

**IMPACT OF AN ODI ON LEADERSHIP, MOTIVATION, AND EMPLOYEE
ENGAGEMENT TO ENHANCE ORGANIZATION EFFECTIVENESS:
A CASE STUDY OF A BANGKOK-BASED MID-SIZE COMPANY**

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Abstract: *This action research investigates the impact of an Organizational Development Intervention (ODI) on leadership, motivation, and employee engagement conducted at a Bangkok-based SME from January 2011 to August 2011 to enhance its organizational effectiveness. Both quantitative and qualitative approaches were integrated. The data was collected using a survey questionnaire, focus group interviews, and observations. The results indicate that post-ODI leadership, motivation and employee engagement improved. Leaders and managers now better understand the importance of leadership and the need to support their subordinates, give advice, make expectations clear, and provide feedback. The staff also came to develop a better appreciation of themselves and others, think positively, and notice the power of questions such as “what’s rights?” or “how can we build on the strengths?” as opposed to “what’s wrong?” or “who’s to blame?”. Motivation was enhanced by training and workshop classes, a redesign reward system, and monthly activities. The improved employee engagement is now reflected in their teamwork, involvement, sense of company identity, better communication, and performance. The much improved organizational effectiveness has translated in fewer late arrivals, less absenteeism, and fewer complaint letters and resignations as well as higher net profit.*

Key words: *Organization Development, OD interventions, Leadership, Motivation, Employee engagement, and Organization Performance.*

Introduction

This paper is based on the action research conducted by the author to complete the doctoral dissertation. The purpose of the research was to identify and investigate the impact of Organization Development Intervention (ODI) on leadership, motivation, and employee engagement at a mid-size company (ENT) in the entertainment business in order to enhance organization effectiveness.

The action research was designed: (1) to analyze and assess ENT in terms of leadership, motivation, employee engagement (the independent variables) and organization effectiveness (the dependent variable); (2) determine the relationship between these variables; (3) design and implement the ODI programs for leadership, motivation, employee engagement, and organization effectiveness; and (4) determine the differences between the pre- and post- ODI programs in terms of the variables.

The research, conducted between January and August 2011, involved one hundred and seven employees of the company, whose

expertise is in contents, i.e., movie and animation distribution. The company’s business includes the theatrical, home video, TV, character license, retail, and new media sectors.

Both quantitative and qualitative approaches were applied and data collected through a questionnaire survey, focus group interviews, and observation. There were two sets of questionnaires, one for management level and one for the non-managerial staff. The questions, which addressed the issues of leadership, motivation, employee engagement, and organization performance, were designed to ascertain the pre- and post-ODI employee perspectives.

Following the 2008 financial crisis, which led to a downturn of the global economy and had a domino effect, every industry has had to adjust to more competitive environment, including in Thailand, where many firms seek to have a competitive advantage.

However, to achieve this goal, organizations must have employees committed to the demand of rapid change, all the more as they are the source of competitive advantage (Dessler, 1993).

In the entertainment industry, including ENT, the ever-changing technology forces the entire sector to be alert to changes. For

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example, people are buying less physical products (VCD and DVD) and are downloading more or using internet IPTV. In order to cope with this constantly evolving environment, the company needs to prepare itself, not only in terms of business strategies but also in terms of human resources.

In light of all these developments, this action research therefore aims to improve leadership, raise the level of motivation and stimulate employee engagement so as to enhance the organization's effectiveness.

1. SWOT Analysis

The following SWOT analysis was conducted to identify problems and potential challenges as well as opportunities

- Strengths:

- With a solid capital base of 220 million Baht (US\$73M), the company is stronger than any of its competitors in the sector.

- Also most of the contents are acquired for "All Rights," which means the company can utilize every show window such as Theatrical, Home Video, TV, and New Media. This gives the company an edge over other competitors as most of them acquire only individual rights. Moreover, these rights include rights for Indo-China countries.

- Having more than 100 outlets throughout the country is a strong point for the company as it enables to improve its inventory management, have a stronger bargaining power, enable the duration of time for exposing its goods for sale to be longer, and help the company have a better understanding of the consumers' market.

- Since the company is a family business going back several generations, all the know-how has been transmitted from generation to generation by the elders to the young ones. The elders, now the highest executives in the company, are pioneers in this business in Thailand and therefore have a good knowledge and thorough understanding of the business and a high level of experience. On the other hand, the younger ones, currently junior executives in the firm, are industrious, have a solid education and valuable experience in foreign countries. This has made for good combination and integration quite beneficial to the business as the elders and the young ones complement each other.

- The two core principles of ENT's management are transparency and good

governance viewed as essential to ensure that the company's partners, both local and international, maintain their confidence in the business.

- Having a skillful new generation of adaptable, creative executives and employees capable of handling the diversified entertainment business allows the company to seek new opportunities, expand its business to related fields, and respond to the latest trends and innovations.

- Weaknesses

- Limited leadership pipeline due to a lack of skillful and experienced middle management and also a lack of leadership skills as most managers have been promoted from staff level upward. Having worked with the company for a long time, they are used to receiving commands and being told what to do, all the more since they started at staff level where typically they were told what to do. As a consequence, they are resistant to the idea of having to come up with their own ideas, take initiatives, and be creative in the face of new situations. They are also not willing to make any decision on their own.

- Unclear motivation system as only the basic intrinsic and extrinsic reward system is offered to employees, i.e., bonuses, salary increases and provident funds.

- Poor communication between departments since most of the middle managers have been working for the company for a long time and are familiar with all the higher-level executives. As a result, when a problem arises, they will not communicate with each other to solve the problem but will instead bring it directly to the higher executives, whereas the problem could – and should – be resolved among them. This raises the issue of inter-functional coordination.

- Opportunities

- The expected growth of satellite TV will provide a good opportunity to generate revenue for the business since the satellite business is the company's focus.

- The 3G network implemented in Thailand creates a New Content of distribution channels. The company will benefit from the New Media such as Mobile Streaming, Internet Streaming and Downloading.

- The merchandize license market in Thailand has an estimate market value of about 20,000 million Baht and involves few players. The company has many character

licenses and is one of the biggest agents in Thailand.

- Threats

- The 2008 economic crisis has had a big impact on every industry, especially on the entertainment business and there is now the threat of another Europe-induced euro-related crisis looming on the horizon.

- The color-coded political crisis that has affected the country in the last 2 years is still largely unsolved as the country remains highly polarized.

- Intensive infringement of copyright contents in Thailand – and in the region - is the biggest factor that affects the industry and cause the revenue and sale volume in home video decrease.

- Modern technology contributes to the extensive resort to digital piracy and downloading that further affect the already generally weak and consistent enforcement of intellectual property rights regionally.

2. Literature Review

The key theoretical themes related to the variables in this study were reviewed and discussed as follows:

- Leadership

Leadership can be described as the process of social influence in which one person can support the others in the accomplishment of a common task (Cumings and Worley, 2005). One of its purposes is to exert influence on organizational decision-making processes to foster learning and facilitate change (Lenz, 1993). To achieve their goals, leaders need to have authority, power and influence over their followers (Jooste, 2004). Therefore, leaders need to have the ability to make their followers reach the target.

Although there have been numerous studies in leadership theory such as for example, the great man theory, the trait theory, or the behaviorist theory, Bass' (1985) transactional and transformational leadership theories can and have been used more broadly.

According to Bass's transformational leadership theory, a leader is a person who helps develop and maintain a sense of commitment and increase the level of aspirations and motivation among colleagues and followers. A leadership prototype is thus an emanation of people's imagination about what makes a "good leader" and what a model

leader should look like (Schermerhorn et al., 2004).

Most studies (e.g. Christopher, 1999; Henderson, 1999; Torres, 2000) posit that participative leadership is similar within a work unit. However, the various degree of participation of the subordinates are emphasized in a number of theories (Bass, 1990; Sagie, 1997; Yukl & Fu, 1999). Various benefits are attached to participative decision-making (PDM). They include: increased quality of the decisions made (Scully, Kirkpatrick, & Locke, 1995); employees' motivation (Locke & Latham, 1990) and satisfaction (Smylie et al., 1996); and positive contributions to the quality of the employees' work lives (Somech, 2002). However, participative leadership is more suited to a moderately structured problem while directive leadership is more suited to a fairly structured problem (Kahai et al., 1997). Still, there is no evidence showing that a particular leadership style is more preferable than others. It can thus be said that no single leadership style is suited to all managerial situations (Mullins, 1999; Vecchio, 2002). Each person can have various styles of leadership, depending on the situation.

Both Participative and Directive leadership require leaders to have skills and knowledge related to their jobs. Otherwise, a problem might occur if the participative leadership cannot control and conclude the ideas; the result of which could be time consuming. In contrast, directive leadership will have sufficient time since all the ideas and the decision making power rest with the leader.

Leaders have the ability to motivate, build and influence people and outcomes. However, a leader's effectiveness is not enough. Leadership also requires the ability to influence and secure cooperation from the subordinates.

Bennis and Thomas (2002) suggested that most leadership failures in business stem from a failure to adapt to changing circumstances.

- Motivation

Motivation is a process that starts with a physiological or psychological deficiency or need that activate a behavior or a drive that is aimed at a goal or incentive (Mitchell, 1982). Motivation represents those psychological processes that cause the arousal, direction, and persistence of voluntary

activities that are goal oriented (Mitchell, 1982). This definition presupposes that to achieve their goals, individuals must be sufficiently stimulated and energetic. They must have a clear focus on what is to be achieved and must be willing to commit their energy for a long period of time to realize their goals and aims.

Motivation is an important aspect of influencing others to work toward organizational goals. If the organization does not have the ability to motivate its employees, the knowledge within the organization is not maximized. Therefore, it becomes the aim of every organization to find the factors that enable it to motivate its employees to continuously learn and take advantage of this knowledge to ensure its existence (Osteraker, 1999).

While numerous studies have examined motivation theories and models, the most frequently used theories are: the Vroom's expectancy theory (1964), Macgregor's Theory X and Theory Y assumptions (1960); Maslow's (1943) hierarchy of needs; and Herzberg's (1959) two-factor theory (motivators and hygiene factors).

The most popular needs theory in this field is Maslow's. Known as the motivation theory of hierarchical needs, it includes five basic levels of needs: (i) physiological needs; (ii) safety needs; (iii) love and belonging needs (iv); self-esteem; and (v) self-actualization. In this research, the reward systems emphasize a mix of extrinsic and intrinsic rewards.

Peterson and Quintanilla (2003) linked intrinsic motivations to socialization to social work values and norms.

Many individuals at different organization levels and with different earning power have different motivational values. Thus, what can motivate individuals at one level of the organization may not be used at another level (Kovach, 1980). Human nature is complex, with human needs and motivations varying according to the environment, circumstances people face, as well as their life experience, expectation and age (Schein, 1980). A key to have an effective motivation program is to have employee involvement.

- Rewards

Rewards can be extrinsic or intrinsic. Extrinsic rewards are positively valued work outcomes that are given to an individual or

group by some other person or source in the work setting. Normally extrinsic reward will involve "Pay" which can help an organization attract and retain highly capable workers and satisfy and motivate them to work hard to achieve a high level of performance.

Intrinsic rewards are positively valued work outcomes that the individual receive directly as a result of task performance. According to Darling et al. (1997), in the past, money was considered to be a best employee motivational technique. Today, however, the impact of monetary rewards is a short-lived. Non-cash rewards of high intrinsic recognition value often work better. If, for instance, merchandise is offered, the employees will usually be reminded of the incentive each time they look at it.

By the same token, Maslow's hierarchy of needs still considers money to be an effective motivator. Pay is an important reward because it satisfies several of the needs in the hierarchy that can provide employees with the means to purchase items which satisfy their physiological needs, and enable them to meet esteem needs as it is one measure of one's relative worth.

- Employee Engagement

Employee engagement was conceptualized by Kahn (1990) as the harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in terms of organizational behavior is the notion of flow advance.

Engagement can be seen as a heightened level of ownership where each employee wants to do whatever he/she can for the benefit of the success of the organization. An engaged employee is willing and able to contribute to the company's success. Engagement is the extent to which an employee puts more effort into his or her work; more than the required minimum to get the job done and in the form of extra time and brain power or energy (). However, engagement requires a two-way relationship between employer and employee.

Engagement brings benefits to both employer and employees including enthusiasm, greater value to the employer, improved physical health, and happiness.

- *Employee Involvement*

Employees are more committed to decisions under certain conditions. Usually, if employees are involved, the better the result is (McNabb and Whitfield, 1999; Lawler, Mohrman and Benson, 2001). Involvement increases organizational effectiveness because of better decision making, better problem solving, less absenteeism, and a lower turnover (Lawler, 1988). In addition, the speed of work is increased, the level of innovation goes up, and the quality products and service is higher (Riordan, Vandenberg, & Richardson, 2005).

- *Communication*

Communication is the transmission of meaning from one person to another or to many people verbally or non-verbally. Communication is an important tool for employee engagement as it creates benefits to both employers and employee. Good communication can have a major impact on employee engagement and effort levels. However, communication needs to be two-ways so that the organization can understand what its employees need and they can fully understand how this can benefit them.

An effective leader needs to have good communication skills. An individual who is able to communicate, make sound decisions, and get things done with and through people is a good leader (Bowman G.W., Jones L.W., Peterson R.A., Gronouski J.A. & Mahoney R.M., 1964). By communicating more effectively, managers improve their ability to get things done with and through people.

In order to improve performance or for development purposes, feedback is a most essential. Feedback can be from multisource (e.g. managers, peers, and subordinates). Upward feedback can be a valuable source of information to improve performance. People use feedback to evaluate their performance relatively to their goals. Kluger and DeNisi (1996) argued that feedback does not consistently lead to improved performance. They found that feedback interventions do not always improve performance. Feedback, however, was associated with enhanced performance, motivation, communication and leadership and interpersonal (Suengkamolpisut, 2010).

- *Organization Effectiveness*

If an organization achieves its goals, then it is effective (Hodge, Anthony and Gales,

1996). However, to attain goals, it is necessary to understand organizational goals (Daft, 1998). This is the very first step toward understanding organizational effectiveness which is the measure of how an organization achieves its mission through its core strategies successfully. Jantarachirat (2010), Auppakarakul (2010, and Soponkij (2010) also suggested that leadership development enhance employee performance.

There are three levels of effectiveness management can focus on. The most basic level is Individual Effectiveness, which refers to the task performance of individual employees or members in the organization. Individual cannot work alone and usually work as a group. The second perspective of effectiveness is Group effectiveness which is a sum of the contributions of all its members. The third perspective, Organizational Effectiveness, consists of individual and group effectiveness.

Etzioni (1987) defined organization effectiveness as the competency of an organization to achieving its goals. Similarly, Schein (1980) described organization effectiveness as an organization capacity to survive, adapt, maintain, and grow. Organization effectiveness is thus the capacity of an organization to achieve its goals by maintaining its resources and tools and using them worthily. Organizational performance comprises the actual output or results of and organization as measured against its intended outputs, goals and objectives. It also means that the accomplishment of a given task is measured against present standards of accuracy, completeness, and cost and speed.

- *Organization Development Process, ODI and Change*

Organization development (OD) has to do with changing and improving an organization. It is a long term process designed to maximize human resources within the organization. It applies behavioral science knowledge and practices to help an organization build its capacity to change and achieve greater effectiveness, including increasing its financial performance and the quality of the work life (Cummings & Worley, 2005; Brown & Harvey, 2006).

Since there are many OD approaches, OD professionals must understand the difference in OD interventions to choose the most appropriate one or mix and match them to fit

with the organization.

There are many tools available for interventions. This study uses Appreciative Inquiry (AI) as one of the tools in the intervention process. AI is built upon the recognition of the profound power of questions in changing our worlds (Cooperrider, 2004). Questions are the core of how people listen, behave, and relate, both as individuals and in organizations. Obviously, everything people think and do is generated by questions but Adam, Schiller, and Cooperrider (2004) argued that answers to questions such as “what’s wrong?” or “who’s is to blame?” lead to a world quite distinct from the questions such as “what’s right?” and “how can we build on the strengths?”.

Appreciative Leadership (AL) is used as one of the tools for organization intervention. It is based on AI and requires

an attitude of openness and a defined skill set of continuous learning, and connection to others in terms of cooperation, collaboration, and complementation.

Auppakarakul (2010) used AL and noticed that there was a positive change of generative motivation, interactive engagement and functional teamwork.

- Family Business

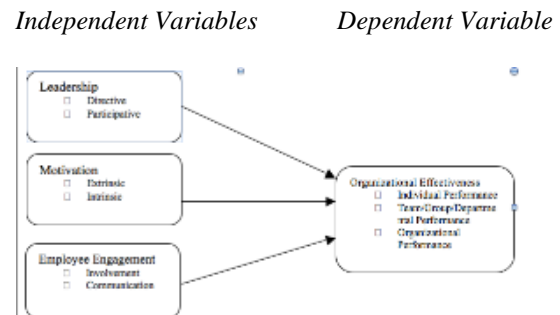
A family business is an organization whose ownership and/or management control belongs to a family or family’s member, or families (Cummings & Worley, 2005). It can also be defined as a business governed and/or managed on a sustainable and potentially cross-generational basis to shape and perhaps to pursue the formal or implicit vision of the business held by the members of the same family or a small number of families (Sharma et al., 1997). To conduct an ODI in a family business, understanding the norms and results of the interconnectedness of the family, business, and shareholder systems is essential.

Cummings and Worley (2005) have developed a family business system model to help to understand the differences between family firms and traditional businesses. The model comprises three different subsystems: the business, shareholders and family subsystems. At the center of the family business system is a set of core values. Each subsystem determines how the objectives will be achieved and sets a governance structure that represents the people in that system.

In the case of a small family business, oftentimes there will be a complete overlap in the membership of the family council, shareholder forum, and board of directors. Moreover, these subsystems are highly interdependent (Morris et al., 1996).

3. Conceptual Framework

Based on the literature reviewed, the conceptual framework was designed as follows:



Source: made by author for this study

There are three independent variables and each one has a set of sub-variables. 1) Leadership, which is divided into two sub-variables: directive and participative leadership; 2) Motivation, which can be extrinsic or intrinsic; and 3) Employee Engagement, with involvement and communication as its sub-variables. These independent variables directly affect organization effectiveness, the dependent variable in this research.

4. Research Methodology

Action research is a planned change model that involves three stages: a (i) pre-ODI stage, (ii) ODI stage, and (iii) post-ODI stage.

(i) *Pre-ODI stage or Assessment Stage (The Diagnosis)*: The purpose of this stage was to assess and analyze the current situation of the company and ensure that the issues of leadership, motivation, employee engagement, and organization effectiveness really needed to be addressed. Both quantitative and qualitative approaches were used. The instruments for data collection included a questionnaire, focus group interviews, and observations.

(ii) *ODI Stage or Development Stage*: The goal of this stage was to plan an action that would help the company improve the areas of concern that had been identified at the Pre-ODI stage. After all the relevant data was

gathered at the pre-ODI stage, a course of action was designed. It included monitoring and evaluations. The activities developed consisted of: an overview meeting, an orientation, monthly activities, a message from president, training classes, workshop, coaching class, outing trip and an overhaul of the reward system so as to add benefits.

(iii) *Post ODI Stage or Evaluation Stage:* At this stage, the same qualitative and quantitative approaches as at the pre- ODI were used to gather and evaluate the data. The data was analyzed, interpreted, and compared with the pre-ODI data.

As mentioned above, the pre- and post-ODI instruments used for this research were both qualitative and quantitative and in Thai.

The qualitative method included focus group interviews and observation. The focus group interviews included 35 persons selected from each department on the basis of their qualification and specific pre-determined criteria. As to observation, the researcher followed the observation guideline. The data gathered was then analyzed using the content analysis technique.

The quantitative method consisted of a questionnaire. 107 respondents completed and returned the questionnaire. They included managers and staff members from each department. At the post-ODI stage, the same questionnaire was distributed to the same respondents as at the pre-ODI stage. The quantitative data was analyzed by paired *t*-test, regression analysis, 2-tailed, 95% significant confidence level, and SPSS.

5. Data Analysis and Results

The researcher used both quantitative and qualitative data for the pre- and post-ODIs. The (i) quantitative data consisted of a questionnaire survey and the (ii) qualitative one of observation and group interview data.

(i) *Quantitative Data:* Based on a questionnaire, the quantitative analysis applied a 7-point scale for the respondents to answer the questions on the basis of the following rating (7 = Definitely agree; 6 = Agree; 5 = Inclined to agree; 4 = Not certain; 3 = Inclined to disagree; 2 = Disagree; and 1 = Definitely disagree). Mean scores were used to analyze leadership, motivation, employee engagement, and organization effectiveness and the paired sample *t*-test, 2-tailed significant, and 95%

confidence level were implemented to analyze the data which was processed using SPSS.

(ii) *Qualitative data:* The method employed was content analysis. The interventions, specifically designed for this research, involved three meetings, each with a specific purpose: (i) an overview meeting; (ii) an orientation meeting; and (iii) a meeting for redesigning the reward system.

- Overview meeting: before starting training and conducting the workshop, an overview meeting was held in order to explain the overall purpose of the project, its scope, and each variable so as to make sure that each participants understood the general concept and goals sought and prepared for the interventions accordingly.

- Orientation: before starting the intervention, an orientation was conducted for the managers and employees in order to introduce and explain each activity and make sure everyone knew what to expect.

- Meeting for redesigning the reward system: the company's executives and managers involved in the ODIs discussed an overhaul of the reward system. A consensus was reached with the employees. The changes include: providing insurance to managers; a 10,000 baht subsidiary for notebook purchase (for employees and managers alike); and 26 school scholarships for employees' children.

After analyzing the pre-ODI findings, a specifically-designed OD intervention was implemented. The main intervention activities, which included training, coaching and some workshops, were conducted through 6 types of activities: (i) a three-day Appreciative Inquiry/Appreciative Leadership training, workshop, and coaching class; (ii) a one-day teamwork and motivation training and workshop; (iii) a one-day coaching for effective Leadership class; (iv) a one-day effective Communication training and workshop; (v) a two-day overnight Leadership Development Camp; and (vi) a Final Development Session to wrap up the program.

- *Qualitative Findings*

It was found that leadership, motivation, employee engagement, and organization effectiveness needed to be improved; a finding supported by the qualitative analysis. Leadership skills were quite low as employees often failed to take initiatives had a poor understanding of what leadership involved and neglected the importance of it. Motivation

needed to be developed as employees did not see any within their departments or the company. And the incentives failed to include non-monetary motivators. As for employee engagement, the employees had a low level of engagement and participation. Moreover, arguments always flared up there was a clear lack of teamwork.

- Quantitative Findings

The quantitative findings indicate that there is a significant relationship between leadership, motivation, and employee engagement on the one hand and organization effectiveness on the other with an adjusted R Square value of 0.591 and a statistically significance level of 0.000^a. This means that there is a significant positive correlation between leadership, motivation, and employee engagement and organization effectiveness, the dependent variable. The level of impact of the independent variables is middle-to-high and the relationship significant.

The pre-ODI leadership results show that the mean score value is 61.50 whereas the post-ODI one is 63.36. The 2-tailed significance is at 0.0225, indicating that there has been a post-ODI increment of the mean score value with the significance at 98%. This suggests that leadership has improved.

The pre-ODI motivation mean score value is 52.35 and the post-ODI one 57.90 with a 2-tailed significance at 0.000. There was also a significant post-ODI increment of the mean score value, indicating that the level motivation has gone up.

The Pre-ODI employee engagement results reveal a mean value of 43.85 whereas the post-ODI one is 43.98. The 2-tailed significance is at 0.812, indicating that there is a marginal post-ODI increment of the mean score value with no statistical significance. What these scores suggest is that the organization effectiveness has improved marginally.

The pre-ODI organization effectiveness result indicate a mean score value of 25.07. Yet, the post-ODI score is 25.58 with a 2-tailed significance at 0.232. This indicates that there is a marginal increment of the post-ODI mean score with no statistical significance. It can be inferred from this that the organization effectiveness has improved at a marginal level.

Conclusion and Recommendations

Both the action research and ODIs conducted at ENT have had a beneficial

impact on leadership, motivation, and employee engagement and enhanced the organization's effectiveness.

The findings show a post-ODI increment of the leadership mean value from 61.50 to 63.36 and motivation one from 52.35 to 57.90. That of employee engagement increased from 43.85 to 43.98, and organization effectiveness from 25.07 to 25.58.

In terms of individual performance, the track record indicates that late arrivals in 2010 totaled 1,002 hours and went down to 860 hours in 2011, a 15% differential. As for departmental performance, the number of complaint letters decreased by 50%; from 18 in 2010 to 9 in 2011. Employee resignations decreased by 61%. While in 2010, 28 employees resigned, only 11 resigned in 2011. And in 2011, net profit jumped by 17.99% from the previous year.

The analysis shows that two demographic data (age and marital status) had no impact on any of the variables. However, two items, years of service and educational background, had an impact on engagement.

The researcher only studied and collected information from a single organization. This study only concerns one company in one specific industry. It may thus not be generalized to other organizations in the same sector as different organizations might have different cultures, contexts, organizational structures, rules and regulations. So, other similar studies should be conducted in other companies in the same sector. The findings in this study may suggest some initiatives to be applied to other organizations.

The training, coaching, workshop, and outing trip had a very positive impact on both the employees and the company. As a result, employees have requested additional classes on areas not yet covered on these issues so as to further increase their performance. Even though, the interventions have had a positive impact on leadership, motivation, employee engagement, and organization effectiveness, more time is needed to get even better results. Therefore, more programs on those topics should be implemented as they might be very helpful in enhancing organization effectiveness. Companies should therefore not limit their efforts to improve performance to one set of interventions but look at them as an on-going process.

Finally, several areas for future studies

should be considered. They include innovation, job satisfaction and commitment. Since ENT is in the media and entertainment business and is involved with new technologies, these issues are especially relevant.

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