analysis would show the importance of providing the motivation techniques to satisfy the sales' requirement and the better way for improvement in further. The

study would benefit to identify what kind of skills supervisors should have in order to lead the team to achieve the goal.

In term of Telesales Department, the study would show the TSR's attitude towards their supervisors' ability in the area of leadership skills. It would benefit the Department to understand their needs and find the best solution to increase ability of supervision level because it may effect to the sales target achievement of each TSR.

This study would benefit for TSR staff to create new perceptions that they were very valuable resources and the major effect factor toward the growth of Company. Moreover the study would like to identify that management always create and provided good benefits as both intrinsic and extrinsic motivations to increase their own income.

Furthermore this study would benefit the Supervisory level to identify what skills they have and what kind of skills they should improve. The study would show them the subordinate's perceptions and evaluation towards their ability in order to develop themselves and benefit for their career path.

Scope and Delimitation of the study

Scope.

The scope focuses only on the Telesales department with 132 staff along with reward systems and supervisors ability.

Time Limitation in preparing Thesis proposal.

The researcher had only two months for finding information and preparing process.

Time Limitation in Data Collection.

The researcher had only three months of implementation, collecting data and gathering information by means of observation, interview and questionnaires surveys. After getting data, those data must be analyzed and interpreted and find techniques in OD intervention.

Time Limitation in OD Intervention and Implementation.

The implementation of OD intervention plan was started at the beginning of January 2007 and ended at the end of first quarter of 2007. The result of only three months implementation was somehow effective but may be inefficient enough to measure a good performance evaluation. If the study could be extended to six more months, the result may show more efficient indicator in performance evaluation than such a short period of only three months.

Do not disclose the real name of company.

Since most data was confidential for the company as it may cause an effect to company's image and business strategies, the real name was not disclosed.

Data accessing especially in area of recruitment function.

Documents and data were about recruitment strategies which were initiated and used for only in company. All kinds of documents were very confidential, so that it was not allowed to show in Thesis.

Some confidentiality of information such actual number of turn over rate.

The turn over rate was quite a confidential issue of the company because it may affect to company's image and business strategies as well. Therefore turn over rate what the researcher got and recorded in study was an average data.

Bias of the researcher.

As the researcher prepared this study by getting information from the company and mentioned that the researcher knew well the situation inside the company environment as the researcher worked in the company, the study may has been prepared with the bias of the researcher.

CHAPTER TWO

Literature Review and Conceptual Framework

This chapter presents the review of related literatures from several sources as books, journals and websites.

Organization as Systems

The study of Katz & Rosenzweig (1985) said that Organizations system is about the structure and relationships or interdependence among each part of the organization. Each of them will interact together in order to accomplish the organization's goals and objectives. In additional from the study of Cleland and Kind (1975) stated that organization as a system related to larger systems in the environment and it has multidimensional characteristics which also related with goal-seeking subsystems.

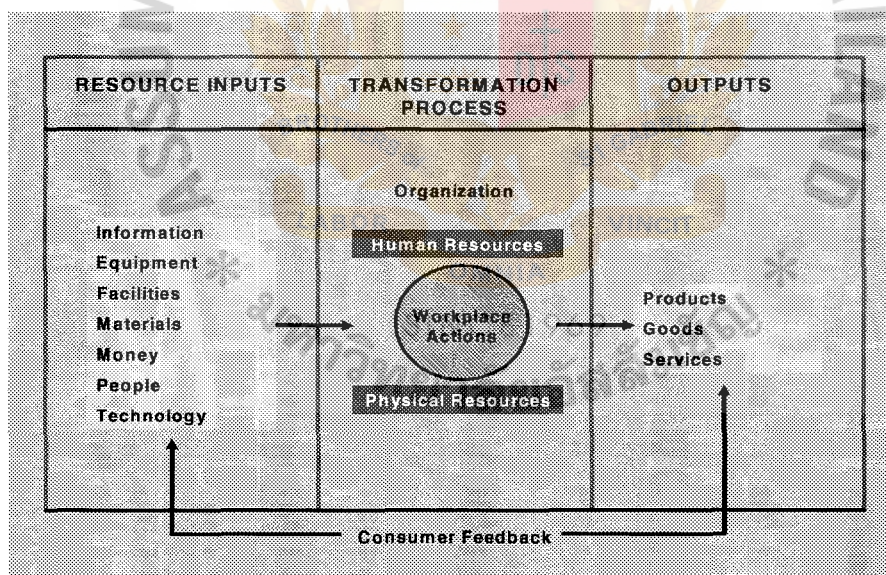
Open system theory is referred from biological issues which the biological cell needs oxygen from environment for survival. It means that biological cell interacts with environment where it resides. Also Organization that composes of human beings is viewed as an open system because it refers to the interaction among people and their environment both internal and external elements like technological part such as building, machines; work functions and work role; and subsystems like division, department or business unit, study of Burke (2002).

Harvey& Brown (2001) stated that Organization systems compost of open and closed system, it is as a basic type of systems. The closed system is about self contained, unrelated with and isolated from its environment. Another part of system is open system, is the most important type which the system will relate with its environment. The open system interacts with its environment and purpose to achieve a

dynamic balance; it continually receives information as the feedback from environment to help it adjust. The system could not be alive without the continuous influence of transformational. The departments in the organization also interact with each other because they have interacting tasks to perform. So it can say that the efficiency of system depends on the level of interaction.

The organization as an open system is viewed as a flow of personnel, information, and material. Creating the system, it consists of three basic factors as Resource Inputs; the resources such as information, equipment, money or people that are influenced to the processing function. Transformation processes; the activities and functions that are performed to produce goods and services. Outcome is the finished goods or services which are produced by the organization (Harvey& Brown, 2001).

Figure 4: The organization as an open system



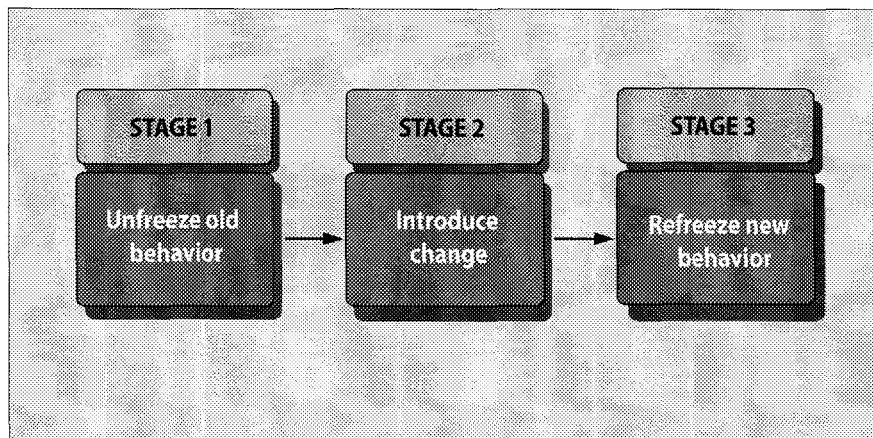
Source: Harvey, D., & Brown, D. R. (2001). An experiential approach to Organization development.

Organization as Change Management

Apart from the study of Gibson & Hodgetts (1991) and Michael W. Drafke and Stan Kossen (2002), they mentioned that change management is the way that manager initiates and prefaces the change in organization in order to improve strategies and ideas by introduce the clearly objective and apply to employee to follow. However they stated that before implement the change within organization, manager should consider many kind of factors that influence the change that composed of:

1. Change as three-step process - is activities that manger should concern in order to implement the change process with effectively. See figure 2.2
 Unfreezing – it is the first process by stopping the old ideas of people in the organization and introduce new ideas to people. It is the way to explain if the change is needed to be done and encourage people to accept the new idea. This step should be done to avoid people's resistance.
 - 1) Change – the process of change is the second step after people unfreeze themselves. It is the process that encourages people to learn new idea.
 - 2) Refreezing – The process to encourage people to generate new ideas as a regular process.

Figure 5: The three stages of change.



Source: Gibson, J. M., & Hodgetts, R. M. (1991). Organizational communication: A managerial perspective.

2. The change must be useful – it is the logical reason of change presentation that encourages people to see the benefits of change. So manager should communicate with people about why change is taking place, what is being changed and how it is changing.
3. Management should be empathetic – it refers to the perception, manager should concern and aware toward employee's perception and manager should take effort to understand employee's view and react to the change.
4. The change must be understood by those affected – manager should stimulate employee to have well understanding toward changing need. The changing issue should be communicated with effectively to employee before the plan will be done to avoid the resistance and misunderstanding from those affected as well.
5. Employees should participate where possible – manager should encourage employee opportunity to share ideas and feelings towards the proposed changes. The idea should be developed by both sides of the manager and

employees to create more effectiveness and creativity. It is the way to create happiness at the work place.

6. Benefits should be stressed – in some kind of changing what organization has purpose to reduce labor issue, it is beneficial for the organization, but it is worse for employees that means it directly affects employees, so managers should be concerned and aware.
7. Provide economic guarantees where possible – if some companies have a new policy to relocate employees, certainly resistance will occur. Then economic guarantees is a significant factor to motivate employee to agree with the new policy such as increase home and traveling allowance for employee including his or her family which is the good way to reduce turnover of existing employee in another hand.
8. The problem of timing – the appropriate time to introduce and initiate any change is also important factor which may consider factors of the current culture of organization, the type of industry involved and nature of the change.
9. Avoid too much too soon – the change should be implemented by time to time will be the best way to encourage people in organization to accept the change because it is not easy to change usual habit within the short term. So manager should support gradual change.

Organization Development and Intervention

The study of David A. De Cenzo and Stephen P. Robbins (1996) stated that organization development is the process to help employees accommodate to change which initiated by organization and is the technique, plan and systematic process what management level use to conduct the development in organization which reflex to

culture, systems, behavior and performance improvement. Most of company use organization development to develop organization itself and staff's skills and abilities to be more effective in order to solve problems and reach company goals. Intervention is interfere action that management use to develop both organization and staff inside such as attitudes, skills, behavior of staff and even company structure to be better which is mentioned by L.Gibson, John M.Ivanchvich and James H.Donnelly, JR.(Eight Edition)

Also Donald R. Brown and Don Harvey (Seventh Edition) the mention and add that the purpose of organization development is to enlarge the system's effectiveness, focus to develop and improve big areas of problem based on diagnose process and to improve staff's attitude and moral towards organization. Organization development is related to various factors such as strategy of change which the specific goals should be set, members inside the organization should has involvement or participation toward the development, the plan emphasis on performance and quality improvement, development emphasis on using people ability, all functions with the organization should has interrelationship during developing and development aims to increase organization effectiveness.

From the researcher's point of view, Perfect Life Insurance Co., Ltd requires the OD practitioners to help the organization by alert employees work more effectively.

Recruitment

R. Wayne Mondy, Robert M. Noe and Shane R. Premeaux (1999) studied and mentioned recruitment is people influencing process that motivates and encourages

qualified candidates to apply job in the organization at timely basis. It is an essential process to satisfy company's hiring needs either for additional or for replacement by using proper recruitment methods. In the same meaning mention of Recruitment supported by David A. De Cenzo and Stephen P. Robbins (1996), they also stated that it is the process to find qualify candidates for the organization to fulfill job vacancies through recruitment strategies and efforts. In term of recruitment channels or strategies, all authors as mentioned above described the same direction that there are many alternatives to recruitment that most organizations use such as outsourcing which is the external service provider. Using outsourcing alternative, the purpose is to avoid hiring additional headcounts in organization. The second alternative is using temporary worker service purpose to control cost of hiring permanent employees, gross pay and to encourage workload. The third one is using employee leasing service from the leasing company. Using of this kind of service, the company just only pays directly an agreeable amount of service to lease the company that means the company will be free of responsibility to provide salary and benefits as the permanent staff which is an advantage of using, and then the leasing company will pay salary and benefits to employees with the low cost benefit program. The forth alternative recruitment is using method of overtime. This way is benefit to both company and employee while the workload period. The company can request employee to work as overtime by pay overtime fees, using this way company benefit by avoiding recruitment and selection cost and meanwhile employee also receive more income as well. To satisfy the hiring demand and requirement of organization, the finding qualified candidates should be started by recruitment sourcing method. There are many kinds of methods to help in recruitment. The methods are classified by recruiting through internal and external sources.

1. Internal Recruitment – recruitment could able to conduct Job positing that is the procedure to announce job vacancy to employees and Job bidding which is procedure to offer job opportunity to employee who insures his or her qualify may fit with opened position. These procedures are the positive effects to company and employee in the term of career path encouragement.
2. External Recruitment – it can be used if company needs to expand the work, there is non existing employee to take that role and need different backgrounds person to create new initiatives to organization. The external sources where as finding in Schools, Community Colleges, Colleges and University or competitors and other firms. To conduct external recruitment, there are many methods which consist of
 - 1) Advertising – The advertising method is the communication way to announce the company's employment needs to the public which through various kinds of media such as newspaper, or radio.
 - 2) Employment Agencies – The method that company use other companies that act as employee agency to help company to seek candidates to work in company. There are private agencies and public agencies.
 - 3) Recruiters – It is the common methods which used to seek candidates from vocational schools, colleges and universities. It is launched in the form of campus recruitment which conducted by recruiters to contact the Director of student in order to arrange the qualified candidates to have interview with the company's representative. The role of recruiter is to motivate and attract candidates to apply job with company and also present the image of company.

- 4) Special events – It is the recruiting method that operated by single company or various companies in one place to motivate a large number of applicants for interview such as Job fairs arrangement that aims to meet a large number of candidates and is the low cost of recruitment method.
- 5) Internships – It is the method to give opportunities to students to have working experience with company in short term of period or temporary such as job for the summer or job during the school year. There are many advantages of using this method, Company image's creation and Recruitment assisting by internship students. It means that if internship student has good experience from company, he or she will tell or others to promote company.
- 6) Executive search firms – Whenever organization would like to seek the very qualified executive candidate for the specific position, the service providing of executive search firms will be used. Executive search firms' roles has to know the company's objectives and job qualifications required, then search the qualified candidates to conduct interview and check references. Finally propose the potential candidates to organization for consideration. The services of executive search firms are included human resource service, compensation packages establishment and organizational structures consultant.
- 7) Professional Associations – If organization is the member of Association, they may have job referral service for members who are going to seek employees.

- 8) Employee referrals / Recommendations – The method of encouraging existing employees to serve recruitment by recommend their friends to apply job with company.
- 9) Unsolicited Walk-in Applications – The method that depends on the company's image or reputation itself which may influence people to apply the job without recruitment activities but because of impress in company's reputation.
- 10) Internet Recruiting – The innovative method that influenced from technology. It is the way that helps company to approach candidates by posting company's website and job requirement through this method. Also it is the convenience for job seekers to apply by attaching electronic mail and for company able to update in anytime. For this channel, not only the researcher studied the journal of In Lee who made the research subject of Evaluation of Fortune 100 companies' career web sites and stated that internet recruiting or called E-recruiting is the revolutionized the companies recruit employees and benefit for job seekers search and apply the jobs but also A.Amin Mohamed, John N. Orife and Kustim Wibowo (2002) studied and expressed the agreement in their research that human resource functions have been changed the application's seeking channel by using internet recruitment because of low cost, global access, high speed and well know with both of job seekers and employers. Most of companies usually advertise their vacancies on the internet by using method of Organization's web page which to provide more information about organization to potential applicants and then encourage

applicants to apply on-line. Using internet recruiting, receiving the large number of applications is the main advantage. Additional information from the research of Eleanna Galanaki (2002) stated that online recruitment is the one of the efficient tools to receive more applications that company just only add recruitment pages to own organization or others Web sites to encourage objectives of advertising vacancy positions. Unless advertising on the Web site, posting in classified of newspaper's Web sites is another good option.

Advantages of online recruitment are including low cost, better quality of response, provide up-to-date image of company, attracts the job-seeker and reaches a wider range of applicants.

- 11) College and University Placements – The method that search applications by focus the recruiting efforts on a College and University campus. Using this way is able to help company to save cost in terms of recruiter's expenses.

Apart from the journal of Fiovanni Russo, Piet Rietveld, Peter Nijkamp and Cees Gorter (1995), they also added that recruitment is the significant function of organization which affect to number or types of people who work in organization. They also mentioned the recruitment channels or strategies same as all authors mentioned as above.

As the studies in Recruitment subject of all authors as mentioned above, Luis R. Gomez-Mejia, David B. Balkin and Robert L. Cardy (2004) also have the same direction but they also found more that recruitment process is like a sales activity which means that candidates are the client when company is trying to present and

propose the job to them which aim of attracting the qualified candidates to work with organization and altogether to sell the organization. They also mention that if organization has well treat candidate as the customer, it will create more chances that candidates interested in the job and organization. In addition recommended in the recruiting source, they found another two sources, those are

- 12) Former employees – it refers to rehire employees who used to work for the company and were laid off by the company or people who have worked with company in short term period such in summer work because the both employer and employee has experience in working and dealing together, so it is not hard to adaptation.
- 13) Customers – it is the one of good source of finding candidates to work with company because customer has relationship and familiar with the organization. It will be an advantage of using this method in terms of organization reflection towards image, create improvement inside organization until products because customer has experience with the products and advantage in term of recruitment is to cost saving.

Apart from the research of Kristin Backhaus and Surinder Tikoo (2004) authors also introduced employer branding which is another new approach to encourage recruitment's objectives in finding potential applications, retaining the best possible human talent and increase the value of human capital.

As the researcher has studied the recruitment theories from the books, then in order to support the theories have been said as above, the researcher has also studied the theories from journals. As the journal of Kene Henkens, Chantal Remery and Joop Schippers (2005) studied about the recruitment personnel in a tight labour market

subject on analysis of employer's behavior in The Netherlands, they found that many organizations have faced the problems of personnel's finding due to the economic expansion which could be called that it was the era of buyer's market, therefore organizations needed more labours to support their business. Then it is the crisis of job vacancies exceeded the number of unemployed persons. So it inspired the authors interested in studied and focused on how employers used the strategies and instruments to attract applicants and contact with potential workers. The authors stated that recruitment channels be classified in various ways which consist of

1. Active and informal recruitment - the organization waits applicants to search and apply by themselves such as advertise via company website.
2. Passive form - it is the way that company direct search applicants on the internet where job seekers have posted their profiles, use recruitment agencies' service, approach to education institutes or university to find potential candidates.
3. Formal recruitment - which is the way company advertised vacancy jobs in a newspaper or use the employer's network in the same business.

During the research, they discovered that most organizations in industrial sectors like to use traditional and formal methods to search applicants. However, if the way they've used is not effective, they will change the strategies by using more active and informal recruitment strategies. In the side of organization in local government sectors like to use passive and formal methods of recruiting.

From the researcher's point of view, Perfect Life Insurance Company requires the OD practitioners to help the organization by initiate new recruitment channels or

strategies to seek more applicants for the required positions in order to fulfill company business objectives.

Turnover

Michael W. Drafke and Stan Kossen (2002) stated turnover that it refers to the people in organization resign from their jobs in a given period which is same as Elangovan A.R. and Jia Lin Xie (2000) which explained that reward which organization set for and team leader are factors that influence to employee's turnover and absenteeism. Robert L. Mathis and John H. Jackson (2000) mentioned in their studies and also they explained more that turnover is related to employee's job dissatisfaction which it occurs when employee has an organization where would like to work for. Turnover is classified as 2 types which are voluntary which means employee resign from organization because of many factors such as lack of challenge, get better opportunity, pay or any external factors and involuntary which means that employee is fired by organization. As the turnover of employee, it affects to organization by costly problem, impact on productivity, increase employee recruitment and selection time and cost which Derek Torrington, Laura Hall and Stephan Taylor (2002) also stated in their studies by agreed that all kinds of impact factors influence toward organization. Moreover they mentioned more in impact of turnover as it affect to organization's image which may identify that organization has poor management because employee are dissatisfied with their jobs or employer and would prefer to work in other company. It might represents a negative message to customer's view and may caused of harder to recruit good qualify person to join with organization in the future.

From the researcher's point of view, Perfect Life Insurance Company requires the OD practitioners to help the organization by initiate new intervention to solve and reduce turnover of telesales staff which also will help to reduce the cost and time of hiring for replacement.

Reward system

Thomas B.Wilson (2003) studied and stated that reward system is the system, programs, and practices which are the factor that influence people's actions. Reward system is necessary for every organization because if there is not reward system, it is not attractive to other people to work in the organization and also for staff inside organization will not perform to achieve company's mission and goal. The purpose of reward system is to create the method objective to produce the positive output of action. The reward system is created in the form of informal or formal way such as Sales commission plan by manager, colleague, or work itself. Moreover Edward E.Lawler III, Susan Alberts Mohrman and George Benson (2001) also studied and mentioned about reward system same as Thomas B.Wilson (2003) which they have stated that reward systems is an important role to determine the success of failure of improvement effort. The impact of reward is to create person's feelings and values from something they have succeeded. The reward is in the various forms such as

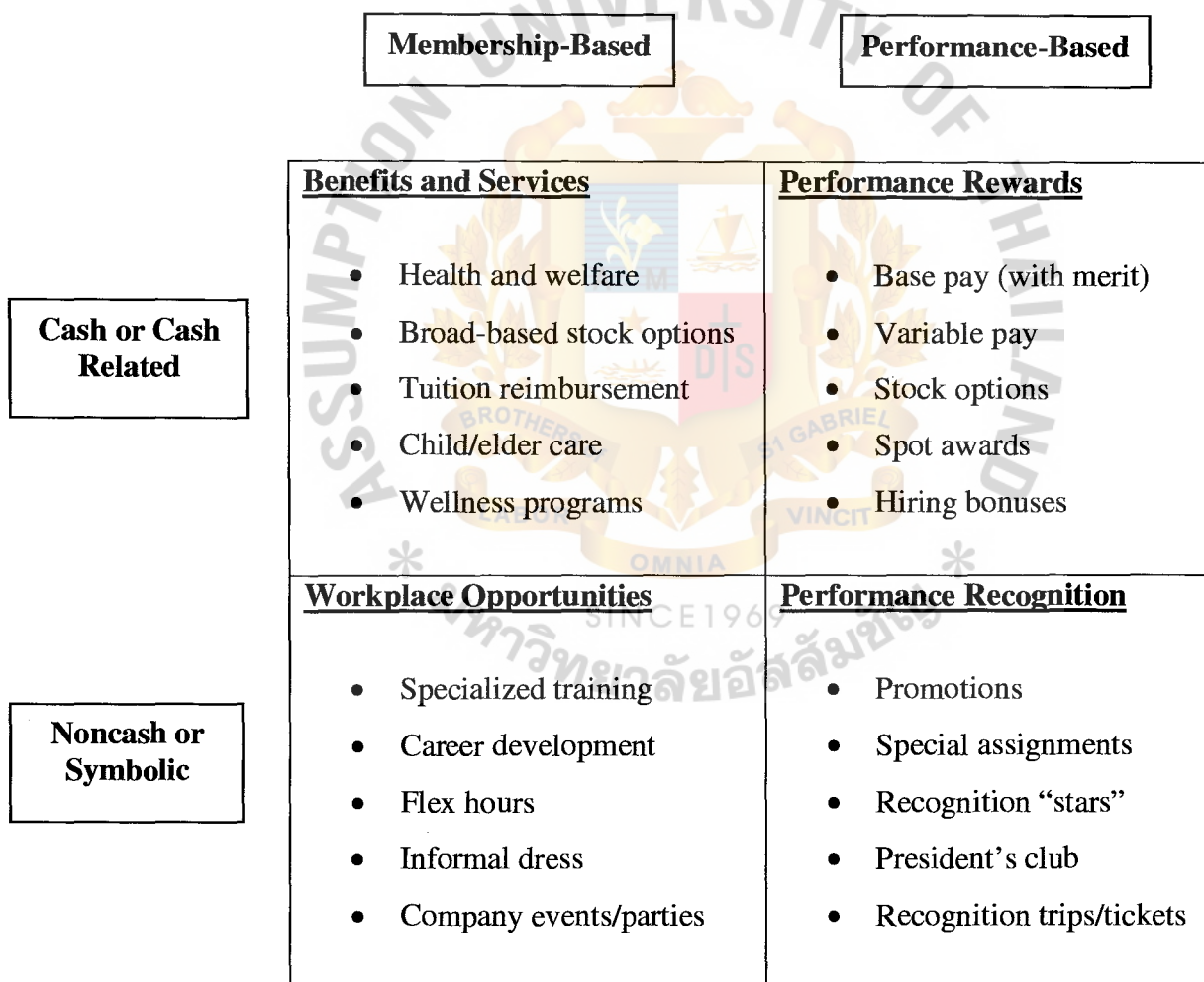
1. Base salaries - Salaries are the most manifest form of reward and are the regular income employee received for being employed by company. The amount of salary of each employee would classify the level or responsibilities, qualification and capabilities of each one in the organization. The rate of salaries also based on the cost of living in different working areas.

2. Performance ratings and increase to pay - It means the merit pay or higher pay increasing which pay for those who have well performance or above average of expectation. Performance may be decided by the achievement of the individual, team, group, division, or even the whole company. It also influences in motivating people. The pay usually will be paid only once a year.
3. Promotions and career development - A promotion is the most ordinary form of formal recognition which will be provided by the organization for those who have excellence performance and who accomplish in their job. It is the individual based on employee's role. Promotion is to provide grater job responsibilities, challenges, opportunities and income increasing for those who seek the job succession.
4. Bonus and incentive programs - Bonus and incentive programs mean the payment based on company and individual performance which will be paid as annual compensation. The purpose of pay is to motivate and reward persons for the performance such as sales representative sometimes get commissions for selling products and services.
5. Special Recognition - The program set for recognition the top performer and sometimes provide for who achieve length of service of working.
6. Stock options and other equity-related programs - Organization has the purpose to provide these kinds of programs to employees by providing more benefits in order to influence employees' feeling that they are a part of organization's business, and to retain employees.
7. Employee benefits and services - Normally benefits and services are the standard rewards that companies provide to their employees which consist of Health or life insurance, vacations or personal leaves, and exercise program

but to receiving benefits of each employees depend on the conditions of employees' status level or role in organization such as parking benefit.

Consideration and selection of providing benefits, the organization may classify base on their employee's status, performance and kind of rewards. Therefore the author summarized the total reward system framework relations as shown in figure 6

Figure 6: Total reward system framework



Source: Thomas B.Wilson (2003). Innovative Reward Systems for the Changing Workplace. pp. 65. New York: McGraw-Hill.

Richard M. Steers and Lyman W. Porter (Fifth Edition) mentions that reward system is related to the relationships exchange which reward is what one give to others after doing something for or as the return. Altogether with James L. Gibson, John M. Ivanchvich and James H. Donnelly, JR (Eight Edition) had the same idea same as Richard M. Steers and Lyman W. Porter (Fifth Edition) and also support that reward system has influence to the performance evaluation. Reward distribution within organization will be considered base on employee motivation's level, benefit and satisfactory of both sides. According to the rewards in organization, there are many kinds of rewards where the organization is able to provide for their employees such as benefits, pay, job promotion, empowerment in decision making and feeling of accomplishment. As there are different kinds of rewards, they are divided into two different types, Intrinsic rewards which is given for individual performance based such as completion, achievement, autonomy and personal growth and another is Extrinsic reward that is provided by organization or other people to individual such as salary and wages, fringe benefits, interpersonal rewards, and title promotion or higher position status in organization and which David A. De Cenzo and Stephen P. Robbins (1996) stated in the same messages. In additional the study of Robert R. Vecchio (1995) also supports the said mention and adds that reward system is also the tool that the manager uses to influence performance of employees.

Moreover all authors stated that another dimension that is used to divide rewards' types in organization is Systemwide rewards are that organization provides to all employees such as life and health insurance. They are the standard rewards or basic one which is given by organization and another is Individual reward that is provided by organization to specific employees such as bonus and admirable increase. The purposes of rewards provided by the organizations are for many reasons. The

participation purpose is the first that the organization sets to motivate employees to be a part of the organization to create entrepreneur perception and also turnover reduction. The ratio of providing to each employee depends on the year of service also. Another purpose is for performance, the reward system is to provide to motivate the job production or efficiency from employees to achieve organization's expectations. The author had summarized the type of rewards as shown in figure 7

Figure 7: Type of rewards

	Systemwide	Individual
Extrinsic	<p><u>Example:</u></p> <p>Insurance benefits</p>	<p><u>Example:</u></p> <p>Large admirable increase</p>
Intrinsic	<p><u>Example:</u></p> <p>Pride in being part of a “winning” organization.</p>	<p><u>Example:</u></p> <p>Large admirable increase</p>

Source: Richard M. Steers and Lymam W. Porter, Motivation and work behavior:

Reward systems in organization. pp.480.

Further more, James L.Gibson, John M.Ivanchvich and James H.Donnelly, JR (Eight Edition) added more information about reward system that it would related with employee turnover and absenteeism. It means that the good reward systems may retain employees to work with the company because it offers good rewards to meet employee satisfaction and is the motivator to lead employees to come to work on time which is exchanged with rewards. The research of Julie T. Johnson, Rodger W. Griffeth and Mitch Griffin (2000) focused on sales function stated that the factors that influence increase or decrease rates of sale's turnover are including work environment,

reward and work value. The researcher mentioned more that there are two kinds of turnover called dysfunctional which means good performer is leaving but poor performer is staying in organization and another, functional is the opposite meaning from dysfunctional. Even though in any situation, for manager who would like to retain good sales performer, he must have sales management strategy that should understand almost of sales people expect to receive a large part of pay through either commission on sales or other performance calculation which manager may set it as an extraordinary reward to attract commission payment. Unless the reward in the form of money which manager should focus on, recognition is also the good strategy to provide to the best sales people who have a high level of target in order to announce sale's performance.

As the research of Steve Macaulay and Sarah Cook (2001), they stated that reward is aimed to motivate people's behaviors which able to create customer satisfaction and loyalty, if being used in service strategy. Reward makes a person work well and is the strategy to help in achieves the aim. There are many organizations concern and use rewards and incentives to drive and reinforce productivity both team and individual.

From the researcher's point of view, Perfect Life Insurance company requires the OD practitioners to help the organization by create and implement new reward system to motivate telesales staff to have high morale and contribute high sales productive along with the company business objectives.

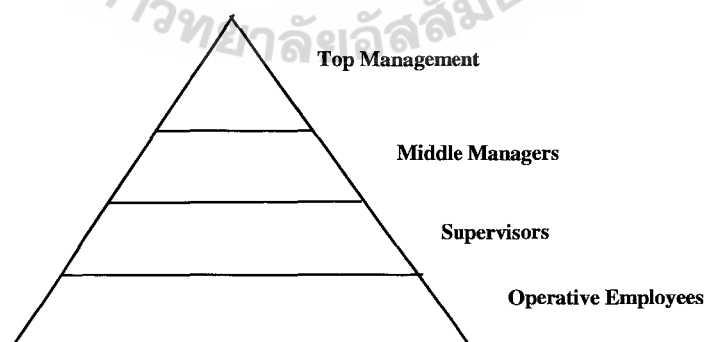
Supervision

Leadership is the ability to influence others performance, perceptions and thinking through the well communication process in order to meet the goal which stated by Michael W. Drafke and Stan Kossen (2002). The authors tried to explain that anyone has different leadership skill, some do not but some does. People will know one has leadership skill or potential to be leader in the critical situation, who becomes to solve the problem. Also people will know how important of leader at the same period. To be a good and effective leader, the authors said that leader must have an emotional appeal to lead and motivate people to follow him or her. So leader should has confidence, honesty, assertiveness, enthusiasm, self-awareness, intelligence, extroversion, initiative, decisiveness and achievement as the behavior set. Even though the behavior set is a significant function what leader should have, another one is as well as important is to meet the follower's satisfaction is a must for successful leader. The author mentioned two types of leadership consist of *traditional leadership* is boss who lead subordinate by perform forcing procedure and excessively close supervision. Another is *behavioral leadership* is boss who has more positive techniques of leadership, lead by giving reasons of why a job is to be doe and the result to subordinates for their effort.

Supervision is the first level of management which has main duty to effort and motive members to contribute and achieve goals of organization. Supervisor is the last level of management who manage employee in operation level, stated by Leslie W. Rue and Lloyd D. Byars (1982). Supervision is the ability to manage people through process of planning, organizing, controlling, staffing and directing. Supervision happens at every level in organization which implicates the employee's work, stated

by George L. Frunzi and Patrick E. Savini (1997). They stated supervisor is person who works directly to subordinates. Supervisor is positioned in middle between higher – level managers and works and who works with workers and also responsible for welfare, performance and behaviors of workers, stated by W. Richard Plunkett (Eight Edition), which is the same as study of Stephen P. Robbins and David A. DeCenzo (2004) described that supervisor is one part of management team which is the manager in the first level of hierarchy in organization structure and who works closely with staff in operation level, to control staff to follow the company's regulation and to control the outcome made by staff. Also they stated that supervisor is a very important factor towards employee especially to the new joiner. Therefore in order to employee retention and increase employee loyalty, supervisor has another function to facilitate employees both the existing and newly joined employees by making employees feel good and be a part of the group. Supervisor can be called like assistant manager, head of department or team leader. The authors had showed where the supervisor is in the hierarchy. (See figure 8).

Figure 8: Levels in the traditional organizational pyramid



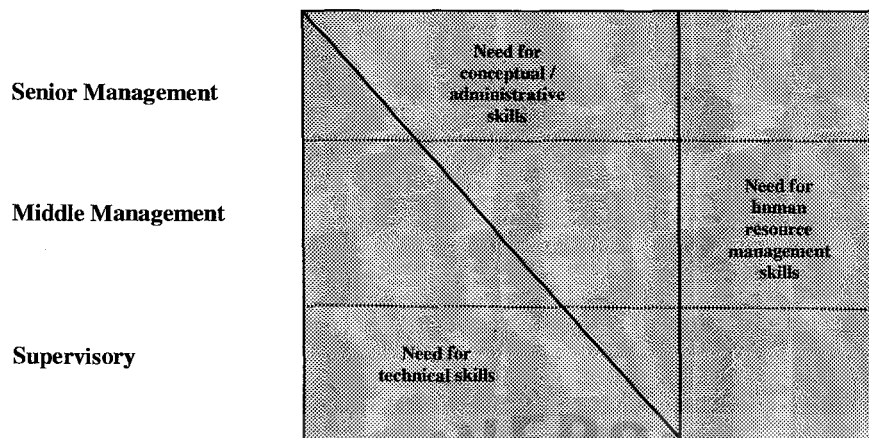
Source: Stephen P. Robbins and David A. DeCenzo (2004). Defining the Supervisor's

Job, Supervision, pp. 6, New Jersey: Pearson Education, Inc.

As the figure, the lowest level is represented as employee in operation level who works and produces products or service of organization. The third layer of hierarchy is Middle manager who has duty to manage supervisors to meet organization and top management's objectives. The highest level is Top management who has duties to set up organization's objectives and policies to implement in organization in order to reach those objectives.

Being in charge of all levels in management, Michael W. Drafke and Stan Kossen (2002) stated in the same message as W. Richard Plunkett (Eight Edition) that everyone has to have basic management or supervisory competencies compose of three significant skills as technical skills which is more significant especially in the level of supervisory management, it is the knowledge and ability to perform the job that leader must have in order to able to coach and assist subordinates in practicing, human resource management skills is the behavioral skills such perceptual, listening, communication, empathetic, motivational, and ability to coordinate and control effectively with people which all management level must have but it most important for middle management role and conceptual skills is necessary for higher management level in ability to think and see in form of big picture are contained. The summary of three types of skills which each leader's level should have (see figure 9)

Figure 9: Managers need three types of skills: technical, human resource management, and conceptual



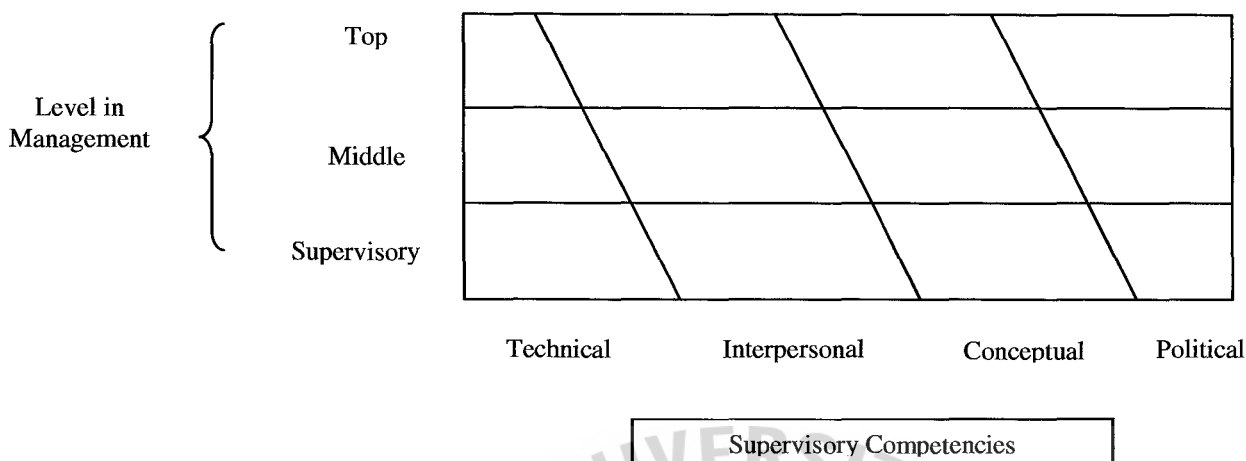
Source: Michael W. Drefke and Stan Kossen (2002). Leadership, The human side of Organizations. pp. 386. New Jersey : Pearson Education, Inc.

In the study of Robert P. Vecchio (1995), the meaning of supervision is the same as leadership which is an influence process which people tried to motivate and lead people as in form of individual or group in organization to do something as the person desires. The influence process is done by leader or supervisor in the form of formal or informal level of planning, organizing and controlling activities through subordinates purpose to meet the objectives. Addition, he stated that leader and manager in organization are in the same level in terms of responsibility and role because both positions have to work and influence directly to subordinate. As the leader or supervisor's role to control and lead subordinates in the team, the skills of technical, human and conceptual are very significant for the position which he had the same idea with Michael W. Drafke and Stan Kossen (2002). (see figure 2.4)

However Stephen P. Robbins and David A. DeCenzo (2004) also studied and stated that there are four essential supervisory competencies that the supervisor must

have those are technical, human resources management or interpersonal, conceptual skills and political skill. The first three definite the same as Michael W. Drefke and Stan Kossen (2002), but the last competency, which stated that it is the supervisor's ability to raise the power in the organization and will be used when the supervisor needs to influence in some situations. The figure 10 shows relationship of how the competency demands at different management levels which are described when compared with demands of using each skill, supervisors would have the greatest area in technical skills because the supervisor has to coach directly to subordinate toward this skill and he performs technical work as well as managerial task, in interpersonal and conceptual skills, they are significant for all levels and in terms of political skills, the greatest areas found in top level due to influence certain situations. However as the study of Alexander E. Ellinger, Andrea D. Ellinger and Scott B. Keller (2005) also added that the leaders or supervisors should have coaching skills to develop and improve the problem work performance of subordinates. Therefore to be successful, the company should consider and support managers or supervisors in terms of facilitating both time and resources to help employees to improve their performance and job skills in order to perform and meet company's objectives. The researchers suggested that coaching is dependent on trust and a good manager or supervisor should have coaching skills include questioning, listening, giving and receiving feedback, communication skill and motivation skill as well. The coaching style of supervisor or manager is also related with job performance and people feeling which able to contribute people's value, respect, loyal and hard-working.

Figure 10: How competency demands vary at different levels of management.



Source: Stephen P. Robbins and David A. DeCenzo (2004). Supervisory competencies, Supervision, pp. 19, New Jersey: Pearson Education, Inc.

In term of supervisor's role, it definite in the study of Stephen P. Robbins and David A. DeCenzo (2004) and study of George L. Grunzi and Patrik E. Savini (1997) which described in the same meaning that supervisors or team leaders are the key persons or players in the organization to link between subordinates and management and the supervisor has significant roles to maintain good relationship with subordinates. Authors explained that supervisor has the role of

1. Educator builds or trains staff especially new comers to achieve company expectations and perform well in his or her duties.
2. Adviser motivates subordinates to be willing to work then give support whenever it is needed.
3. Counselor or facilitator; in case subordinates have problems, both personal towards work itself and need someone to listen to and provide suggestions.

4. Motivator person who motivates subordinates to work in order to accomplish organization's objectives and altogether with satisfy individual needs of subordinates.
5. Decision maker who analysis, evaluates, and chooses an appropriate alternative in all issues.
6. Effective communicator and change agent who create new ideas and change in order to develop process to be more effective and efficient.

For the study of W. Richard Plunkett (Eight Edition) also has the same mention and add more roles of supervisor as follow

7. Supervisor has the judge to solve problem in case of conflict within the team
8. Supervisor has to be a spokesperson who is coordinator for worker and management to convey messages and several of views also including contacting with others such as customers or suppliers to collect data for organization development.

As the study of Nikos Bozionelos & Stuart Lusher (2002) stated that to improve team work in organization and employee's skills, team leader's improvement is also a must because team leader is the member of the team who influence to all members in the team in the term motivation, retention, performance improvement and cohesiveness for the team. Therefore team leader's training and development is very significant issue that organization should focus and aware.

From the researcher's point of view, Perfect Life Insurance Company requires the OD practitioners to help the organization concern how important of leader and propose appropriate knowledge to add more skills to work more efficiency.

Conceptual Framework

Table 4: Conceptual framework using OD Process.

Pre – ODI	ODI	Post - ODI
<p>1. Recruitment</p> <ul style="list-style-type: none"> • Limited sources of candidates for TSR position. 	<ul style="list-style-type: none"> • Revise qualification standard for TSR position. • Explore various recruitment channels to seek more candidates. 	<ul style="list-style-type: none"> • Increase number of candidates to apply for. • Have more opportunities in recruiting the potential candidates fit for TSR position and drive company objective in sales target.
<p>2. Reward system</p> <ul style="list-style-type: none"> • Less of monetary reward for those who perform well. • High turnover 	<ul style="list-style-type: none"> • Arrange monetary reward system. 	<ul style="list-style-type: none"> • Increase sales production of each person. • Increase morale. • Reduce turnover
<p>3. Supervision</p> <ul style="list-style-type: none"> • Some lack of coaching, encouragement and motivation skills among the supervisors. • High turnover 	<ul style="list-style-type: none"> • Provide the appropriate training courses. 	<ul style="list-style-type: none"> • Increase ability of supervision in coaching, encouragement and motivation skills. • Reduce turnover

CHAPTER THREE

Research Design and Methodology

This chapter describes the research design and methodology that the researcher used to conduct the study and analyze its findings and also present about samples, instruments, data collection procedure and analysis tools that are used for this research.

Research Design

This chapter is related to the logistics of the study of TSR position in Sales Department. Moreover the study will explore the new Recruitment channels of seeking candidates and to meet staff's satisfaction to reduce turnover by focus on reward system and supervision's abilities. An action research will be conducted and will go through in 3 stages of diagnoses, OD intervention implementation and Post-ODI evaluation processes.

Diagnosis is the fact finding of symptoms of problems which is the root cause of the current problem which may be found by using various kinds of techniques.

In the Implementation stage will be the next process after the symptoms of problems finding has been done. In this stage the OD Intervention would be proposed and take action as the guide for problem solving.

The stage of Evaluation will be the final process to state the impact of OD Intervention. This stage would describe how effective intervention and feedback from the Sample size towards the intervention as well.

The Sample of the study

The sample of this study is TSR position of Sales Department has 200 persons who performed function for products by calling customers. Most TSR would be staff who worked with company for one year and some were less than a year. TSR who has been working in the company less than six months was counted as temporary staff who earned only fix salary and Social Security Fund then after passed six months probation period, TSR would be hired as permanent staff and would earned corporate benefits like other permanent staff received. The sample size of the study would be 132 persons which refer from R.V. Krejcie & D.W. Morgan 1970 table of Sample Size Estimation. (Appendix E). The sampling procedure that will be used in this research will be random searching by counting from participation list. The participation would be counted in every five items and skip another two items then continue to count five which would be selected as a sample size. Determining sample size from research activities, Educational and Psychological Measurement, Vol. 30, No. 3, pp. 607 – 610.

Research Instruments

Four kinds of instruments were applied for the research which included Attitude Survey Questionnaire, Secondary Data Checklist and Interview Guide

Attitude Survey Questionnaires.

Attitude Survey Questionnaire will use as main instrument in this research.

The questionnaires will be developed by the researcher to examine the impact of OD Intervention on areas of reward system and supervision. Each area consists of 5 questions which question item 1-5 concern in reward system, items 6-10 for supervision areas. The questions are multiple choice questions. Type of scale, Five-

Point rating scale (Likert Scale) method will be applied which the sample showed their suggestions and attitudes by checking statements that ranged from very positive to very negative. The choices varied from “Strongly disagree”, “Disagree”, “Neutral”, “Agree”, and “Strong agree”. The questionnaire will be made in English version and translated into Thai version to provide a better understanding of questions and reviewed by the expert who has proficiency in Thai and English languages.

The research questionnaire for this research consisted of two parts:

Part I – the employee’s profile which focused on the sample’s sex, age, and number years of services.

Part II – questions along the area of reward system and supervision.

Secondary Data Checklist.

Secondary Data Checklist is used as another instrument in data collection techniques. The available sources of data or information from the company which relevant to variables will be used such as company profile, documents related recruitment activities, employee turnover statistic report, exit interview, incoming application statistic report, etc. All of those records and reports could not be disclosed to public as they are all confidential.

Interview Guide.

Interview Guide is used as a guideline in interviewing TSR staff.

Pretest of the questionnaires

To assure that the questionnaire was reliable and detect weakness in the design, the researcher will choose 20 persons from sales department who are not respondents

for the research to test for the understanding of items in the questionnaire and accuracy of these items before embarking on the process of data analysis. Adjustment of the items will be made according to the feedback of the sample. The technique that will be use to analysis and interpret data is Statistical Package for Social Sciences (SPSS). The reliability of the questionnaire should be at least 0.60 to be considered as reliable.

Data Collection

Techniques.

In term of data collection, the researcher used two kinds of techniques to gather the data which are questionnaire and interview. The researcher uses in-dept interview during the primary stage of the research process and use attitude questionnaires toward reward system and supervision to measure the impact of OD intervention on employee satisfaction before and after ODI.

Procedures.

1. The first step of conducting the researcher contacted and discussed the purpose of the study with Human Resources Department and Vice President of Sales Department for permission to distribute the questionnaires to the sample group.
2. After receiving the permission, the researcher will arrange the pretest questionnaire to ensure the understanding and reliability of questionnaire.
3. This step, the researcher will distribute questionnaire process by distributed to 20 of TSR who are not respondents.
4. After that all questionnaires will collect the data, the researcher checks the response rate and respondent's errors from the questionnaires before record the data into the SPSS program.

5. In-depth interview will be done with some telesales staff. Interview guide was used as a tool in this procedure

Table 5: Data collection procedure

Data collection procedure	
Activities	Period of activity
Discuss with company of the purpose of study	June,07
Study HR record and discuss with HR Manager and management team	June,07
Conduct recruitment methods	July - Sep, 07
Propose intervention for Reward system and Supervision's ability	July, 07
Arrange pretest	July, 07
Distribute 1st attitude survey questionnaire	July, 07
Collect questionnaire	Aug - Sep, 07
Conduct Reward system strategy	Aug - Sep, 07
Conduct Training for supervision's ability strategy	Oct, 07
Arrange reward celebration	Oct, 07
Distribute 2nd attitude survey questionnaire	Oct, 07
Conduct in-dept interview	Oct, 07
Study HR report	Oct, 07
Interpret data and analyze the result	Oct, 07

Data Analysis

Data will be analyzed and interpreted after getting data from all sources to find out the accurate findings of analysis. The researcher uses both qualitative and quantitative approach as data analysis techniques in conducting ODI project.

Data and information received from in-depth interview with telesales will be analyzed and interpreted by making use of Qualitative analysis based on the identified problem and solution-implementation through the ODI.

Data collected by using attitude survey questionnaires will be analyzed and interpreted in the Quantitative analysis to get result of impact of ODI determined by statistical analysis, Statistical Package for Social Sciences (SPSS).

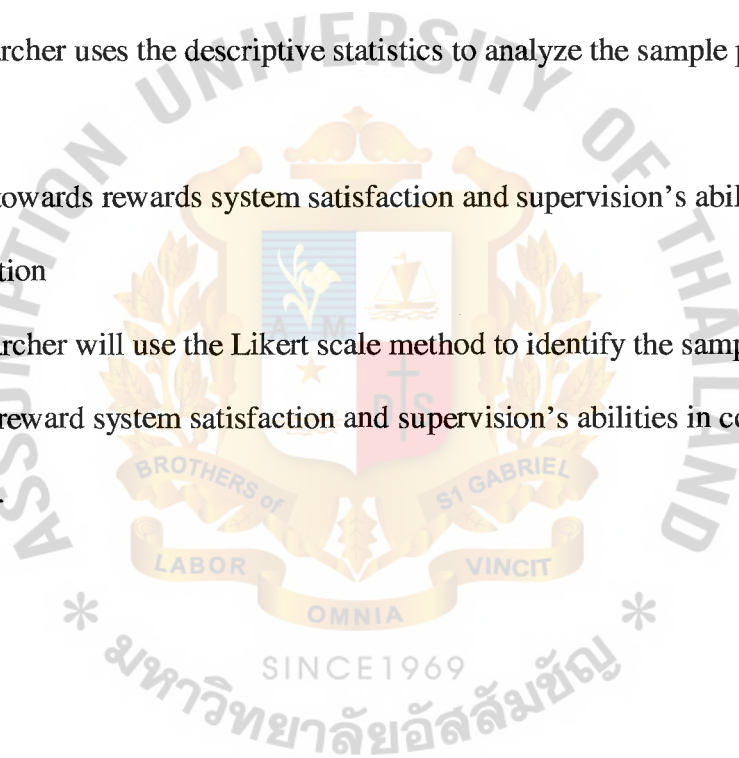
The questionnaire will be divided into two parts which compose of demographic profile and attitude towards reward system satisfaction, and supervision's abilities in coaching and motivation skills.

Part I: Demographic profile

The researcher uses the descriptive statistics to analyze the sample profile.

Part II: Attitude towards rewards system satisfaction and supervision's ability satisfaction

The researcher will use the Likert scale method to identify the sample's attitude towards reward system satisfaction and supervision's abilities in coaching and motivation skills.



CHAPTER FOUR

Research Findings and Analysis of Data

This chapter deals with the presentation of data and analysis of findings from the survey by using tools as qualitative and quantitative for analysis to answer every question which is shown in Chapter One. This chapter is divided into three parts which consist of Pre-ODI Assessment, OD Intervention Session and Post-ODI Assessment. In the part of Pre-ODI Assessment composed of demographic profile of respondents and statistical findings of the first employee's attitude survey questionnaires. The second part consists of techniques and methods of intervention and in Post-ODI Assessment composed of the parts of OD results of all variables. At the end of this chapter would be the part of rejection or acceptance of hypothesis, the influence of OD intervention on new employees and turnover rate of telesales position, and interview guide information of telesales representatives.

Part 4.1: Pre-ODI Assessment provided the answer to the first research question of "What is the current situation of Telesales Department in terms of recruitment, reward system and supervisor's ability" the assessment shows the result of intervention in recruitment area which gets information from the Human resource data base record and the results of first attitude survey questionnaire that was distributed to 132 respondents from Telesales Department for the reward system and supervisor's ability. The appropriate OD intervention as recruitment methods to seek more applications of telesales representative position were designed to proposed to Human resource manager and implemented and also in term of reward system and supervision's ability after getting the result of first attitude survey, the appropriate OD intervention programs were designed to management team and the ODI programs

were then approved and implemented. Both OD interventions of recruitment, reward system and supervisor's ability would answer the research question of "What are the appropriate OD Interventions for the Telesales Department?" which would be described in Part 4.2. After the implementation of ODI, application data record was done to feedback the implementation result and the attitude of survey questionnaire was distributed again to the same group of respondents to evaluate and provided the feedback and the second attitude of the survey result. To show the impact of ODI on recruitment, reward system and supervisor's ability, the assessment was shown in Part 4.3: Post-ODI Assessment provides the answer to the third research question of "Is there an impact of ODI on recruitment, reward system and supervisor's ability?"

Pre-ODI Assessment

The researcher has been working in this company in the department of Human Resources and knew well the situation inside by observation and worked with all information. Then the researcher had the primary data such as terms of recruitment status, headcount situation and also attitude of staff by conduct in-depth interview and exit interview. Then it was assumed that there were three areas of problems that must be concerned and inspired the researcher to conduct the attitude survey questionnaire and initiate OD intervention.

- 1) Recruitment area – the difficulty and limitation of recruiting telesales representatives to work with the company the qualification has been set to have direct experience in telesales and or in the insurance business and less recruitment channels to get more applications to support the company's requirement.

- 2) TSR Turnover - there were many telesales staff who has resigned from the company which mostly caused unhappy with the reward systems that company offered and caused from their team leader's skill.

This part was the answer of the first question in the research question in Chapter One, the question as “What is the current situation of Telesales Department in terms of recruitment, reward system and supervision's ability?” As three areas of problem, the researcher conducted different evaluation and implementation methods. In the area of recruitment term, the researcher used and received information from data recoding of Human resources department as evaluation. For the areas of reward system and supervision's ability were evaluated from the first set of attitude questionnaire that was distributed to 132 respondents in Telesales Department.

To implement the OD intervention process, in the area of recruitment, the researcher had proposed to revise qualifications requirement for telesales representative position and initiated new recruitment strategies and methods to get more applications of telesales representative position to fulfill company's requirement.

Apart from the number of incoming applications record during April – Jun, 2007 showed that less application kept in the stock. Therefore the recruitment methods were designed to conduct is shown as follows:

- Other service websites
- Employee referral
- Company's website
- Flyer distribution
- Job fair arrangement

- Advertising in career newspapers and magazines
- Post vacancy of jobs on University career center's board

In the areas of reward system and supervisor's ability, the researcher has distributed the first set of employee attitude survey questionnaire purpose of first survey result measurement before conducting OD intervention in terms of reward system and supervisor's ability. The questionnaire was divided into two main parts: Part I was related to demographic profile (see Table 6 – 9), and Part II was related to attitude towards reward system satisfaction and supervisor's abilities in coaching and motivation skills satisfaction (see Table 10 – 11).

Part I: Demographic Profile

This was the demographic profile of total 132 respondents from the Telesales department at Perfect Life Insurance Co., Ltd. In this part contained five main questions of age, gender, work year, education background and service year. Table 6 – 9 were described the results.

Table 6: Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25 years	36	27.3	27.3	27.3
	26-30 years	81	61.4	61.4	61.4
	31-35 years	15	11.4	11.4	11.4
Total		132	100.0	100.0	100.0

The age of respondents was shown in Table 6 It was able to indicate that the majority of the respondents are in range of 26-30 years old, which was 61.4 percent. There were 36 respondents or 27.3 percent of all the respondents whose ages were

between 21-25 years old and 15 respondents or 11.4 percent of total respondents are between 21-25 years old.

Table 7: Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	18.9	18.9	18.9
	Female	107	81.1	81.1	81.1
	Total	132	100.0	100.0	100.0

The gender of respondents was shown in Table 7 from total 132 respondents, 107 respondents or 81.1 percent were females and 25 respondents or 18.9 percent were males.

Table 8: Educational Level

Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary 6 or equivalent	8	6.1	6.1	6.1
	Vocational Certificate or equivalent	14	10.6	10.6	16.7
	Bachelor	110	83.3	83.3	83.3
	Total	132	100.0	100.0	100.0

The educational level was shown in Table 8, 110 respondents of total 132 respondents or 83.3 percent educated in bachelor, 14 respondents or 10.6 percent educated in vocational certificate or equivalent degree and eight respondents or 6.1 percent have secondary or equivalent degree.

Table 9: Number of Service Year

Service Year		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6 months	88	66.7	66.7	66.7
	7-12 months	37	28.0	28.0	28.0
	Over 1 year	7	5.3	5.3	5.3
Total		132	100.0	100.0	100.0

Table 9 shows the number of service year of respondents. It described that 88 respondents or 66.7 percent have number of service year from one to six months that indicates that the majority group of Telesales employees whose service year falls within this range. There were 37 respondents or 28.0 percent whose service year was during 7 to 12 months, and 7 respondents or 5.3 percent have been service with Perfect Life Insurance Co., Ltd. Over 1 year.

Part II: Reward System and Supervisor's ability in coaching and motivation skills

This part of survey questionnaire contained two major sections during pre-ODI session. There were (1) Reward system containing 5 sub-questions, and (2) Supervisor's ability in coaching and motivation skills containing 5 sub-questions. The results of each section were shown in Table 10 – 11.

Table 10: The Attitude before ODI in Terms of Reward system

Reward system	Mean	Std. Deviation	Rating Level
1) I satisfy with rewards provided by company	2.61	0.816	Neutral
2) Reward is reasonable according to the sales target has been done.	2.47	0.953	Disagree
3) The organization celebrates good performance through announcements and rewards employees who perform well	3.45	1.058	Agree
4) Reward attracts me to improve my performance and alert in order to get it.	3.04	1.007	Neutral
5) The offering reward is the one factor that influence to my decision of working with company	3.23	1.138	Neutral
Total	2.96	1.063	Neutral

The result from Table 10 indicated that out of total 132 respondents and from 5 sub-questions, the average mean of “Reward system” was 2.96, which was equivalent to the rating level of “Neutral” which mean that the respondents had neutral attitude in getting the rewards or incentives from working with the company. From this interpretation, the OD intervention process was very necessary in order to get the employees motivated.

Table 11: The Attitude before ODI in Terms of Supervisor's ability in coaching and motivation skills

Supervisor's ability in coaching and motivation skills	Mean	Std. Deviation	Rating Level
1) My supervisor closely supervises, gives suggestion and explains to me in order to get the job done	3.39	0.906	Neutral
2) My supervisor always motivates and encourages team to contribute best effort and get the job effectiveness.	3.26	0.954	Neutral
3) My supervisor understanding my strengths and weakness and tries hard to develop or bring out the best in me.	3.25	0.877	Neutral
4) I believe that my supervisor has skills and able to help team	3.47	1.000	Agree
5) If I had complaint to make, I feel free to talk to supervisor	3.19	1.099	Neutral
Total	3.31	0.973	Neutral

The result from Table 11 indicated that out of total 132 respondents and from 5 sub-questions, the average mean of "Supervisor's ability in coaching and motivation skills" is 3.31, which was equivalent to the rating level of "Neutral" which mean that the respondents had neutral attitude. Even though the result was shown as "Neutral", but as the researcher received unsatisfied information in supervisors from x-employees while conducted exit interview, therefore the researcher did not trust the result hundred percent because existing employees may not comfortable to give the right answer. They may hesitate or be afraid to give the right feedback to their supervisors. However from this interpretation, it was necessary to develop supervisor's ability in coaching and motivating skills as one of the OD intervention process.

OD Intervention Session

The part of OD Intervention session was the OD intervention plan and the answer of the research question number 1.4.2 in Chapter One: "What are the appropriate OD

Interventions for the Telesales Department?” and research question number 1.4.3: “Is there an impact of ODI on recruitment, reward system and supervisor’s ability?”

According to the main qualifications requirement were set for telesales representative position with high profile which is the Bachelor’s degree minimum education background with at least one year of direct experience in telesales and insurance industry which it was the obstacle to find the potential one as company expectation. As working experience of the researcher with this field plus the current situation of lacking applications, therefore the revised qualifications requirement was proposed as follows:

- Vocational or Bachelor’s Degree in any field
- Able to handle complaints and work under pressure
- Able to use computer
- Good relationship, good attitude and service mind
- Have experience 6-12 months in telesales or new graduated is welcomed
(direct experience in assurance industry is preferable)

The OD intervention plan and programs of area recruitment has been proposed by the researcher and conducted by Human Resource team in order to get more applicants who interested in telesales representative position as company’s requirement. The intervention plans that were applied as new strategies and recruitment methods were shown as follows and implemented as the specific period of time showed in Table 12

Recruitment strategies and methods.

Job advertising method.

One of the effective recruitment channels was job advertising and the researcher has tried to get more applications because it was the best recruitment channel that could promote the company to publish. This strategy contained many advertising channels which are shown as follows:

- Other websites service, company also paid for the service of public websites in their classified page and main page as another channel to announce the requirements for three months period. As the result shown in Table 13, it was the best effective channel of getting more applications.
- Company's webs provided more information about company to potential applicants and also encouraged applicants to apply job on-line. As the implementation process, the job vacancy was posted and there was on line-applications to facilitate interesting applicants to fill their qualifications in application then proceed quickly apply. It was the low cost advertising channel and gained long period. As the result of intervention, company got 118 applications as shown in Table 13 which means that it was one of effective media.
- Posting job vacancy in career newspapers and magazines which were posted for two months period. This was a local media to focus Thai people who are interested in sales position but no English language ability required. The result of using this media company got totally 35 telesales representative applications as shown in Table 13
- Post vacancy position at Universities' career center. The researcher implemented by contacting with University or Vocational schools to promote company and manpower requirement. It was another channel to get new graduated students who needed to explore sales experience and growth with

the company. As the result of intervention, the company got less feedback of applications. (see Table 13)

Employee Referral.

As the researcher realized that the existing staff were valuable sources in seeking applications because the existing staff would recommend their friends to apply for this position, the researcher proposed this intervention as another recruitment method. The strategy would set to encourage the project as the company would pay recommendation fees for staff who recommend friends to apply for the job and had the condition that their friends had to pass probationary period as well. As they observed and received direct experience from this method; after launching the method there were a lot of applicants who came to the Human resources office. Management team and Human resources team were satisfied with this method and the result is shown in Table 13.

Flyer Distribution.

Flyer distribution was the one media of company's advertising, this method was a passive method to seek, support, encourage and facilitate applicants by distributing applications at the public area such as for transportation, in front of Department stores and traffic areas. To implement this method, company paid service fees for outsource service. Once the applicants received the leaflet plus application form, applicants would able to fill the form then send to apply free of charge of sending fees because the company would be responsible for it. The amount of applications is shown in Table 13

Job fair arrangement.

The researcher proposed that job fair arrangement was a good method the company should consider. It was another good way to get more applications, promote the company and it was the chance to conduct interview with the potential candidates in the same time. This method was implemented once a month starting on July, 2007. The researcher contacted with the event organizer company to reserve one booth which would arranged in big Department store or Universities. The result of applications receiving was shown in Table 13.

Executive search firms.

Unless recruitment methods are conducted by company itself, the researcher also proposed external method called using the service of Executive search firms in screening the potential applicants. This method would help to screen and recruit the right persons who would match with company's culture and scope of work but the disadvantage was that company must pay the service charges in the higher rate. In this case company had specific used only search firms who had direct experience in telemarketing area. The feedback of using the service, company got candidates quite less when compare with other methods. The result was shown in Table 13.

Table 12: Recruitment methods intervention implementation period

Recruitment methods intervention	Implementation period
Other websites service	July 15 – end of September, 2007
Employee Referral	July 15 – end of December, 2007
Company's website	July 1 – end of December, 2007
Flyer Distribution	July 16 & 27, 2007 August 10 & 24, 2007 September 7 & 21, 2007
Job fair arrangement	July 18, 2007 August 8, 2007 September 12, 2007
Executive search firms	July – December, 2007
Newspaper & Magazine	July – August, 2007
University career center	July – August, 2007

The OD intervention plan and programs of areas reward system and supervisor's ability have been proposed to the management team and then have been considered and approved to conduct the intervention in the parts of the reward system program and training program to develop supervision's ability after getting attitude survey result from questionnaire plus exit interview information as assumed.

Reward Program.

After discussion in the team about the result of first employee attitude survey, management team had the strong purpose to solve the current problems and protect the future. So the reward program was proposed by the researcher and team which agreed by management team to conduct immediately. The reward program list is as follow:

- Golden Motivation Incentive Reward Program
- Platinum Motivation Incentive Reward Program
- Sales Certification Reward Program

Golden Motivation Incentive Reward.

Golden Motivation Incentive Reward Program was arranged and benefit in many ways such as to fulfill employee's satisfaction, to create willpower and morale of both Telesales staff and Supervisor and also to increase and motivate sales target for company within two months during August and September. The researcher arranged the method of lucky draws by setting the reward as interesting electrical products which the motivation incentive reward was the basic incentive by consider the Annual per income target of customer that staff should create. The procedure would be divided into two criteria, one for Telesales staff and another for Supervisors.

Golden Motivation Incentive Reward Criteria for Telesales staff as follows:

1. The period of Golden Motivation Incentive Reward Program was arranging during August – September, 2007.
2. Every telesales staff had the permission to join the program only if one created sales and reach API target. (API = Annual per income)
3. Sales target considered by Annual per income that customer pay per policy
4. As the program's rule, telesales must achieve minimum API sales target miles as three hundred thousand baht and would be allowed to apply their ten names of lucky draw.
5. Every thirty thousand API miles creation, staff could able to apply one name to have more chance of lucky draw.

Golden Motivation Incentive Reward Criteria for Supervisor as follow:

1. The period of Golden Motivation Incentive Reward Program was arranging during August – September, 2007.
2. Every supervisor had the permission to join the program only if his or her team members created sales and reach API target. (API = Annual per income)

3. Sales target considered by Annual per income that customer pay per policy
4. As the program's rule, supervisor had to motivate or develop his or her team members to achieve minimum API sales target miles as one million and five hundred thousand baht then would be allowed to apply his or her eight names of lucky draw.
5. Every two hundred thousand API achievement miles of the team, supervisors could able to apply one name to have more chance of lucky draw.

Platinum Motivation Incentive Reward Program.

Platinum Motivation Incentive Reward Program was created to support, reward, recognize and encourage telesales representatives and supervisors to deliver their top performance in term of sales quantity and work quality which would be given for the selective people with the exclusively privilege. Moreover providing the rewards were for the purpose to keep high a morale of the sales team and build the competition across all members. In order to contribute to the company objectives and team's efficiency so the good and attractive rewards for this program were set as five star hotel accommodation vouchers for 40 telesales representatives best top performers and 4 best top supervisors. Platinum Motivation Incentive Reward Criteria for Telesales staff as follows:

1. The period of Platinum Motivation Incentive Reward Program was arranging during August – September, 2007.
2. Every telesales staff had the permission to join the program only if one created sales and reach API target. (API = Annual per income)
3. Sales target is considered by Annual per income that customer pay per policy
4. As the program's rule, each telesales had to achieve individual sales target within two months which require minimum API at two million baht.

5. In case the numbers of telesales staff who pass were more than the limited quota, the highest mileage earner would be first considered.

Platinum Motivation Incentive Reward Criteria for Supervisor as follows:

1. The period of Platinum Motivation Incentive Reward Program was arranging during August – September, 2007.
2. Every supervisor had the permission to join the program only if his or her team members created sales and reach API target. (API = Annual per income)
3. Sales target considered by Annual per income that customer pay per policy
4. As the program's rule, supervisor had to motivate or develop his or her team members to achieve minimum team API more than 80% of the target.
5. In case that the number of supervisors who pass were more than the limited quota, the highest mileage earner would be first considered.

Sales Certification Reward Program.

Sales Certification Reward Program was arranged for good performers both of telesales representative and supervisors who achieve API sales target at least one million and five hundred thousand baht during August – September, 2007 which the purpose to motivate, support, reward, recognize and encourage telesales representatives and supervisors to deliver their performance in term of sales quantity and work quality.

As the result of reward programs, the management team was quite satisfied with the feedback and API sales production the staff done for this period. Also telesales representatives and supervisors were satisfied with the rewards itself and had paid more attention to participate in these programs as well.

Training Program.

According to the information from exit interview showed that the one reason of turn over was caused from supervisor's ability in motivation and coaching skills and also the result of employee first attitude survey showed that the supervision's ability in motivation and coaching skills were in "Neutral" level, so three training programs have been proposed to the management team to consider for supervisor's ability development. Three proposed programs composed of: (1) Leadership principles, (2) Motivation and Morale Management and (3) Coaching and Feedback. Followings were the implementation and findings of three training programs:

Leadership Principles.

The course duration was one day which has been taken in August 18, 2007. The content of training course focused to provide general knowledge of leadership which comprehends the scope and responsibility of the supervisory role. After taking this course, participants would understand the characteristics of an effective leader, effect of leadership on morale and motivation, realize the impact that good leadership had on a team's performance and the call center's performance as a whole and built trust and gained respect with their team members. Moreover participants would practice communication skills that lead to better management of staff briefings, team meetings, coaching and giving feedback.

Motivation and Morale Management.

This training course was held on August 25, 2007 which focused on guiding supervisors to recognize ways to link motivation to employee performance, to recognize the external factors that can influence performance, teach supervisor how to build and encourage employee accountability. The participants would able to develop effective

strategies to encourage and sustain employee trust and be also able to identify the important factors in implementing a new motivational program. By the end of this course most participants shared that they fulfilled with a lot of knowledge and to be encouraged to have motivation skill. They discovered ways to build and encourage telesales representatives in their team also created new idea of arranging both reward and recognition systems.

Coaching and Feedback.

According to the feedback from telesales representatives both in terms of exit interviews and first attitude survey towards their supervisors, most of them gave information that supervisors still lack coaching skills. Therefore the Coaching and Feedback for training course was proposed. The courses were arranged on September 1, 2007 only for supervisors. The courses contained the content to encourage supervisor to understand the fundamentals of quality assurance and its role in agent development which help supervisors to identify the obstacles to quality assurance and how to overcome them. The participants would able to construct a call monitoring form, develop monitoring guidelines for telesales representative. For supervisors who had experience in this field would know and understand more the importance of coaching, giving feedback and continuous improvement in the quality assurance.

As the courses have been taken, most participants gave positive feedback of the contents and said that they had received useful knowledge and the way to perform as an effective leadership who had fully skills in motivation and morale management and coaching. The researcher had interviewed some participants by giving them a period of time after taking these courses to perform the real practice with their teams, one replied that he knew more in leadership's role and importance of morale building and motivation along the team. One said that she applied the way to lead her team by trying to motivate

team to achieve team target by using reward and recognition system within her team which support by her sponsor. Moreover many supervisors realized the coaching techniques that are able to develop the team and improve individual performance of staff in the team.

Post-ODI Assessment

After finishing the OD intervention in the area of recruitment, the researcher prepared data base application record during three months and found that there were many applications come to recruitment data base and most of them were potential for telesales representative position. The result has been shown in table 13

Table 13: Recruitment methods intervention implemented during July – August, 2007

Recruitment methods intervention result				
Channels	July	August	September	Total applications
Other service websites	59	92	43	194
Employee Referral	59	66	52	177
Company's website	15	43	60	118
Flyer Distribution	20	18	30	68
Job fair arrangement	17	13	25	55
Executive search firms	11	9	15	35
Newspaper & Magazine	6	17	12	35
University career center	5	7	3	15

After finishing the OD intervention in the area of reward system and supervision's ability, the researcher distributed the second set of the survey questionnaires to all of the 132 respondents from Telesales department in order to measure the second surveyed result after OD intervention. All the questions appeared in the second survey questionnaire were the same questions as in the first survey questionnaire.

Followings were the data collected from the survey questionnaires of a total of 132 respondents from Telesales department at Perfect Life Insurance Co., Ltd. after post-ODI session. Only Part II: Attitude towards reward system and supervisor's ability

satisfaction of the second survey was measured, analyzed and interpreted by means of quantitative analysis resulting in the findings of data which are shown in Table 14 – 15.

Table 14: Comparison of the Attitude before and after ODI in Terms of Reward system

Reward system	PRE-ODI (n = 132)			POST-ODI (n = 132)		
	Mean	S.D.	Rating Level	Mean	S.D.	Rating Level
1) I satisfy with rewards provided by company	2.61	0.816	Neutral	3.48	0.636	Agree
2) Reward is reasonable according to the sales target has been done.	2.47	0.953	Disagree	3.33	0.833	Neutral
3) The organization celebrates good performance through announcements and rewards employees who perform well	3.45	1.058	Agree	3.72	0.713	Agree
4) Reward attracts me to improve my performance and alert in order to get it.	3.04	1.007	Neutral	3.67	0.748	Agree
5) The offering reward is the one factor that influence to my decision of working with company	3.23	1.138	Neutral	3.52	0.824	Agree
Total	2.96	1.063	Neutral	3.54	0.765	Agree

The result from Table 14 indicates that out of total of 132 respondents and from five sub-questions, the average mean of “Reward system” in post-ODI session was 3.54 which was equivalent to the rating level of “Agree” which means that the respondents want the rewards from working with the company. A 0.58 unit increase in the second average mean indicated that OD intervention could make their attitude level in terms of rewards system to be increased.

Table 15: Comparison of the Attitude before and after ODI in Terms of Supervisor's ability in coaching and motivation skills

Supervisor's ability in coaching and motivation skills	PRE-ODI (n = 132)			POST-ODI (n = 132)		
	Mean	S.D.	Rating Level	Mean	S.D.	Rating Level
1) My supervisor closely supervises, gives suggestion and explains to me in order to get the job done	3.39	0.906	Neutral	4.05	0.750	Agree
2) My supervisor always motivates and encourages team to contribute best effort and get the job effectiveness.	3.26	0.954	Neutral	3.96	0.703	Agree
3) My supervisor understanding my strengths and weakness and tries hard to develop or bring out the best in me.	3.25	0.877	Neutral	3.89	0.727	Agree
4) I believe that my supervisor has skills and able to help team	3.47	1.000	Agree	4.07	0.764	Agree
5) If I had complaint to make, I feel free to talk to supervisor	3.19	1.099	Neutral	3.79	0.957	Agree
Total	3.31	0.973	Neutral	3.95	0.790	Agree

The result from Table 15 indicates that out of total 132 respondents and from five sub-questions, the average mean of "Supervisor's ability in coaching and motivation skills" in post-ODI session was 3.95 which was equivalent to the rating level of "Agree" which mean that after the OD intervention by training programs, the respondents are more satisfied with supervisor's ability which could obviously be seen from increase in the second average mean by 0.65.

Discussion about the Impact of OD Intervention on Employee Attitude in Reward system and Supervisor's ability

This part was a discussion on the impact of OD intervention on employee attitude of Reward system and Supervisor's ability in coaching and motivation skills in terms of sub-questions. The answer to the third research question number 1.4.3 in Chapter One: "Is there an impact of ODI on recruitment, reward system and supervision's ability?" and the rejection or the acceptance of the hypothesis was discussed in this part.

The following section showed the Comparison of the score of Satisfaction before and after ODI and the comparison of differences from the impact of OD intervention by using Paired Samples t-Test method. Each table shows the difference values of mean and standard deviation between pre-ODI and post-ODI of each paired variable at 95 percent confidence interval, t-value and p-value (significant value 2-tailed) were also shown (see Table 16 – 31 and Figure12 - 21).

Table 16: Comparison of the score of attitude before and after ODI in Reward system

item 1

I satisfy with rewards provided by company

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	17	28	76	11	0	132	2.61
% Row	12.9	21.2	57.6	8.3	-	100.00	
After ODI	0	4	67	55	6	132	3.48
% Row	-	3.0	50.8	41.7	4.5	100.00	

Figure 11: Comparison of the score of attitude before and after ODI in Reward

system item 1

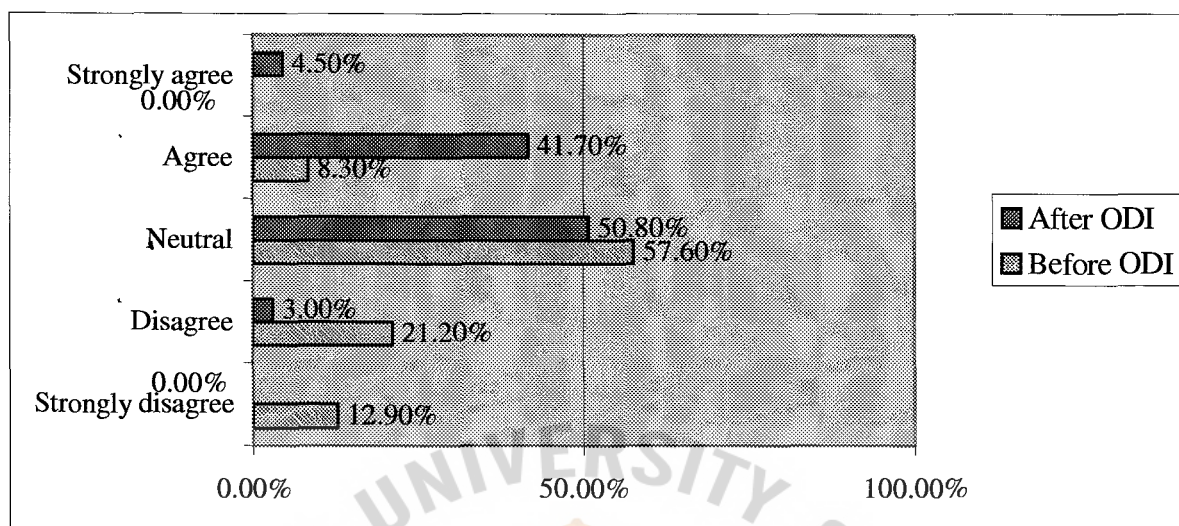


Table 16 and Figure 11 showed the Comparison of the score of Attitude in item “I satisfy with rewards provided by company” that the score moved to upper score after the OD intervention and the attitude level moved from neutral to agree.

Table 17: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude

in Reward system item 1

Paired Samples Test

Reward system		Paired Differences		t	p	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Reward1 - Post-ODI_Reward1	-.86364	.98673	-10.056	.000	Reject Ho

Table 17 showed the impact of OD intervention on employee attitude in item “I satisfy with rewards provided by company” that the average mean after ODI increases by 0.86 and the significant value was (p) .000 which was less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-

ODI and Post-ODI on reward system in item “I satisfy with rewards provided by company” and accept the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -10.056$).

Table 18: Comparison of the score of Attitude before and after ODI in Reward system

item 2

Reward is reasonable according to the sales target has been done.

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	22	47	42	21	0	132	2.47
% Row	16.7	35.6	31.8	15.9		100.00	
After ODI	3	15	57	50	7	132	3.33
% Row	2.3	11.4	43.2	37.9	5.3	100.00	

Figure 12: Comparison the score of Attitude before and after ODI in Reward system

item 2

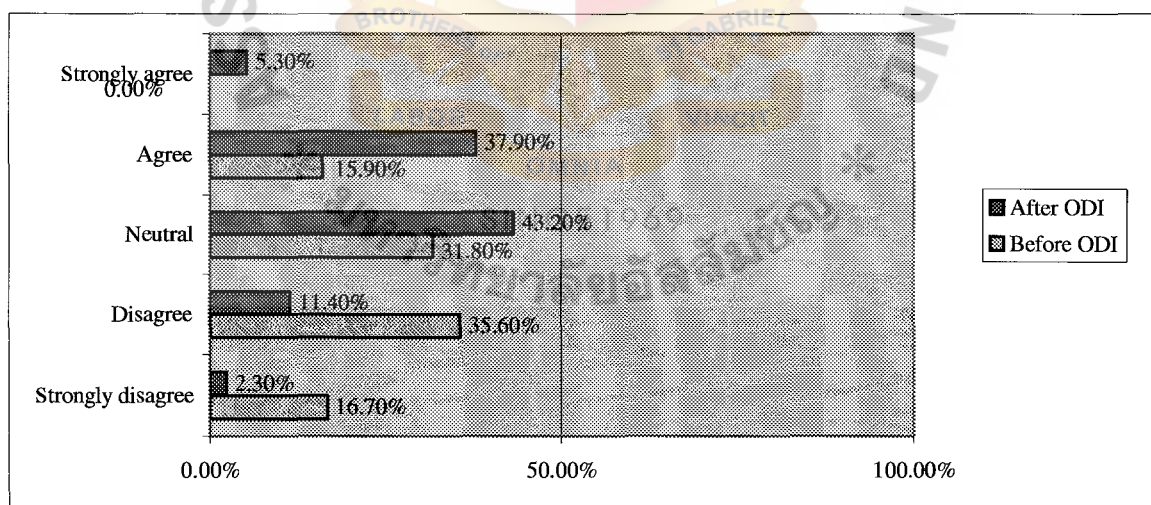


Table 18 and Figure 12 showed the Comparison of the score of Attitude in item “Reward is reasonable according to the sales target has been done” that the score moved to upper score after the OD intervention and the attitude level moved from disagree to neutral.

Table 19: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude
in Reward system item 2

Paired Samples Test

Reward system		Paired Differences		<i>t</i>	P	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Reward2 - Post-ODI_Reward2	-.85606	1.27891	-7.609	.000	Reject Ho

Table 19 showed the impact of OD intervention on employee attitude in item “Reward is reasonable according to the sales target has been done” that the average mean after ODI increased by 0.85 and the significant value was (p) .000 which was less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-ODI and Post-ODI on reward system in item “Reward was reasonable according to the sales target has been done” and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -7.609$).

Table 20: Comparison the score of Attitude before and after ODI in Reward system
item 3

The organization celebrates good performance through announcements and rewards employees who perform well

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	8	15	37	54	18	132	3.45
% Row	6.1	11.4	28.0	40.9	13.6	100.00	
After ODI	1	0	51	63	17	132	3.72
% Row	0.8	-	38.6	47.7	12.9	100.00	

Figure 13: Comparison the score of Attitude before and after ODI in Reward system

item 3

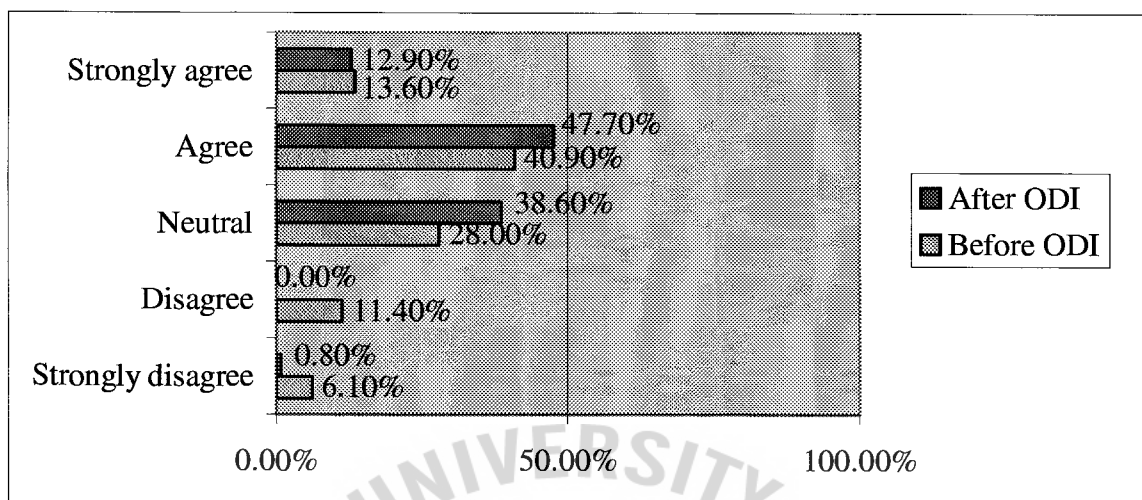


Table 20 and Figure 13 showed the Comparison of the score of Attitude in item “The organization celebrates good performance through announcements and rewards employees who perform well” that the score moved to upper score after the OD intervention but the attitude level was the same level before the OD intervention.

Table 21: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude in Reward system item 3

Paired Samples Test

Reward system		Paired Differences		<i>t</i>	<i>p</i>	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Reward3 - Post-ODI_Reward3	-.27273	1.36528	-2.295	.023	Reject Ho

Table 21 showed the impact of OD intervention on employee attitude in item “The organization celebrates good performance through announcements and rewards employees who perform well” that the average mean after ODI increased by 0.27 and the significant value was (*p*) .023 which is less than 0.050; therefore, the researcher

would reject H_0 : There was no difference between the Pre-ODI and Post-ODI on reward system in item “The organization celebrates good performance through announcements and rewards employees who perform well” and accept the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -2.295$).

Table 22: Comparison the score of Attitude before and after ODI in Reward system

item 4

Reward attracts me to improve my performance and alert in order to get it.

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	11	25	50	40	6	132	3.04
% Row	8.3	18.9	37.9	30.3	4.5	100.0	
After ODI	0	5	51	59	17	132	3.67
% Row	-	3.8	38.6	44.7	12.9	100.0	

Figure 14: Comparison the score of Attitude before and after ODI in Reward system

item 4

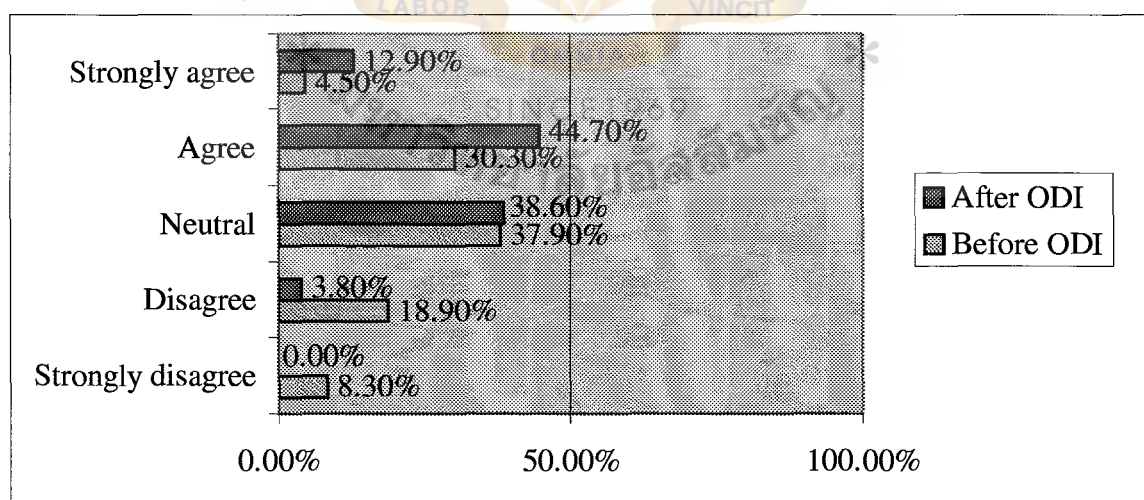


Table 22 and Figure 14 showed the Comparison of the score of Attitude in item “Reward attracts me to improve my performance and alert in order to get it” that

the score moved to upper score after the OD intervention and the attitude level moved from neutral to agree.

Table 23: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude in Reward system item 4

Paired Samples Test

Reward system		Paired Differences		<i>t</i>	<i>p</i>	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Reward4 - Post-ODI_Reward4	-.62879	1.33311	-5.419	.000	Reject Ho

Table 23 showed the impact of OD intervention on employee attitude in item “Reward attracts me to improve my performance and alert in order to get it” that the average mean after ODI increased by 0.62 and the significant value was (*p*) .000 which was less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-ODI and Post-ODI on reward system in item “Reward attracts me to improve my performance and alert in order to get it” and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -5.419$).

Table 24: Comparison the score of Attitude before and after ODI in Reward system item 5

The offering reward is the one factor that influence to my decision of working with company

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	15	13	45	44	15	132	3.23
% Row	11.4	9.8	34.1	33.3	11.4	100.0	
After ODI	2	7	58	50	15	132	3.52
% Row	1.5	5.3	43.9	37.9	11.4	100.0	

Figure 15: Comparison the score of Attitude before and after ODI in Reward system

item 5

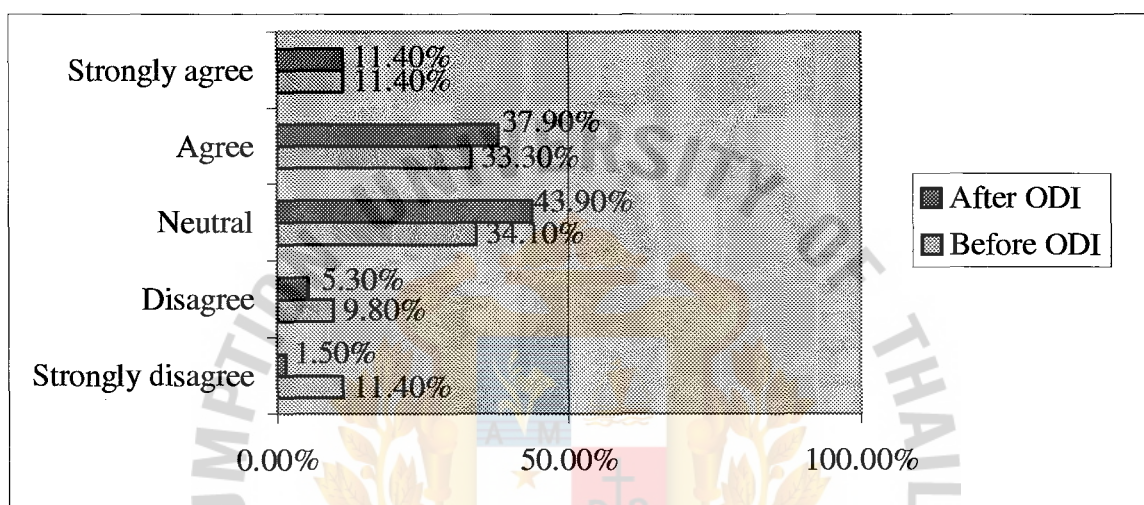


Table 24 and Figure 15 showed the Comparison of the score of Attitude in item “The offering reward is the one factor that influences my decision of working with company” that the score moved to upper score after the OD intervention and the attitude level moved from neutral to agree.

Table 25: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude

in Reward system item 5

Paired Samples Test

Reward system		Paired Differences		t	p	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Reward5 - Post-ODI_Reward5	-.28788	1.45429	-2.274	.025	Reject Ho

Table 25 showed the impact of OD intervention on employee attitude in item “The offering reward is the one factor that influence to my decision of working with company” that the average mean after ODI increased by 0.28 and the significant value is (p) .025 which was less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-ODI and Post-ODI on reward system in item “The offering reward is the one factor that influence to my decision of working with company” and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -2.274$).

Table 26: Comparison the score of Attitude before and after ODI in Supervision's

ability item 1

My supervisor closely supervises, gives suggestion and explains to me in order to get the job done

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	2	16	58	40	16	132	3.39
% Row	1.5	12.1	43.9	30.3	12.1	100.0	
After ODI	0	4	22	70	36	132	4.05
% Row	-	3.0	16.7	53.0	27.3	100.0	

Figure 16: Comparison the score of Attitude before and after ODI in Supervision's

ability item 1

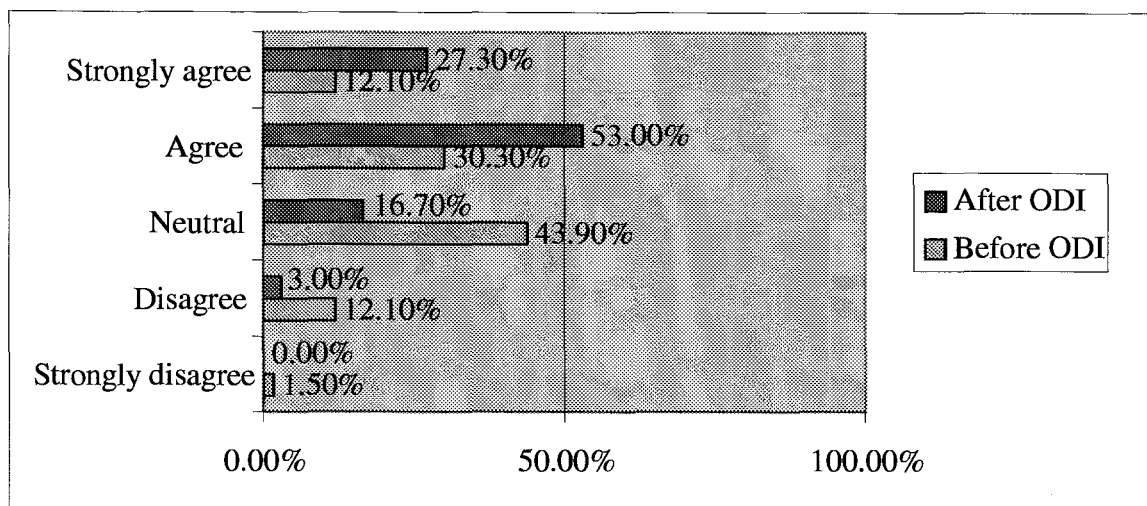


Table 26 and Figure 16 showed the Comparison of the score of Attitude in item “My supervisor closely supervises, gives suggestion and explains to me in order to get the job done” that the score moved to upper score after the OD intervention and the attitude level moved from neutral to agree.

Table 27: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude in Supervision’s ability item 1

Paired Samples Test

Supervision’s ability		Paired Differences		t	p	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Sup_ability1 - Post-ODI_Sup_ability1	-.65152	1.21054	-6.183	.000	Reject Ho

Table 27 showed the impact of OD intervention on employee attitude in item “My supervisor closely supervises, gives suggestion and explains to me in order to get the job done” that the average mean after ODI increased by 0.65 and the significant value was (p) .000 which was less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-ODI and Post-ODI on reward system in

item “My supervisor closely supervises, gives suggestion and explains to me in order to get the job done” and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -6.183$).

Table 28: Comparison the score of Attitude before and after ODI in Supervision's ability item 2

My supervisor always motivates and encourages team to contribute best effort and get the job effectiveness.

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	4	22	55	38	13	132	3.26
% Row	3.0	16.7	41.7	28.8	9.8	100.0	
After ODI	0	2	29	73	28	132	3.96
% Row	-	1.5	22.0	55.3	21.2	100.0	

Figure 17: Comparison the score of Attitude before and after ODI in Supervision's ability item 2

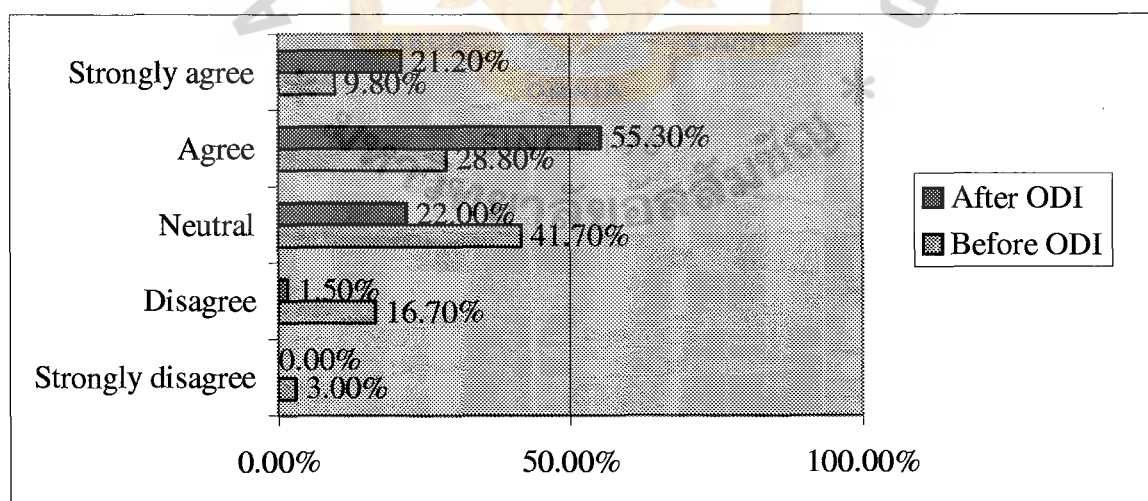


Table 28 and Figure 17 showed the Comparison of the score of Attitude in item “My supervisor always motivates and encourages team to contribute best effort

and get the job effectiveness” that the score moved to upper score after the OD intervention and the attitude level moved from neutral to agree.

Table 29: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude in Supervision’s ability item 2

Paired Samples Test

Supervision’s ability		Paired Differences		<i>t</i>	<i>p</i>	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Sup_ability2 - Post-ODI_Sup_ability2	-.70455	1.19630	-6.766	.000	Reject Ho

Table 29 showed the impact of OD intervention on employee attitude in item “My supervisor always motivates and encourages team to contribute best effort and get the job effectiveness” that the average mean after ODI increased by 0.70 and the significant value was (*p*) .000 which was less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-ODI and Post-ODI on reward system in item “My supervisor always motivates and encourages team to contribute best effort and get the job effectiveness” and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -6.766$).

Table 30: Comparison the score of Attitude before and after ODI in Supervision’s ability item 3

My supervisor understanding my strengths and weakness and tries hard to develop or bring out the best in me.

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	4	17	62	40	9	132	3.25
% Row	3.0	12.9	47.0	30.3	6.8	100.0	
After ODI	0	3	34	70	25	132	3.89
% Row	-	2.3	25.8	53.0	18.9	100.0	

Figure 18: Comparison the score of Attitude before and after ODI in Supervision's

ability item 3

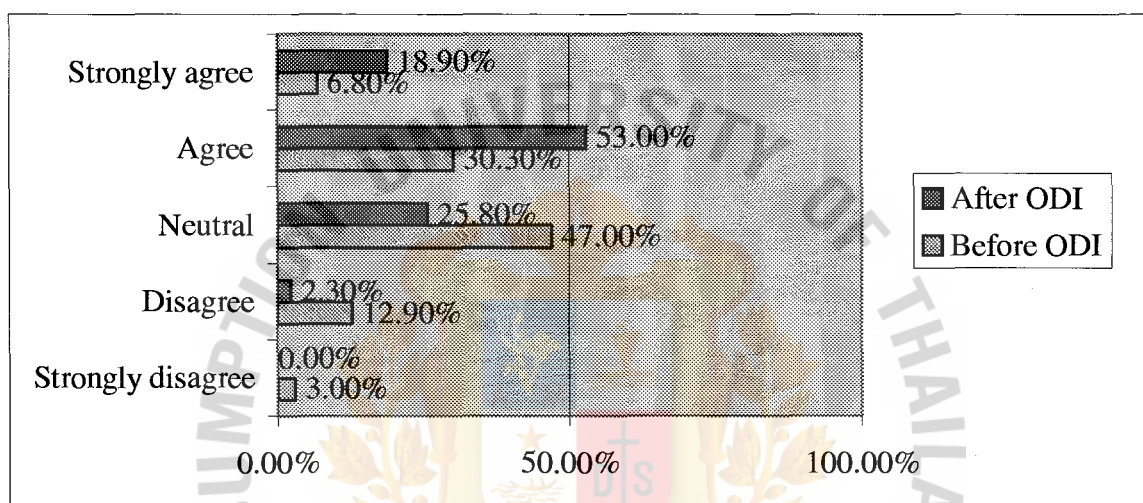


Table 30 and Figure 18 showed the Comparison of the score of Attitude in item "My supervisor understands my strengths and weakness and tries hard to develop or bring out the best in me" that the score moved to upper score after the OD intervention and the attitude level moved from neutral to agree.

Table 31: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude in Supervision's ability item 3

Paired Samples Test

Supervision's ability		Paired Differences		t	p	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Sup_ability3 - Post-ODI_Sup_ability3	-.63636	1.07911	-6.775	.000	Reject Ho

Table 31 showed the impact of OD intervention on employee attitude in item “My supervisor understands my strengths and weakness and tries hard to develop or bring out the best in me” that the average mean after ODI increased by 0.63 and the significant value was (p) .000 which is less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-ODI and Post-ODI on reward system in item “The reward offer is one factor that influences my decision of working with company” and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -6.775$).

Table 32: Comparison of the score of Attitude before and after ODI in Supervisor's ability item 4

I believe that my supervisor has the skills and able to help team

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	7	8	53	44	20	132	3.47
% Row	5.3	6.1	40.2	33.3	15.2	100.0	
After ODI	1	2	22	69	38	132	4.07
% Row	0.8	1.5	16.7	52.3	28.8	100.0	

Figure 19: Comparison the score of Attitude before and after ODI in Supervision's ability item 4

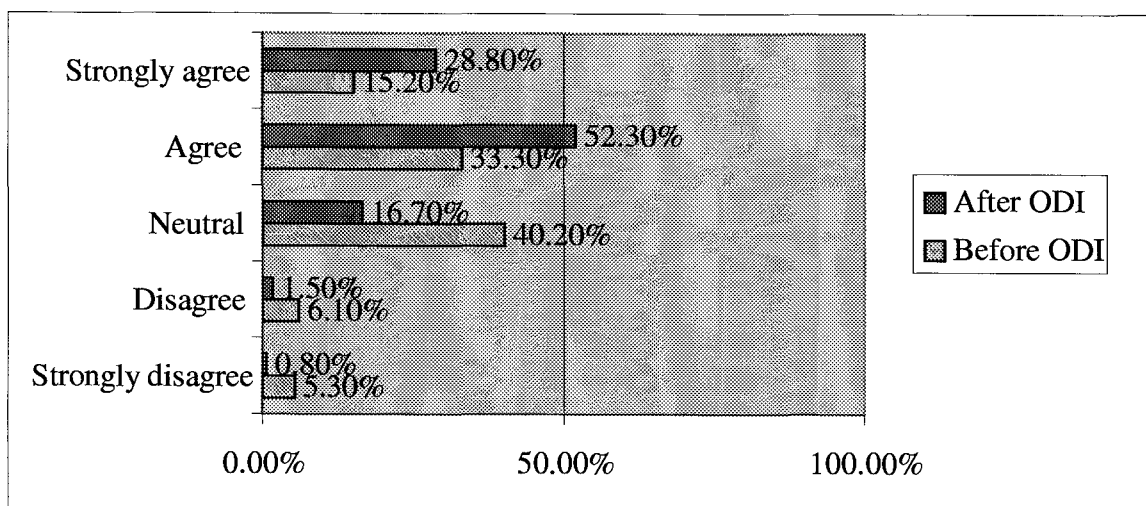


Table 32 and Figure 19 showed the Comparison of the score of Attitude in item “I believe that my supervisor has the skills and is able to help the team” the score moved to up after the OD intervention but the attitude level was at the same level before the OD intervention.

Table 33: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude in Supervision’s ability item 4

Paired Samples Test

Supervision’s ability		Paired Differences		t	p	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Sup_ability4 - Post-ODI_Sup_ability4	-.59848	1.32998	-5.170	.000	Reject Ho

Table 33 showed the impact of OD intervention on employee attitude in item “I believe that my supervisor has skills and is able to help the team” that the average mean after ODI increased by 0.59 and the significant value was (p) .000 which was less than 0.050; therefore, the researcher would reject Ho: There was no difference between the Pre-ODI and Post-ODI on reward system in item “I believe that my

supervisor has skills and is able to help the team” and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -5.170$).

Table 34: Comparison of the score of Attitude before and after ODI in Supervision's ability item 5

If I had complaints to make, I feel free to talk to supervisor

Percentage of respondents who chose:

	Point					N	Mean
	1	2	3	4	5		
Before ODI	14	13	53	38	14	132	3.19
% Row	10.6	9.8	40.2	28.8	10.6	100.0	
After ODI	4	8	29	62	29	132	3.79
% Row	3.0	6.1	22.0	47.0	22.0	100.0	

Figure 20: Comparison of the score of Attitude before and after ODI in Supervision's ability item 5

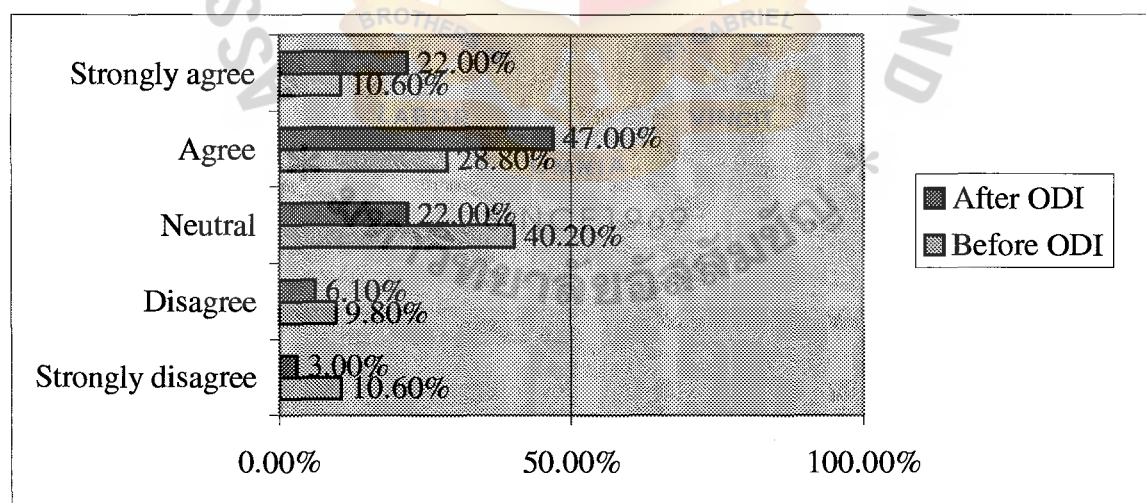


Table 34 and Figure 20 showed the Comparison of the score of Attitude in item “If I had a complaint to make, I feel free to talk to supervisors” that the score moved to upper score after the OD intervention and the attitude level moved from neutral to agree.

Table 35: The difference of ODI between Pre-ODI and Post-ODI on Employee Attitude on Supervisor's ability item 5

Paired Samples Test

Supervision's ability		Paired Differences		<i>t</i>	<i>p</i>	Decision
		Mean	Std. Deviation			
Pair 1	Pre-ODI_Sup_ability5 - Post-ODI_Sup_ability5	-.59848	1.51763	-4.531	.000	Reject Ho

Table 35 showed the impact of OD intervention of employee attitude in item "If I had complaint to make, I feel free to talk to supervisors" that the average mean after ODI increases by 0.59 and the significant value was (*p*) .000 which was less than 0.050; therefore, the researcher would reject *H*₀: There was no difference between the Pre-ODI and Post-ODI on reward system in item "If I had complaint to make, I feel free to talk to supervisor" and accepted the alternative hypothesis: There was a significant difference between pre ODI and post ODI in this item ($p < 0.05$, $t = -4.531$).

Table 36: The difference of ODI on Employee Attitude after ODI

		Paired Differences		<i>t</i>	<i>p</i>	Decision
		Mean	S.D.			
Pair 1	Pre-ODI_Reward1 - Post-ODI_Reward1	-.86364	.98673	-10.056	.000	Reject Ho
Pair 2	Pre-ODI_Reward2 - Post-ODI_Reward2	-.85606	1.27891	-7.609	.000	Reject Ho
Pair 3	Pre-ODI_Reward3 - Post-ODI_Reward3	-.27273	1.36528	-2.295	.023	Reject Ho
Pair 4	Pre-ODI_Reward4 - Post-ODI_Reward4	-.62879	1.33311	-5.419	.000	Reject Ho
Pair 5	Pre-ODI_Reward5 - Post-ODI_Reward5	-.28788	1.45429	-2.274	.025	Reject Ho
Pair 6	Pre-ODI_Sup_ability1 - Post-ODI_Sup_ability1	-.65152	1.21054	-6.183	.000	Reject Ho
Pair 7	Pre-ODI_Sup_ability2 - Post-ODI_Sup_ability2	-.70455	1.19630	-6.766	.000	Reject Ho
Pair 8	Pre-ODI_Sup_ability3 - Post-ODI_Sup_ability3	-.63636	1.07911	-6.775	.000	Reject Ho
Pair 9	Pre-ODI_Sup_ability4 - Post-ODI_Sup_ability4	-.59848	1.32998	-5.170	.000	Reject Ho
Pair 10	Pre-ODI_Sup_ability5 - Post-ODI_Sup_ability5	-.59848	1.51763	-4.531	.000	Reject Ho

Table 36 showed the difference of OD intervention in employee attitude after OD intervention. The result showed the difference in the all items mean value before and

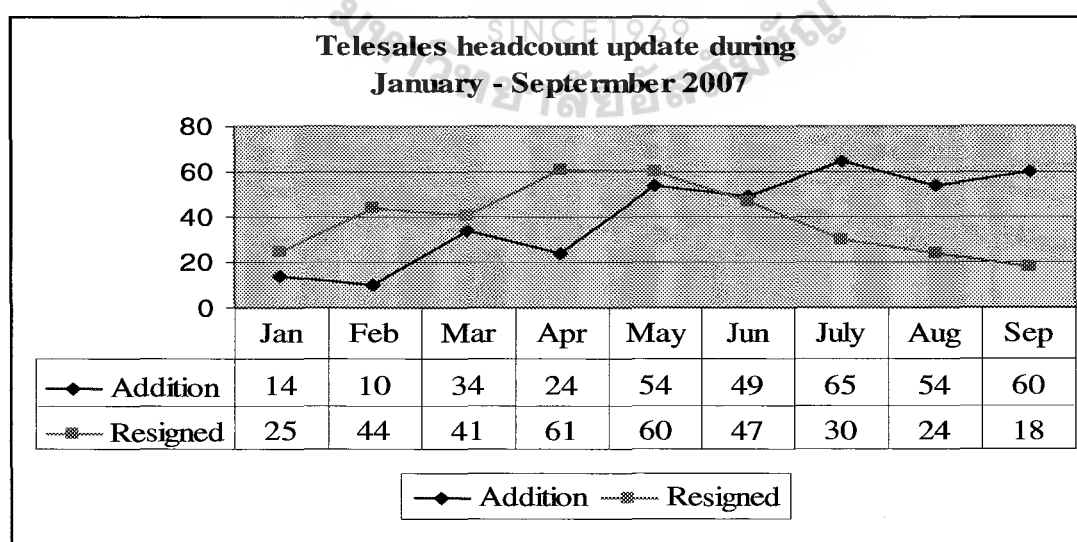
after OD intervention where the average mean after ODI increased and the significant value (p) was less than 0.050; therefore, the researcher would **reject Ho**: There was no difference between the Pre-ODI and Post-ODI the reward system and supervisor's ability and **accepted the alternative hypothesis** “: There was a significant difference between the Pre-ODI and Post-ODI on reward system and supervision's ability.

Moreover as the telesales headcount update report indicated amount of new joiner and turnover staff by monthly, the researcher found the OD interventions for the area of recruitment, reward system and supervision's ability what were implemented effect to the turnover rate and employee additional rate. The result showed more new employees were hired as telesales which satisfied company's headcount requirements and turnover rate reduced continuously because they satisfied with rewards providing and their supervisions. The researcher shows two following table which separate information.

Table 37 shown telesales headcount update report period January – September, 2007 and

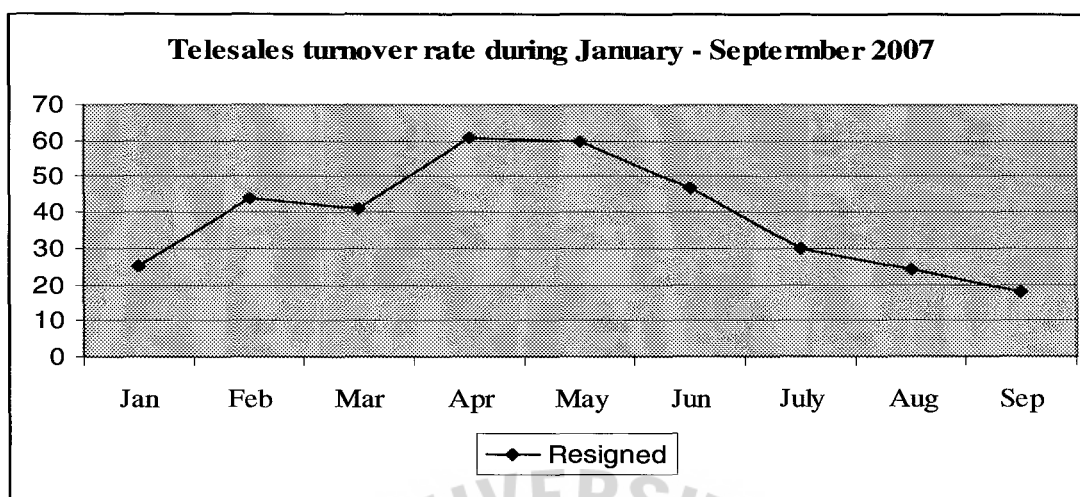
Table 38 shown telesales turn over rate update period January – September, 2007.

Table 37: Telesales headcount update during January – September, 2007



Source: Human Resource report update

Table 38: Telesales turnover rate during January – September, 2007



Source: Human Resource report update

Not only the researcher used Secondary Data Checklist and Attitude Survey Questionnaires, but the researcher also used Interview Guide as research instruments. The researcher had chosen three existing telesales representatives and conduct interview after implemented OD intervention in order to confirm OD intervention efficiency in the part of reward system and supervision's ability in coaching and motivation skills. The following showed the answers of interview guide question of 3 interviewees.

The first female interviewee said she has been working with the company for 1.3 years. She had totally five working experience in telesales position from two insurance companies. The second interviewee was also a female who has been experienced with the company for completely one year and had telesales experience from other insurance companies as well about four years. The third interviewee was a male who has been working with the company for one year and had one year experience from an other insurance company. The reason why the researchers chose three of them because they all have joined the company since the first launched of telesales department. They all would

know situation and saw how the movement and development of telesales department.

There were six questions the researcher had asked interviewees, the following were the answers of each question.

Question one: What do you think of reward provided by company when compared with your previous company?

- **First interviewee said** “I am satisfied with the strategies of rewards arrangement when compared with my previous companies because rewards were able to motivate the staff to pay attention to sell then I could have a chance to get the reward and I got one reward as well”.
- **Second interviewee said** “The reward system and rewards itself were very attractive and better than my previous companies. My pervious companies have never provide rewards unless the wages”.
- **Third interviewee said** “As my experience with previous company, the company also provided the rewards but the values of rewards were not good as this company. They were not attractive and not motivate staff enough”.

As per all interviewees gave the feedback, they all had the same thinking and satisfied with the rewards what company provided for.

Question two: What kind of reward would you like to get most except money?

- **First interviewee said** “I prefer something like stuffs that the company arranged this time because they are not look cheep and attractive enough”.

- **Second interviewee said** “I prefer something like the gifts that the company arranged this time because they are not look cheap and attractive enough, but anyway for the next time arrangement, might be consider gold will be preferred”.
- **Third interviewee said** “If I can set by myself, I’d like to get package tour. If the company would like to arrange for a reward programs in future, please consider package tour as the choice. I think there are many staff who prefer the same as well”.

Most of interviewees satisfied with kind of stuffs arranged by the company but just recommended to provide gold or package tour for the next time.

Question three: How many times a week were you coached by your supervisor?

- **First interviewee said** “I’ve been coached by my supervisor about three times a week, he just coaches the new selling techniques to the team and also let the team members share experience among the team”.
- **Second interviewee said** “My supervisor coached the team whenever member required but in usually he coach every morning by sharing techniques and give feedback to the team member who contributed lower than sales target”.
- **Third interviewee said** “My supervisor has coached me whenever I have problem”.

Apart from feedback of each one, the researcher found that most of supervisors usually spent times with staff in the team for coaching and provide suggestion. None of them ignored the responsibility.

Question four: Do you think that your supervisor has ability to counsel and coach?

- **First interviewee said** “I think he is a good advisor and has more coaching skill than the previous one. He adjusted himself in listening and gave good feedback to the team. He performed with the team as a friend; we have good relationship each other”.
- **Second interviewee said** “As I have working experience in this field for four years, I do not ask my supervisor for some kind of selling technique but I obvious my colleagues have coached by supervisor, I accepted that his coaching skill was developed and also he gave good feedback to the team also”.
- **Third interviewee said** “I noticed that my supervisor has more efficiency in coaching skill after taking training course when compare with the previous. Her behavior has been changed such as more friendly, try to listen others’ ideas and was able to counsel the team also”.

All interviewees responded that supervisors had more capability in coaching skill than the past before taking the training program. They all agreed and are satisfied with their supervisor’s ability.

Question five: How does your supervisor encourage you to get the best outcome?

- **First interviewee said** “My supervisor has created techniques to encourage our team. Even though someone could not achieve the target, he does not blame but continue encourage to try the best”.
- **Second interviewee said** “My supervisor usually initiates motivation techniques to encourage the team and also to drive sales target. He sometime paid some dinners for the team, offering help in case of selling technique and provided fully support to the one who has problem”.

- **Third interviewee said** “My supervisor won’t pressure even though the team did not achieve the sales target. She usually listens to everyone and solves problems in order to develop the team and individual target. She has tried to create a good working environment in order to reduce pressure of telesales because telesales itself has more pressure to drive sales”.

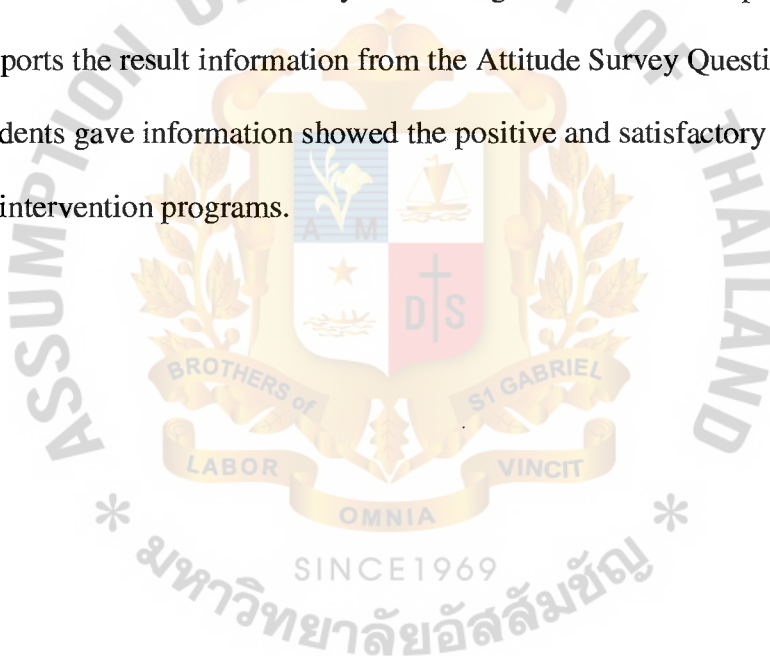
From all answers, the researcher found that most of supervisors had own encouragement techniques to lead their team such as reduce pressure or blame.

Question six: Do you think that your supervisor has people motivation skills?

- **First interviewee said** “I think my supervisor has motivation skill by using techniques to motivate team members by providing both individual and team rewards. Even though company provided rewards to motivate employees, but he also created some individual special rewards to our team”.
- **Second interviewee said** “For my thinking, I’ve noticed my supervisor, after taking the training course, he worked with well planning by set the realistic standards and goal for our group which he is the one to achieve the goal and be a role model. He has openly communication and practice friendliness to the team”.
- **Third interviewee said** “My supervisor tries to support the team by creating special incentives among the team to motivate staff to achieve target. She usually informs everyone to know how to achieve each in every week and how much everyone will get as special incentives. However she won’t put pressure and uses friendliness all the time”.

All interviewees provide positive feedback towards motivation skill of supervisor and also agree that their supervisors had creative ideas in initiating new methods of motivation to motivate and encourage their team to succeed in their objectives.

Apart from the result of conducting the Attitude Survey Questionnaires with telesales representatives which are totally 132 respondents plus focus group interview with three respondents after OD intervention process, the researcher found the result that there were positive impacts towards the reward systems and supervisor's ability in coaching and motivation skills as the answers from the interview, all three respondents agreed and are satisfied with the reward system arrangement and their supervisors' ability which also supports the result information from the Attitude Survey Questionnaires that the 132 respondents gave information showed the positive and satisfactory direction after launching OD intervention programs.



CHAPTER FIVE

Summary, Conclusion and Recommendation

This chapter presents the summary of findings and conclusion that was proposed to Perfect Life Insurance Company, and recommendations and researcher's reflections. The summary part indicates the findings that are shown in Chapter Four which includes the pre-OD intervention assessment, ODI session and post-ODI assessment. The conclusion part relates to the findings outcome and research objectives. The recommendation part concludes the post-OD intervention result, future recommended OD intervention plans and recommendation for Human Resource Department and Telemarketing Section of Perfect Life Insurance Company.

Summary of findings

After reviewing the company's data such as recruitment status, headcount and exit interview report, the researcher found that in Human Resource Department and Telemarketing Section had problem. There are three areas of problems in Human Resource Department and Telemarketing Section. In recruitment area, HR had to find big amount of TSR to work with company. The problems of this area were that the limited recruitment methods of seeking applications to fulfill company's requirement plus the high qualification of TSR that has to have direct experience in telesales and/or in the insurance business. Then to find the root cause of the problem, the researcher used and received information from data records of the Human resources department as evaluation. After that the OD Intervention was proposed to solve the insufficiency of applicant's crisis, the recruitment methods were designed to conduct

for the purpose of getting more applications of telesales representative position in order to fulfill the company's requirement. There were (1) Other service websites, (2) Employee referral, (3) Company's website, (4) Flyer distribution, (5) Job fair arrangement, (6) Advertising in career newspaper and magazines and (7) Post vacancies for jobs in the University's career center board. After implementation during three months, HR Department received total 697 applications who had applied for Telesales representatives position which was found to be satisfied by the manager and management team as well.

The recruitment strategy and methods plan was implemented in order to get more applications for Telesales position which the result of intervention shown that after adjusted the qualification and applied recruitment methods, company got more applications for Telesales position which were matched with the required qualification.

For the concerned part in Telemarketing Section was turnover of telesales representative caused of suffering from company's reward systems by mean that they did not satisfy with the unattractive reward and another factor was their supervisor's ability in coaching and motivation skills. Apart from all the problems what inspired the researcher to conduct different evaluation and implementation methods. Therefore to find the root cause of turnover problems which support the researcher's assumption, the attitude survey questionnaire was focused on reward system's satisfaction and supervisor's ability in coaching and motivation skills.

The OD intervention plan and programs in terms of Reward systems has been proposed to solve the current problem and to protect problem in the future which the programs were consisted of (1) Golden Motivation Incentive Reward, (2) Platinum

Motivation Incentive Reward, and (3) Sales Certification Reward. After implementation, the management team was satisfied with the feedback of very high API sales production which contributed by telesales, telesales staff and supervisors got rewards, the reward itself create staff morale of the company and good performers who achieved API sales target which were both of Telesales representatives and supervisors received certification as an honor and increase staff's morale.

Apart from the problem of supervisor's ability in motivating and coaching is one of root causes of turnover as per the information from exit interviews. Even though the result of employee's first attitude survey showed "Neutral" level, after discussion with the management team all those agreed for the researcher to implement the OD intervention plan and programs for protect problem in the future purposes. Therefore three training programs to contribute supervisor's ability development were proposed (1) Leadership Principles, (2) Motivation and Morale Management, and (3) Coaching and Feedback. The result has been given by the participants in the positive feedback and they've received useful knowledge of how the effective leadership was to fulfill more motivation skills, morale and coaching management.

After OD Intervention in terms of reward system and supervision's ability, the second set of the survey questionnaires to measure the OD Intervention were distributed again to all of 132 respondents from Telesales department, the data were analyzed and interpreted by means of quantitative analysis which Table 39 showed the impact of OD intervention in employee attitude after OD intervention. The result showed the difference in the all item's mean values before and after OD intervention the average mean of ODI increases and the significant value (p) is less than 0.050; therefore, the researcher would **reject H_0** : There is no difference between the Pre-ODI and Post-ODI on reward system

and supervision's ability and **accept the alternative hypothesis Ha**: There is a significant difference between the Pre-ODI and Post-ODI on reward system and supervision's ability.

Table 39: The significant differences on the reward system and supervisor's ability after

ODI

Reward system and Supervision's ability	PRE-ODI		POST-ODI		<i>t</i>	<i>p</i>	Decision
	Mean	S.D.	Mean	S.D.			
1) I satisfy with rewards provided by company	2.61	0.816	3.48	0.636	-10.056	.000	Reject Ho
2) Reward is reasonable according to the sales target has been done.	2.47	0.953	3.33	0.833	-7.609	.000	Reject Ho
3) The organization celebrates good performance through announcements and rewards employees who perform well	3.45	1.058	3.72	0.713	-2.295	.023	Reject Ho
4) Reward attracts me to improve my performance and alert in order to get it.	3.04	1.007	3.67	0.748	-5.419	.000	Reject Ho
5) The offering reward is the one factor that influence to my decision of working with company	3.23	1.138	3.52	0.824	-2.274	.025	Reject Ho
6) My supervisor closely supervises, gives suggestion and explains to me in order to get the job done	3.39	0.906	4.05	0.750	-6.183	.000	Reject Ho
7) My supervisor always motivates and encourages team to contribute best effort and get the job effectiveness.	3.26	0.954	3.96	0.703	-6.766	.000	Reject Ho
8) My supervisor understanding my strengths and weakness and tries hard to develop or bring out the best in me.	3.25	0.877	3.89	0.727	-6.775	.000	Reject Ho
9) I believe that my supervisor has skills and able to help team	3.47	1.000	4.07	0.764	-5.170	.000	Reject Ho
10) If I had complaint to make, I feel free to talk to supervisor	3.19	1.099	3.79	0.957	-4.531	.000	Reject Ho

Conclusion

To answer the research objectives, apart from the finding, the researcher found and could able to analyze the current situation of the company as a human social

system because the company was composed of many people working together in the same environment and perform the same company's rules, therefore to achieve each one of expectations or requirements were a must to perform in order to contribute satisfaction and happiness in the society in which the company tried to develop and initiate OD intervention to achieve its requirements and in the same time to satisfy humans in the society as well the current situation of the company focused in terms of recruitment, reward system and supervision's ability. From all the summary of findings of data described in the Summary part, the current situation of the company in term of recruitment had less applications of Telesales position to fulfill the company's requirement and the limitation of recruiting is the qualification of Telesales representatives who must have direct experience in telesales and or in the insurance business and in terms of Telesales turnover which related with 2 factors: Company's reward systems and supervisor's ability in coaching, encouragement and motivation skills. Therefore the three appropriate OD Interventions programs were proposed and implemented. There were (1) Recruitment strategy and method, (2) Reward Program and (3) Training Program.

After OD Intervention programs, the situation in terms of recruitment, reward system and supervisor's ability were improved by showing a significant difference result. There were many applications come to recruitment data base and most of them were potential for telesales representative position. The situation in terms of reward system and supervisor's ability, Telesales representatives were satisfied with the programs and also company was contributed and achieved by high of API sales productions which the OD Intervention had an impact on all terms in an improved way.

Recommendation

From the result of this research study from the beginning of the Chapter to the end of Chapter Five in terms of recruitment and employee's turnover which caused by company reward system and supervision's ability, the researcher found there was a difference between Pre-ODI and Post-ODI stage. Therefore the researcher would recommend further ODI plans in order to sustain Perfect Life Insurance Co., Ltd for further implementation (see Table 40)

Table 40: ODI recommendation for future implementation

Concerned variable	Proposed ODI for further implementation	Long term result and successfully
Recruitment	<ul style="list-style-type: none"> - Contribute Company branding - Promote Telesales function through various medias - Provide knowledge session through new graduate or interested persons such in topic of effective interview for applying job plus promote Telesales position 	<ul style="list-style-type: none"> - Constant in getting more applications of Telesales Representative position and create good attitude of people towards Telesales task.
Employee's turnover	<ul style="list-style-type: none"> - Create attractive incentive or reward continuously - Increase number and value of rewards to distribute to more receivers and respond staff's requirement - To be interested in staff's satisfaction and feedback - Consider the efficiency of customer list is a must - Constant developing in supervisor's abilities 	<ul style="list-style-type: none"> - To reduce employee's turnover - To achieve as much as possible in employee's satisfaction - To achieve company's sales production requirement and targets - To create employee's morale and loyalty toward organization

The reason that the researcher recommended more OD intervention is to retain existing employees by motivating them to have high morale and loyalty to the organization and also higher knowledge and to motivate people to work in the

organization. Moreover it will help the company save costs and time in recruitment activities in which to find the replacement.

For further research of the study, the researcher would suggest any researcher to study on employee's attitude toward career path of Telesales position because it is also the one factor to decrease employee's turnover and prevent losing manpower to competitors.



EPILOGUE

After the research study was completed, the researcher found that the researcher has fulfilled Organization Development Management knowledge in the form of theories and practicing from the courses work and conducting OD Intervention.

From the beginning, the researcher benefited from many subjects such as MM5003: Organization Development and Management Fundamentals that the researcher has educated the basic knowledge of management theories and organization development concepts and processes. The subject of BrainMap and MindMaker educated the researcher to have system of thinking; to find the problem solution by encouraged the researcher to diagnose the root cause of problem and to create intervention step by step. However from the subject of Micro Systems Diagnosis, Change and Transformation, the researcher has educated more knowledge of applying the systematic diagnoses to organizational situations, data gathering techniques, prioritizes the problems and to create implementation in order to change and improve organizational.

Moreover from the subject of Organization Development Management, the researcher has educated the ODT Consulting Process that relevant the Constant's roles and skills. The subject encouraged the researcher the clients dealing technique, to understand the client's needs, to analyze and diagnose the root cause of problem inside the organization and especially the solution techniques. According to the subject from ODT Process Spiral/Cycle, the researcher had to perform the real consultant by dealing with the organization to diagnose the root cause of problem inside. From this subject the researcher had opportunity to practice consultant skills in terms of apply basic approach to client, generated strategic thinking, methods and

techniques towards the problem and proposed appropriate concepts and processes to the client.

Besides the researcher had educated more knowledge from courses work, the researcher also conducted the research study with management team, HR manager and Telesales Representative of Perfect Life Insurance Co., Ltd. The researcher practiced to discuss, diagnose with them and the researcher had been given an opportunity to propose interventions to contribute in problems solving.



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Wongjarouskul, N. (2001). A Study of the Perception of Subordinates toward Communication Behavior of their Supervisors and Impact on Team Effectiveness: A case study of Lighting Company Limited.

Kamonwichian, S. (2004). A Study of Employee Motivators and Commitments of Two Insurance Companies in Thailand.

Wongsaming, S. (2004). A Study of Job Satisfaction and Media Planner's Turnover. A Case Study of Media Agencies in Bangkok.

Appendix A: Interview Guide

1. How do you about reward provided by company when compare with your previous company.
2. What kind of reward would you like to get most except money?
3. How many times a week was you coached by your supervisor?
4. Do you think that your supervisor has ability to counsel and coach?
5. How does your supervisor encourage you to get the best outcome?
6. Do you think that your supervisor has people motivation skills?



Appendix B: Questionnaire on Attitude Survey (English Version)

QUESTIONNAIRE ON ATTITUDE SURVEY

This questionnaire is an instrument to collect data for my Thesis in Organization Development Intervention. The questionnaire has been designed to collect data on your perception of company reward system and your supervisor's abilities.

The questionnaire is comprised of three major parts as follows:

Part I : Demographic Profile

Part II : Reward system and Supervision's abilities



PART I: DEMOGRAPHIC PROFILE OF RESPONDENTS

In this section a number of questions to be asked about your background.

Instruction: Please mark (X) to indicate your appropriate answer

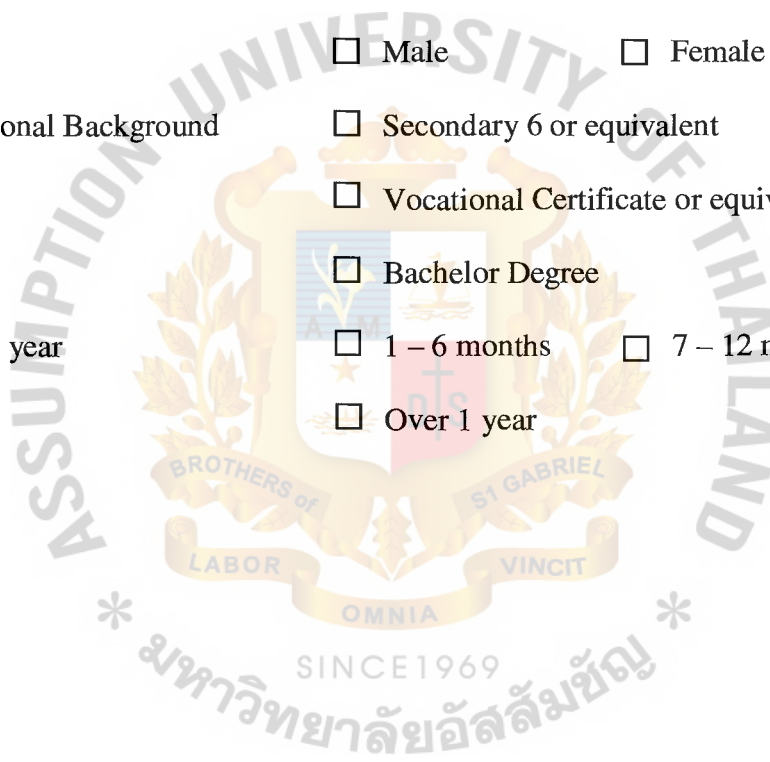
1. Age (years old)

<input type="checkbox"/> 21 – 25 years	<input type="checkbox"/> 26 – 30 years
<input type="checkbox"/> 31 – 35 years	<input type="checkbox"/> 36 – 40 years
2. Gender

<input type="checkbox"/> Male	<input type="checkbox"/> Female
-------------------------------	---------------------------------
3. Educational Background

<input type="checkbox"/> Secondary 6 or equivalent
<input type="checkbox"/> Vocational Certificate or equivalent
<input type="checkbox"/> Bachelor Degree
- 3 Service year

<input type="checkbox"/> 1 – 6 months	<input type="checkbox"/> 7 – 12 months
<input type="checkbox"/> Over 1 year	



PART II: REWARD SYSTEM AND SUPERVISION'S ABILITY IN COACHING AND MOTIVATION SKILLS

Instruction: Please indicate the number that provides the answer nearest in your mind by marking an (X) in each statement base on the following scale;

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

1. Reward system (Except salary, commission and other benefits welfare)

No	Statement	1	2	3	4	5
1	I satisfy with rewards provided by company					
2	Reward is reasonable according to the sales target has been done.					
3	The organization celebrates good performance through announcements and rewards employees who perform well					
4	Reward attracts me to improve my performance and alert in order to get it.					
5	The offering reward is the one factor that influence to my decision of working with company					

2. Supervision's ability

No	Statement	1	2	3	4	5
1	My supervisor closely supervises, gives suggestion and explains to me in order to get the job done					
2	My supervisor always motivates and encourages team to contribute best effort and get the job effectiveness.					
3	My supervisor understanding my strengths and weakness and tries hard to develop or bring out the best in me.					
4	I believe that my supervisor has skills and able to help team					
5	If I had complaint to make, I feel free to talk to supervisor					



Appendix C: Questionnaire on Attitude Survey (Thai Version)

แบบสอบถามเพื่อวัดระดับทัศนคติ

แบบสอบถามชุดนี้เป็นเครื่องมือในการเก็บข้อมูลเพื่อสำหรับการทำวิทยานิพนธ์ของข้าพเจ้า เรื่องการ
การพัฒนาองค์กร และแบบสอบถามนี้ถูกออกแบบเพื่อเก็บข้อมูลเกี่ยวกับทัศนคติของท่านที่มีระบบการจัดวางวัล
ตอบแทน ของบริษัทให้แก่พนักงานที่สร้างผลกำไรให้บริษัท และทัศนคติของท่านที่มีต่อหัวหน้างานในด้าน

ทักษะความสามารถด้านการสอน การสร้างกำลังใจ และการสร้างแรงกระตุ้น

แบบสอบถามชุดนี้ ประกอบด้วย 2 ส่วนหลักดังนี้

ส่วนที่ 1 : ลักษณะของประชากร

ส่วนที่ 2 : รางวัลตอบแทน และทักษะความสามารถของหัวหน้างาน



ส่วนที่ 1 : ลักษณะของประชากร

ส่วนนี้เป็นแบบสอบถามเกี่ยวกับลักษณะของประชากรของผู้ถูกสอบถาม

กรุณาใส่เครื่องหมาย (X) ลงช่องของข้อมูลที่เกี่ยวข้องกับท่าน

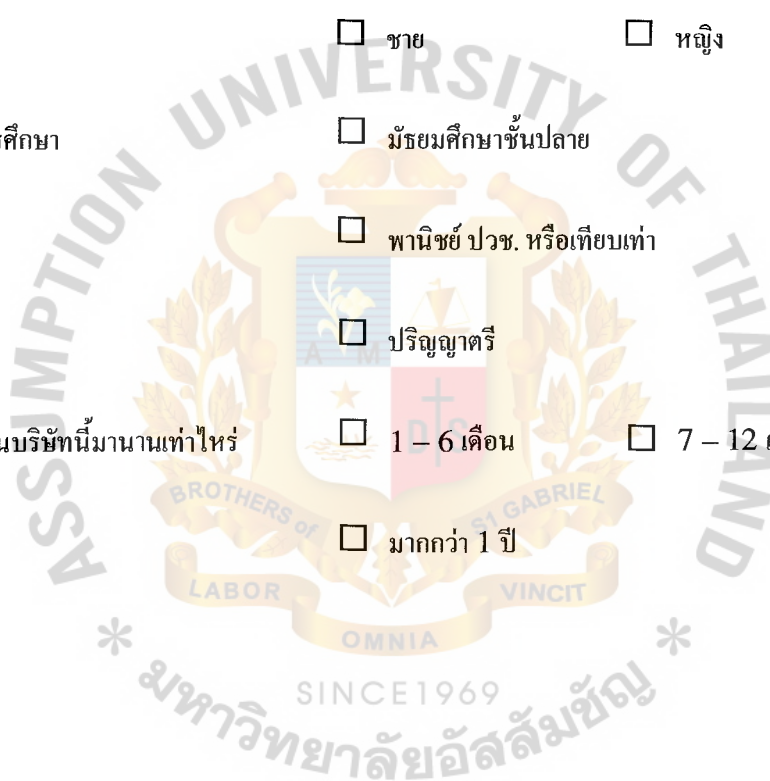
1. อายุ

<input type="checkbox"/> 21 – 25 ปี	<input type="checkbox"/> 26 – 30 ปี
<input type="checkbox"/> 31 – 35 ปี	<input type="checkbox"/> 36 – 40 ปี
2. เพศ

<input type="checkbox"/> ชาย	<input type="checkbox"/> หญิง
------------------------------	-------------------------------
3. ระดับการศึกษา

<input type="checkbox"/> มัธยมศึกษาชั้นปลาย
<input type="checkbox"/> พานิชย์ ปวช. หรือเทียบเท่า
<input type="checkbox"/> ปริญญาตรี
4. คุณทำงานบริษัทนี้มานานเท่าไร

<input type="checkbox"/> 1 – 6 เดือน	<input type="checkbox"/> 7 – 12 เดือน
<input type="checkbox"/> มากกว่า 1 ปี	



ส่วนที่ 2 : รางวัลตอบแทน และ ทักษะความสามารถ ด้านการสอน การสร้างกำลังใจ และการสร้างแรงกระตุ้น

ของหัวหน้างาน

กรุณาใส่เครื่องหมาย (X) ลงช่องของข้อมูลที่เกี่ยวข้องกับทัศนคติของท่าน โดยใช้ระดับความคิดเห็นตามที่

กำหนดให้ข้างล่างนี้

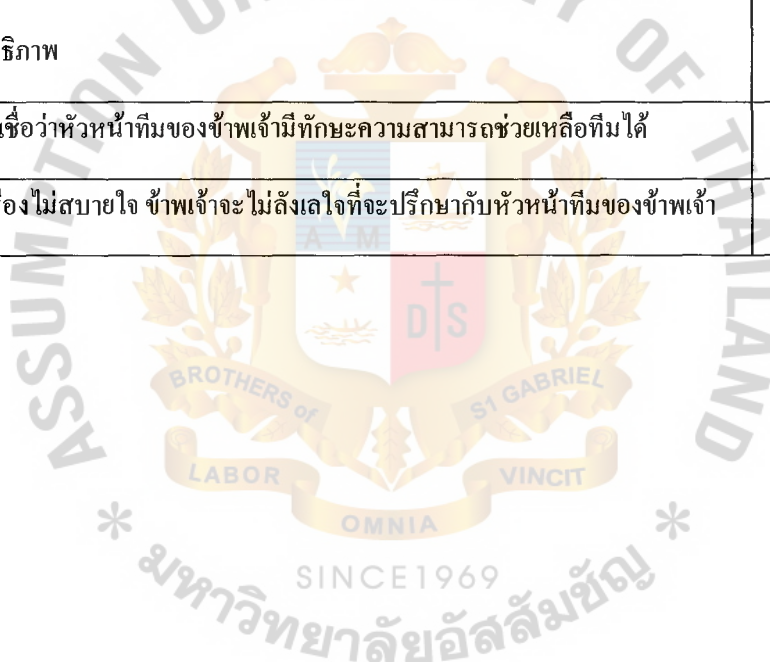
1	2	3	4	5
ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วย อย่างยิ่ง

1. รางวัลตอบแทน (ส่วนที่นอกเหนือจาก เงินเดือน ค่าคอมมิสชั่น และสวัสดิการขั้นพื้นฐานอื่นๆ)

ลำดับที่	คำถาม	1	2	3	4	5
1	ข้าพเจ้าพอใจกับรางวัลที่บริษัทฯ กำหนดขึ้นมา					
2	รางวัลที่กำหนดขึ้นมาสอดคล้องเมื่อเปรียบเทียบกับยอดขายที่ทำได้					
3	บริษัทฯ ได้มีการประกาศ และ/หรือ มอบรางวัลกับพนักงาน ที่มีผลงานขายดี					
4	รางวัลที่บริษัทฯ กำหนดขึ้น ดึงดูดให้คุณพยายามพัฒนาการทำงานของคุณ เพื่อให้ได้รางวัล					
5	รางวัลที่บริษัทฯ กำหนดขึ้นเป็นปัจจัยหนึ่ง ที่ทำให้ข้าพเจ้าตัดสินใจร่วมงานกับบริษัทฯ ต่อไป					

2. ทักษะความสามารถของหัวหน้างาน

ลำดับที่	คำถาม	1	2	3	4	5
1	หัวหน้าทีมของข้าพเจ้ามักดูแลสนับสนุนชี้แนะ และอธิบายงานแก่ข้าพเจ้าอย่างใกล้ชิดเพื่อให้ข้าพเจ้าทำงานได้อย่างราบรื่น					
2	หัวหน้าทีมของข้าพเจ้า มักจะกระตุ้น และสร้างแรงบันดาลใจ ให้ทีมงานสามารถปฏิบัติงานให้มีประสิทธิภาพสูงสุด					
3	หัวหน้าทีมของข้าพเจ้าเข้าใจถึงจุดอ่อน จุดแข็งของข้าพเจ้า และพยายามพัฒนา หรือทำให้ข้าพเจ้านำสิ่งที่ดีที่สุดในสิ่งที่ข้าพเจ้ามีออกมาใช้ เพื่อทำงานได้อย่างมีประสิทธิภาพ					
4	ข้าพเจ้าเชื่อว่าหัวหน้าทีมของข้าพเจ้ามีทักษะความสามารถช่วยเหลือทีมได้					
5	หากมีเรื่องไม่สบายใจ ข้าพเจ้าจะไม่ลังเลใจที่จะปรึกษากับหัวหน้าทีมของข้าพเจ้า					



Appendix D: Secondary Data Checklist

SECONDARY DATA CHECKLIST				
Place:			Perfect Life Insurance Co.,Ltd.	
No.	Yes	No	Items to be checked	Remarks
1	<input type="checkbox"/>	<input type="checkbox"/>	Company profile	
2	<input type="checkbox"/>	<input type="checkbox"/>	Documents related recruitment activities	
3	<input type="checkbox"/>	<input type="checkbox"/>	Employee turnover statistic report	
4	<input type="checkbox"/>	<input type="checkbox"/>	Employees exit interview	
5	<input type="checkbox"/>	<input type="checkbox"/>	Incoming application statistic report	



Appendix E: R.V. Krejcie & D.W. Morgan's Sample Size Estimation

No. of population	Sample size	No. of population	Sample size	No. of population	Sample size
25	24	240	148	1300	297
30	28	250	152	1400	302
35	32	260	155	1500	306
40	36	270	159	1600	310
45	40	280	162	1700	313
50	44	290	165	1800	317
55	48	300	169	1900	320
60	52	320	175	2000	322
65	56	340	181	2200	327
70	59	360	189	2400	331
75	63	380	191	2600	335
80	66	400	196	2800	338
85	70	420	201	3000	341
90	73	440	205	3500	346
95	76	460	210	4000	351
100	80	480	214	4500	354
110	86	500	217	5000	357
120	92	550	226	6000	361
130	97	600	234	7000	364
140	103	650	242	8000	367
150	108	700	248	9000	368
160	113	750	254	10000	370
170	118	800	260	15000	375
180	123	850	265	20000	377
190	127	900	269	30000	379
200	132	950	274	40000	380
210	136	1000	278	50000	381
220	140	1100	285	75000	382
230	144	1200	291	100000	384

Source: Education and Psychological Measurement, Vol.3, No.3, pp. 607-610