

## **Abstract**

Each organization is different, what makes one better than the others? Products, Technologies or even strategies can be copied over time, one aspect that is very hard to copy and also a key to success is the people; it is up to the company to see how they can bring the best out of their people so, employee engagement is the answer; many studies have shown that companies, which have an engaged workforce are outperforming those that do not have one.

The purpose of this research was to study the impact of Organization Development Interventions (ODI) on employee engagement through the improvement of job resources (supervisor support, job autonomy, performance feedback and co-worker support). The relationship between the job resources and employee engagement was the basis for conceptual framework of this study. The interventions focused on developing job resources (supervisor support, job autonomy, performance feedback and co-worker support) which will lead to employee engagement. Action research was used as the research methodology with a non-randomized control and experimental groups; the research used quantitative and qualitative data analysis to measure the pre and post OD interventions.

The researcher conducted six interventions over six months (May-November 2013) at a focal company, company X, which is a medium-sized floor tile manufacturing company. The interventions were conducted with 27 participants from various departments (Experimental group). The researcher also set up a control group of 26 participants in order to compare the impact of interventions. The ODI process was designed based on Cummings & Worley's "Effective Change Management" and "Whole Brain Literacy" models.

The research findings indicated that ODI had a significant impact on job resources and employee engagement. There was supportive evidence from both quantitative and

qualitative data analysis: after the ODI, all the mean for job resources (supervisor support, job autonomy, performance feedback and co-worker support) and employee engagement significantly increased in the experimental group; while in the control group only the mean for job autonomy significantly increased and the others had similar scores or less than in the pre-ODI stage.

In summary, there were statistically significant improvements between pre-ODI and post-ODI for job resources (supervisor support, job autonomy, performance feedback and co-worker support) and employee engagement in the experimental group. In addition, the statistical findings supported that all variables of job resources (supervisor support, job autonomy, performance feedback and co-worker support) had a statistically significant relationship with employee engagement.

