

ABSTRACT

Nowadays, the impact of change in global organizations has challenged the leaders' capability to drive and steer the organization toward the future. Obviously, footwear business has also got the impact from this global change. The Manufacturer is one of the parties in the footwear business which is also affected by change. Inevitably, emerging of new manufacturers in China, Indonesia, and Vietnam have caused many concerns to footwear business in Thailand. Leadership, Accountability, and Communication are key factors and have played vital roles in many organizations. These are the key variables considered in this study. The ODI was designed, developed and implemented to determine whether there would be positive outcomes on higher level of leadership, wider extent of accountability, and communication.

The Action Research Model was used in this research. Descriptive and perceptual research tools were used to collect primary data. Questionnaire, interview guide, and observation list were used as instruments. Questions were set up to align with leadership, accountability, and communication. A total of 119 employees in the organization were observed. Data analysis was done through the use of SPSS.

Outcomes showed very promising perception on agreed level for all three areas of the study before and after ODI. Not all suggested ODI could be implemented within a period of study to organization because of time and budget constraints. Nonetheless, the organization was willing to proceed implementing all of ODI. The impact of ODI on leadership, accountability, and communication were positive in agreed level with small difference in details of each area.

The hypotheses were tested with paired samples t-test to see different outcomes between Pre-ODI and Post-ODI. There was no significant difference in leadership and

accountability before and after ODI. There was a significant difference in communication before ODI and after ODI.

Recommendations for further research to enhance the ODI program to other areas of organization are offered. Conceptual framework may need to be adapted to be suitable with other relevant areas in the organization.. Research design could help to see the status of the program more easily.

