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## Action Research of Goal-Setting as ODI to Improve Employee Motivation, Engagement in Thai CCTV, Thailand

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### Abstract

This study intended to answer the question of how to make Thai Central Chinese Television Group (Thai CCTV) profitable while improving customer satisfaction? The study investigations were through observations, interviews, and analysis of primary data from employees, suppliers, cable TV owners with total of thirty-three participants. In particular, the main research questions encompass as: 1) What is Thai CCTV's current situation on employee motivation, employee engagement, operational excellence and customer satisfaction? 2) What ODI techniques can be implemented/ applied to increase the level of employee motivation and to increase the level of employee engagement? 3) Are there any differences between pre and post OD intervention on the level of employee motivation and employee engagement? 4) Are there any differences between pre and post OD intervention on the level of operational excellence? 5) Are there any differences between pre and post OD intervention on the level of customer satisfaction? The study used open-ended interview questions and qualitative approaches to conduct interviews during diagnosis, pre- and post-intervention and compare the results before and after the intervention. The findings reveal that the participants were unanimous in belief that goal setting plays a significant role which influenced employee motivation, employee engagement, operational efficiency and customer satisfaction.

**Keywords :** Goal Setting, Employee Motivation, Employee Engagement, Performance Management, Customer Satisfaction

**JEL Classification Code:** A22, I23, L86, M10

### 1. Introduction<sup>1</sup>

Building a successful organization necessitates hard work and a thorough understanding of the company's culture and today's business world. This is because of the pace and scope of change and uncertainty in the current contemporary business environment (i.e., the massive changes in technology, communication pace, and explosion/implosion of knowledge). Unfortunately, while focusing on implementing organizational changes, leaders often lose sight of the teamwork. As a result, as a result,

communication breakdown can occur in the organization, which hit the company to be off track and prevented it from achieving its common goals. As a result, the employees suffer from a frequent low morale, forcing them to become disengaged, feel marginalized and unproductive in the workplace.

Thai CCTV launched its channel 123 on satellite TV in Thailand in 2008. As the leading media in Thailand, it broadcasts in both Thai and Chinese in order to serve the Chinese-loving target audience as well as Chinese people living in Thailand who need real Chinese information from

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its original source in mainland China. Thai CCTV has been in the industry for around nine years and was the first Thai-Chinese channel in Thailand. Thai CCTV can be viewed via Thai-com 5 satellite. The signal covers the eastern regions of the world (Asia, Europe, Oceania, and Africa), reaching 2.5 million households. Currently, Thai CCTV employed forty-two people and generated an income of 16 million baht in 2021, and represented 50% of Thai-Chinese broadcasting media market share.

While the company seems to be on a positive trajectory, recent reports indicate that Thai CCTV's brand declined to 7 percent. This decline can be attributed to a number of factors, including rationality-based advertisements rather than emotionally-based marketing campaigns. Current consumers show no interest in Chinese-related programs, except Chinese news and entertainment programs. Most of the viewers who do not watch Thai CCTV perceive the brand to be "too serious," "too rational," with "fewer entertainment programs" – and especially "no popular Chinese series, movies and other TV programs."

Meanwhile, the company has been struggling due to the augmenting rates of new entrants, customers being sensitive to price changes, and the advent of alternative online home shopping alternatives in the market, including single home shopping channels. Besides, the suppliers are having a more substantial bargaining power when it comes to home shopping.

Moreover, in the past two years, the world has grappled with the COVID-19 pandemic, which has resulted in economic and human capital management issues. Currently, the lack of success is accelerated by the pandemic, and management in the company has lagged in its goal-setting as major motivation to employees due to majority of them are suffering from insufficient of motivation and engagement arising all came from the lack of goals and relevant goal-setting process. Even though some departments have set clear goals, there is no alignment between the group and individual goals. The majority of the employees had not been afforded any strategic objectives since joining Thai CCTV. There was a general lack of goals for staff members at the managerial, administrative, and individual levels. Therefore, it seems that there is no goal awareness to achieve shared interests at Thai CCTV, resulting in a lack of synchronicity.

Besides, most of the employees have complained over the compensation structure implemented in the organizations, highlighting the failure of implementing goals that tie directly to the performance of the employees. Also, there is a lack of performance measurement criteria. Even the best performers have indicated that most of the management at Thai CCTV does not challenge them to meet their performance objective by providing them with challenging tasks or provide self-development prospects to

encourage them. Besides, leadership at Thai CCTV does not help engage the employees. Engagement is seen as a prerequisite in increasing motivation, which ultimately increases the performance of the employees, as employees are empowered to undertake various decisions. Mostly, the employees at Thai CCTV no longer find work exciting or meaningful, and they lack career development opportunities that allow them to grow their careers.

From extensive research, Thai CCTV is apparently facing a myriad of challenges that hinders its performance. The main problem of this research encompasses these areas as follows: 1) the lack of goal-setting at both departmental and individual levels, (2) diminishing levels of employee motivation, (3) the lack of employee engagement by management, (4) declining levels of operational excellence, and (5) the lack of customer satisfaction. According to these significant problems, the objectives of this study were:

1. To examine the current level of "employee motivation, employee engagement, operational excellence, and customer satisfaction".
2. To design and implement OD interventions using OD techniques to increase the level of "employee motivation" and the level of "employee engagement".
3. To investigate whether there is a difference between pre and post ODI on employee motivation and employee engagement.
4. To investigate the impact of employee motivation and employee engagement to operational excellence.
5. To investigate the impact of employee motivation and employee engagement to customer satisfaction.

### 1.1 Research Questions

1. What is Thai CCTV's current situation on employee motivation, employee engagement, operational excellence and customer satisfaction?
2. What ODI techniques can be implemented/ applied to increase the level of employee motivation and to increase the level of employee engagement?
3. Are there any differences between pre and post OD intervention on the level of employee motivation and employee engagement?
4. Are there any differences between pre and post OD intervention on the level of operational excellence?
5. Are there any differences between pre and post OD intervention on the level of customer satisfaction?

## 2. Literature Review

This section reviews previous literature studies associated with goal-setting relating to the topic of

employee motivation, employee engagement, and key factors of the home-shopping industry, operational excellence and customer satisfaction.

## 2.1 Goal-Setting Theory

Goal-setting has become an important aspect of contemporary organizations. Despite its significance, a comprehensive definition of the concept remains elusive. Nonetheless, Grant (2012); stated that goal-setting entails developing an action plan to guide and motivate a staff or group toward the attainment of various company objectives. From this perspective, goal-setting is perceived as a means to an end. On the other hand, Latham and Yukl (1975), describe goals as what an employee is deliberately attempting to accomplish. The method for clarifying goal-setting is to use the defined goals as a means. Despite the variation on how the process has been conceptualized, the one area where both concepts overlap is how employees engage the process, which aligns with the perspectives by Medlin and Green (2009), who proclaim that the process entails employees working towards a defined goal. Hence, this process is a critical aspect of organizations.

### 2.1.1 Goal-Setting as Organizational Intervention

The general definition of each sub-theme under independent variable of goal-setting including job goal specificity, job goal clarity, job goal commitment, job goal difficulty, and job goal alignment. Each of these elements were illustrated accordingly.

**Job Goal Specificity;** it was defined goal specificity as "the degree of quantitative precision with which the aim/goal is specified", the more specific the goal, the less ambiguity in evaluating progress, and the more responsive the system in recognizing deviations from the goal and taking corrective actions such as increasing effort or changing strategy (Locke et al., 1989).

**Job Goal Clarity;** the central premise of Goal Setting Theory (GST) regarding to job goal clarity is encouraging individuals to pursue clear and difficult goals yields greater performance benefits than encouraging them to pursue vague and easy goals, or to simply do their best (Locke et al. 1989).

**Job Goal Commitment;** goal commitment is generally defined as an individual's determination to extend effort towards a goal over time in order to achieve it (Locke & Latham 1990). It encompasses the notion of effort deployed and maintained over time to achieve the objective, and takes into account every type of objective, whether it is imposed, self-defined, or negotiated (Klein *et al.* 2018). When an individual is strongly committed to a challenging goal, performance is at its highest potential as the goal to

performance relationship is at its strongest (Locke & Latham, 2002).

**Job Goal Difficulty;** goal difficulty perceptions regarding the validity of different measures of goal difficulty, and the participants were asked to report their intentions to perform well as well as their perceptions of the difficulty of the goal (Wright). The definition of difficulty goals is influenced by one's perceptions of prior experiences, task-relevant feedback, and self-evaluated capability (Locke & Latham, 1990). The content and difficulty of self-set goals impacts how individuals regulate their behaviors and emotions. In order to stay motivated to accomplish a goal, the goal must be realistic to that person (Kluger & Denisi, 1996). Goal difficulty leads to efforts, strategies, and sustained effort over time (Dweck, 1992).

**Job Goal Alignment;** goal alignment or strategic alignment is the process by which you keep your workforce working towards your company's overarching goals, and when company-wide goals are set, steps must be taken to ensure that employees are informed about what they should be working on and why, in effective aligned organizational, everyone is working towards the same goals and each individual knows exactly how their job tasks contribute to the success of the overall organization (Labovitz, & Rosansky, 2012).

### 2.1.2 Employee Motivation

Employee motivation which consists of four elements which are including workplace justice and fairness, interesting and meaningful of work, empowerment leadership, work conditions and environment which are illustrate each definition as below:

**Workplace Justice and Fairness;** according to Krüger and Rootman (2010), to create a work environment conducive to employee motivation, companies must have comprehensive policies and systems that ensure a clear understanding and equitable treatment of employees, and they were referring to compensation systems, employee performance systems, equity systems, and organizational policies and procedures.

**Interesting & Meaningful of Work;** meaningfulness is multidimensional by extending beyond a focus on self-fulfillment to argue that meaningfulness arises when work contributes to the wider good, and meaningful work comprises objective features, in that it enables autonomy, freedom, and social recognition, as well as being subjectively experienced as meaningful by the individual (Wolf, 2010; Yeoman, 2014). Scholars within the humanities have proposed that the greatest sense of meaningfulness arises from coherence across four domains: unity with others, expressing oneself, serving others, and developing and becoming oneself (Lips & Morris, 2009; Lips-Wiersma, 2016), and meaningful work is understood within the

humanities tradition as fulfilling, significant, directed, coherent with life goals, and contributing to a sense of belongings (Schnell et al., 2013).

**Empowerment Leadership;** the empowerment leadership behavior can be defined as a series of management practices, including decentralization, participation, information sharing and training (Hakimi et al., 2010; McClelland, 1975) Empowerment leadership behaviors from this perspective include any management decision or technology that can improve employee's inner level of motivation by enhancing his self-determining demand or self-efficiency (Ahearne, 2005; Conger & Kanungo, 1988).

**Work Conditions and Environment;** working conditions refers to the working environment and aspects of an employee's terms and conditions of employment, and it covers matters as the organization of work and work activities, training, skills and employability, health, safety, well-being; working time and work-life balance.

### 2.1.3 Employee Engagement

Employee engagement consists of three dimensions including reward and recognition, jobs skills and career development, empowerment leadership, each sub-theme definition is illustrated as section in below:

**Reward and Recognition;** Zigon (1998) defines rewards as something that increases the frequency of an employee action, and reward is a formal, impartial, and equitable exchange. A material or financial expression of appreciation that is conditional on results. Recognition is constructive, genuine feedback based on acknowledging people as sincere, worthy of respect, having needs, and equipped with their own personal expertise, it is a return on an employee's effort and dedication at work, as well as employees' results (Brun & Dugas, 2002).

**Jobs Skills and Career Development;** according to Mumford et al. (1999) define job skills as procedures for acquiring and working with information one important consequence of this definition is that skills are trainable or changeable and are not necessarily stable and career development is the process of managing life, learning and work over the lifespan (Mumford et al., 1999).

**Empowerment;** empowerment is a means to include the team in decision making, to give them a participatory role which capitalizes on their own expertise and judgment, and that increases their sense of both individual worth and commitment to the organization (Dunphy & Stace, 1994; Senior & Fleming, 2006). Empowering builds confidence in their capacity to execute your collective mission and goals, establishes essential trust in an organization, and creates the secondary level of leadership necessary when you are not present for key decisions so that the organization continue (Gruban, 2003).

## 2.2 Relationship between Goal Setting to Employee Engagement

Allen and Meyer (1990) explain that there is a goal-identification phenomenon in the planning process where individuals acknowledge the influence of their role on the achievement of set objectives. Kahn's definition of engagement involves measuring the intellectual, emotional, and physical involvement of engagement (Rich et al., 2010).

### 2.2.1 Human Resource Management

Human resource management consists of five sub-themes as compensation and benefits, performance management, job expectation, personal initiative, job creativity, each sub-theme is illustrated as below:

**Compensation and Benefits;** compensation and benefits refers to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees, as it were is divided into two parts and these are cash compensation which is the direct pay provided by employer for work performed by the employee and fringe compensation which refers to employee benefit programs, and it consider as a concept according to refers to all forms of financial returns and tangible benefits that employee receives as part of employment relationship (Bernadin, 2007).

**Performance Management;** performance management is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization. Performance management includes incentive goals and the corresponding incentive values so that the relationship can be clearly understood and communicated. There is a close relationship between incentives and performance (Kathryn, 2005).

**Job Expectation;** job expectations are the set of duties and responsibilities that management holds for an employee and generally does not communicate to the employee in writing. These expectations may change over time to fit the needs of the company or that of a specific manager (Nagel et al., 2010).

**Personal Initiative;** personal initiative defined as a behavior syndrome that results in an individual taking an active and self-starting approach to work goals, tasks and persisting in overcoming barriers and setbacks (Frese et al., 1997), it is uses an active approach that is characterized by its self-starting, proactive nature and by overcoming difficulties that arise in the pursuit of a goal, initiative implies that one will deal with these obstacles actively and persistently.

**Job Creativity;** job creativity defined as the means by which individuals produce novel and useful ideas, products, and processes (Amabile, 1996), creativity is needed to

conceive and generate new working methods that are made possible and are initiated by digital transitions (Karakaya & Demirkan, 2015). Creativity enables organizations and their workforce to ideate, create and develop new working methods that are guided by the new digital possibilities; make use of these possibilities; and generate new working methods and practices with new, additional value propositions (Hoffmann et al., 2016).

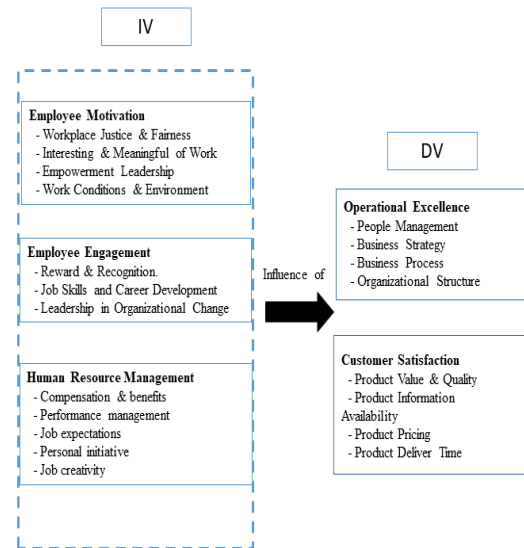
### 3. Diagnosis Methodology

This study used diagnosis method to provide the researcher the opportunity to gather precise data from different stakeholders. The initial three interview studies were drafted in terms of business goals, operational excellence and customer satisfaction, these all were examined from the employee's, suppliers, and customers' perspectives, and these indicators accessed from study 1, 2, and 3. The interview questions used is displayed in each interview study. The diagnosis methodology was entailed with the research design, the population, the sample, data collection, equipment, and data analysis. Furthermore, under each specific interview study, it was included interviewees, procedures, materials, methods, and pilot results. Based on the section of sample quotations and inference analysis, the researcher found that three significant issues emerged from interview conversations with Thai CCTV: In particular, the main problem of the study encompasses (1) the lack of goal-setting at both departmental and individual levels, (2) diminishing levels of employee motivation, (3) the lack of employee engagement by management, (4) waning levels of operational excellence, and (5) low levels of customer satisfaction. Accordingly, the researcher is able to establish that goal-setting should be undertaken as an independent variable that will help in describing the purpose of the company, analyze the business environment, develop the mission and goals that are prerequisite to supporting the change, and further assess the impact of the change on the dependent variables, which in this case are employee motivation, employee engagement, operational excellence, and customer satisfaction. Through these perspectives, this study research will be able to address the concerns facing Thai CCTV as home shopping business and strengthen its organizational performance. Beyond that, to achieve realistic and timely organizational change, the ODI will be measured using goal-setting through MBO and job redesign.

#### 3.1 Conceptual Framework

Based on empirical literature reviews, goal-setting plays a vital role as one of the most significant antecedents for

increasing the level of employee motivation, employee engagement. Furthermore, the consequent outcome of employee engagement in the service sector leads to competitive advantage in terms of customer satisfaction. The general definition of each sub-theme under goal-setting as independent variable included job goal specificity, job goal clarity, job goal commitment, job goal difficulty, and job goal alignment.



**Figure 1.** Conceptual Framework

**Source.** Developed by the researcher for this present study

Furthermore, this study aims to explore the impact of goal-setting as Organization Development Intervention (ODI) through the improvement of employee motivation in terms of workplace justice and fairness, interesting and meaningful of work, empowerment leadership, and work conditions and environment; and employee engagement in terms of the reward and recognition, job skills and career development, and leadership in organizational change; as well as human resource management in terms of compensation and benefits, performance management, job expectations, personal initiative, and job creativity of the organizational development. The next section illustrated the theoretical framework for this study.

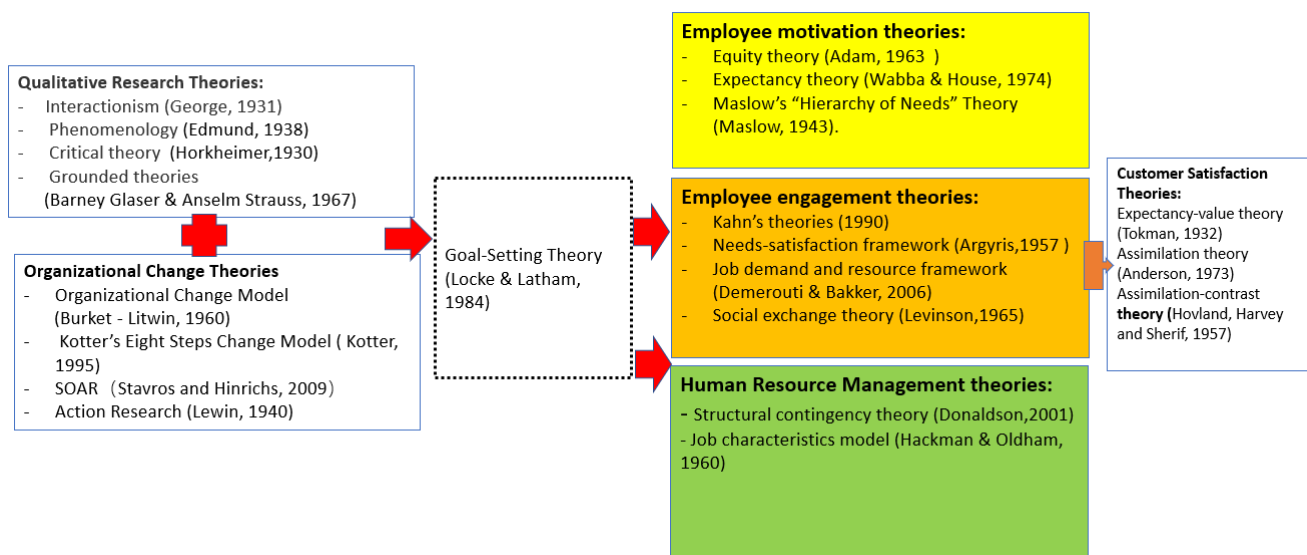
#### 3.2 Theoretical Framework

Figure 2 showed the theoretical framework developed by the synchronization of previous empirical concepts of qualitative research theories including Interactionism (Maed, 1934), Phenomenology (Edmund, 1938), Critical Theory (Horkeimer, 1930), Grounded Theory (Barney & Anselm, 1967) as cited by Flick et al. (2004). Goal-setting

theory (Locke & Latham, 1984) as mainly focused in the middle of framework. Furthermore, the impact of goal setting on employee motivation, employee engagement and lead to operational excellence and customer satisfaction was Expectancy-value Theory (Wigfield, 1994) and Assimilation Theory (Anderson, 1973).

The framework adopts the main theories of organizational change including organizational change model (Burket-Litwin, 1960), Kotter's eight steps change model (Kotter, 1995), SOAR (Stavros & Hinrichs, 2009), Action research (Lewin, 1940); the 2<sup>nd</sup> major theory is goal-setting (Locke & Latham, 1984); employees motivation

theories included Equity Theory (Adam, 1963), Expectancy Theory (Wabba & House, 1976), Maslow's "Hierarchy of Needs" Theory (Maslow, 1943), employee engagement theories including Kahn's Theories (1990), Needs-satisfaction framework (Argyris, 1957), JD-R framework (Demerouti & Bakker, 2006), Social Exchange Theory (Levinson, 1965), human resource management theories including Structural Contingency Theory (Donaldson, 2001), Job Characteristics Model (Hackman & Oldham, 1975). The detail of theoretical framework is illustrated as below of Figure 2.



**Figure 2.** Theoretical Framework

**Source.** Developed by the researcher for this study (Cummings & Worley, 2005)

Referring to the assessment and executive dialogue, the researcher and executive agreed to prioritize goal-setting in relation to employee motivation, employee motivation and human resource management; besides, with the review of previous empirical studies, it was preferably considered to concentrate on employee motivation related to workplace justice and fairness, empowerment leadership; human resource management of performance management and job expectations factors in accordance with the findings of the JD-R model and MBO concepts in which effective employee engagement requires both reward and recognition, job skills and career development. The prioritization of the goal-setting concept comes from the understanding that setting goals gives employees a system and a framework of what they are meant to do, giving them direction and support for their tasks which engages and motivates them to perform exceptionally. Furthermore, the goal-setting effects on

employee motivation, employee engagement, and human resource management are numerous, and especially have impact on customers' satisfaction in home-shopping industry of competitive business environment, therefore this study selected the goal-setting of employee motivation, engagement, customer satisfaction for investigation. The next section illustrated the action research framework of this study.

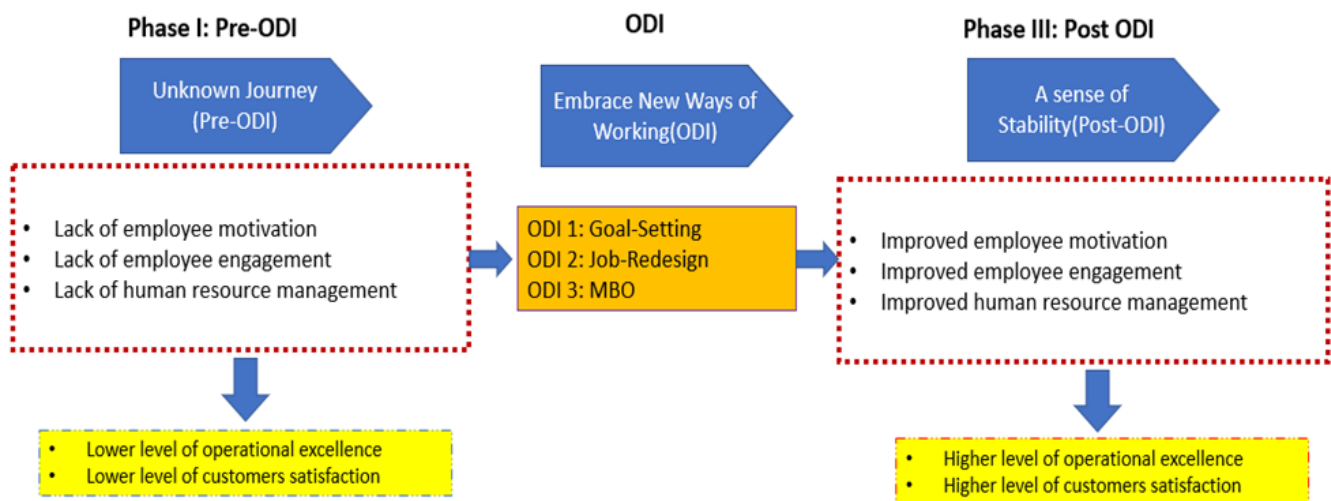
### 3.3 Action Research Framework

The action research framework includes three phases: pre-ODI, organization development intervention (ODI), and post-ODI. The aim of the study is to conduct an ODI to assess its impact as a goal-setting mechanism on employee motivation, employee engagement, and influence of operational excellence and customer satisfaction. The study

adopts the action research framework used by Cummings and Worley (2005) and this framework includes the Unknown Journey (Pre-ODI stage), Embracing New Ways of Working (ODI stage), and a Sense of Stability (Post-ODI stage) as presented in Figure 3.

After three interventions including goal-setting, MBO and job-redesign, the organization would have an agreement for a road map for future direction to deal with all the realities of the situation. From a common vision, it identifies significant blocks, innovative actions, new strategies, business plan with achievable goals. The methods followed a system encompassing the creation of shared positive views and desired outcomes, looking at obstacles that may hinder the realization of the vision, and identifying a range of possible actions to deal with these obstacles.

Qualitative data from both primary and secondary sources are used in the study. Primary data was obtained by administering questions to Thai CCTV managers and representatives during the per-intervention and post-intervention interview processes. All the participants selected for this study were interviewed according to the study procedures. Secondary data was obtained from the personnel records of the human resources department, supervisor performance records, and the company output and returns records from the financial department. In addition, daily observations were conducted during the Pre-ODI and Post-ODI. The action research framework for this study was designed into three stages including: Pre-ODI, ODI, and Post- ODI, as can be seen in below of Figure 3.



**Figure 3.** Action Research Framework  
Source. Cummings and Worley (2005)

### 3.4 Methodology

This study aimed to assess the relationships among goal setting and employee engagements, employee motivation, operational excellence and customer satisfactions. The established relationships were then employed as a backstop for the impact of interventions undertaken by the organization. Action research was the most appropriate approach for this study because it transfers proper knowledge when performing the intervention procedure.

Qualitative data from both primary and secondary sources were used in all three diagnosis studies. Primary data was obtained by administering questions to Thai CCTV employees, suppliers and customers during the diagnosis and post-intervention interview processes. All the participants selected for that study were interviewed according to the study procedures. Secondary data was

obtained from the personnel records of the human resources department, supervisor performance records, and the accounting and financial department. Moreover, daily observations were conducted during the diagnosis and post-intervention.

### 3.5 Procedure

The researcher used Action Research Model for this study, focusing on the impact of a tailored ODI program on improving target operational excellence and customer satisfaction at Thai CCTV. The process contained three stages including Pre-ODI, ODI, and Post-ODI.

#### 3.5.1 Pre-ODI

Pre-ODI stage assesses the focal organization of Thai CCTV, using qualitative methods which including executive dialog and one-on-one interviews with the executive

managers, employee, suppliers and customers, including observation, questionnaires, and analysis through SWOT and McKinsey 7S with the executive team. The objective of this stage was to enable the researcher to understand the current situation of the organization and the needs of the executive team on areas or issues where they had the willingness to make improvements or changes.

### 3.5.2 ODI Stage

Moreover, the practitioners or researchers needed to ensure that the method or techniques deployed in the intervention are suitable for the nature of the focal organization and offered helps and supports to achieve the desired outcome (Brown, 2011). The objective of this stage was to enhance the level of goal-setting, employee motivation, employee engagement, in order to increase the level of operational excellence and customer satisfactions at Thai CCTV. The specific procedures of all intervention activities were as follows.

#### Goal-Setting Intervention

The first goal-setting intervention methodology in the next section encompassed participants, interview equipment and materials, intervention setting, intervention procedure, and intervention data analysis. The participants involved in the intervention process in the early section of this study were 23 employees. In exchange for their participation in the experiment, subjects received an extra one day off with a souvenir.

#### Management by Objective Intervention

The second intervention namely management by objective (MBO) was conducted after two months of goal-setting intervention with related analysis data as reference, the critical elements in MBO intervention including participants, interview equipment and materials, intervention setting, intervention procedure, and intervention data analysis.

#### Job-Redesign Intervention

The third intervention namely job-redesign was conducted after two months of goal-setting intervention with related analysis data as reference, the critical elements in job-design intervention including participants, interview equipment and materials, intervention setting, intervention procedure, and intervention data analysis.

### 3.5.3 Post-ODI

This stage focused on the evaluation of the intervention activities. After six months intervention, the researcher conducted the same methodology with the same group of participants during Pre-ODI and Post-ODI in terms of seven majors' themes with general results as, higher of goal-setting in terms of sub-themes of higher job goal specificity, higher job goal clarity, higher job goal commitment, higher job goal difficulty and higher job goal alignment; and higher

employee motivation.

## 4. Data Collection and Analysis

For data analysis, no specific qualitative data software was used. The researcher utilized a password-protected Google account and tools such as Google Docs and Google Sheets to analyze and synthesize the data. All transcripts and codes were saved on Google Docs. Upon completion of coding a single transcript, each code and associated participant quote from the transcript were copied and pasted into a specific Google Sheet, based on which research question the code and associated participant quote were tied to. There was a single Google Sheet for each research question. In cases where a single code and participant quote tied to more than one research question, they were copied and pasted into more than one Google Sheet. As a result, all participant data for a single research question could be found in one document. For data synthesis, the researcher sorted the data by code and research question and was able to quickly obtain a summary of participant data for each code.

## 5. Results

### 5.1 Results of Employees Diagnosis Study 1

The analysis showed 4 number of major themes based on all the 33 participants. The trimming of the 403 initial codes that abstracted up to these 4 major themes as summarized in below of table 1

**Table 1:** Number of Coding Occurrence by Major Themes from employee

| Major Themes              | Number of Coding Occurrence | % of Coded Transcripts |
|---------------------------|-----------------------------|------------------------|
| Goal-setting              | 81                          | 20%                    |
| Employee motivation       | 123                         | 31%                    |
| Employee engagement       | 101                         | 25%                    |
| Human resource management | 98                          | 24%                    |

#### 5.1.1 Goal-Setting Themes.

This section outlined the findings related to the overarching theme of the study, which involves goal setting in workplaces, along with the findings concerning the interview outcomes among 23 employees who had answered 9 questions raised from participants. The 5 first-order concepts were subsequently abstracted to inform the goal-setting change theme, aggregating 81 initial codes that encapsulated the essence of the participant's experiences in how they perceive the theme of goal-setting. It included 22 number of coding occurrence named as job goal specificity

(27%), 18 number of coding occurrence named as job goal clarity (22%), 16 number of coding occurrence named as goal commitment (20%), 15 number of coding occurrence named as goal difficulty (19%), 10 number of coding occurrence named as goal alignment (12%). The 5 First-Order Concepts and related details were illustrated in Table 2.

**Table 2** Goal Setting Theme and First Order Concepts

| First-Order Concepts | Number of Coding Occurrence | Percentage of Coded Frequency |
|----------------------|-----------------------------|-------------------------------|
| Job goal specificity | 22                          | 27%                           |
| Job goal clarity     | 18                          | 22%                           |
| Job goal commitment  | 16                          | 20%                           |
| Job goal difficulty  | 15                          | 19%                           |
| Job goal alignment   | 10                          | 12%                           |

### 5.1.2 Employee Engagement Theme.

In this section, these changes were classified into 3 first-order concepts supported by their corresponding coding occurrence and percentage of transcript coverage with 101 initial codes that were revisited. The 3 first-order concepts including 39 coding occurrences on the issue of commitment to reward & recognition (39%), 34 coding occurrences on the issue of job skill & career development (34%), 28 coding occurrences on the issue of leadership in organizational change (28%). Each of these themes has emerged to become the first-order concept in addressing the employee's engagement. A total of 3 first-order concepts and related details are illustrating in next section as shown in Table 3.

**Table 3** Employee Engagement Theme and First-Order Concepts

| First-order Concepts                | Number of Coding Occurrence | % of Coded Frequency |
|-------------------------------------|-----------------------------|----------------------|
| Reward & recognition                | 39                          | 39%                  |
| Job skill & career development      | 34                          | 34%                  |
| Leadership in organizational change | 28                          | 28%                  |

### 5.1.3 Human Resource Management Theme.

In this section, these changes were classified into 5 first-order concepts that included totally of 98 coding occurrences on Human Resource Management Theme. It is including 28 coding occurrences on the issue of compensation and benefits (29%), 26 coding occurrences on the issue of performance management (27%), 24 coding occurrences on the issue of job expectation (24%), 11 coding occurrences on the issue of personal initiative (11%), 9 coding occurrences on the issue of job creativity (9%). The findings of the first-order concepts based on the participants' subjective experiences were illustrated in Table 4.

**Table 4** Human Resource Management Theme and First-order Concepts

| First-order Concepts      | Number of Coding Occurrence | % of Coded Frequency |
|---------------------------|-----------------------------|----------------------|
| Compensation and benefits | 28                          | 29%                  |
| Performance management    | 26                          | 27%                  |
| Job expectations          | 24                          | 24%                  |
| Personal initiative       | 11                          | 11%                  |
| Job creativity            | 9                           | 9%                   |

## 5.2 Results of Supplier's Diagnosis Study 2

Regarding assessment of supplier interview, a total of 74 initial codes were identified to capture all five participants' perspectives with four first-order concept themes on how the home-shopping operation excellence was affected by the recent organizational development from supplier's perspective that explained the challenges of the interviewees confronted during the stage of business growth and changing the organization. The four themes included people management, business strategy, business process and organizational structure. The details about number of coding occurrence by first-order themes are illustrate in Table 5.

**Table 5** Operational excellence Theme and First-order Concepts

| First-order Concepts     | Number of Coding Occurrence | % of Coded Frequency |
|--------------------------|-----------------------------|----------------------|
| People management        | 22                          | 30%                  |
| Business Strategy        | 21                          | 28%                  |
| Business Process         | 19                          | 26%                  |
| Organizational Structure | 12                          | 16%                  |

## 5.3 Results of Customers Diagnosis Study 3

From a total of 6 participants selected from customers who were both the viewers and buyers, a total of 64 initial codes were developed to capture the participants' perspectives concerning the impact on home-shopping business of focal organization. The 5 first-order concepts under this major theme including product values & quality, product information availability, product pricing, product deliver time were substantiated by the recurrent concepts characterizing the participants' experience, which would be further interpreted in the following sections.

**Table 6** Customer Satisfaction Theme and First-order Concepts

| First-order Themes               | Number of Coding Occurrence | % of Coded Frequency |
|----------------------------------|-----------------------------|----------------------|
| Product value and quality        | 22                          | 34%                  |
| Product information availability | 18                          | 28%                  |
| Product pricing                  | 14                          | 22%                  |
| Product deliver time             | 10                          | 16%                  |

## 6. Discussion and Conclusion

In general, this empirical study provided strong evidence that endorsed the underpinning argument of this business research that goal setting influences employee motivation, employee engagement, human resource management and resulting in improved organizational effectiveness, and this exploratory work represents management staff's comprehension and obligation in carrying out their management duties. The research findings indicate that goal setting is another operational or management ability often present in good leaders. Various scholars, including Gardner (1986-88), Kotter (1982), Locke and Latham (1984; 1990), support this notion.

Previous assessments revealed that Thai CCTV is struggling owing to fundamental problems in the organization. Although TV homes shopping is popular in many countries, the company struggled to attract large viewership, crucial to increasing profits. While some of the problems are caused by external sources, such as introducing alternative home shopping channels, most of the issues are driven by internal concerns. Some of the organization's problems stemmed from a lack of goal-setting approaches; the company lacked such tactics. Thai CCTV failed to engage its staff successfully due to a lack of goal planning, resulting in low employee engagement and high turnover rates. Employees had lost their devotion, which hurt their productivity. Furthermore, the organization's management was criticized for failing to implement employee-empowering tactics, which was problematic because staff are on the front lines interacting with customers. Given the organization's trajectory, the difficulties necessitated an ODI. As a result, despite management's best efforts, efforts to improve the company's situation failed, signaling the need for more significant interventions, which would be achieved through the ODI.

The current research has provided crucial insights into goal setting in the Thai home shopping industry. Another key contribution of this study lied in the ability of goal setting in Thai CCTV, as it affected the performance of employees, critical to improving the organizational outcomes. While previous studies have focused on organizations operating in other industries, this research is unique; it focused on the TV home shopping industry and highlighted how companies in the sector could embrace the practice of goal setting to improve performance. The main findings of this study can be summed as the confirmation of the utility of goal setting in improving organizational performance in Thai's home shopping industry, which is a step beyond the existing research in the field. Moreover, the importance of goal setting in the organization to organize work and accomplish the business strategies has been demonstrated. Thus, this study has contributed to bridging

the management gaps as it has established the impacts of goal-setting on employee motivation, engagement, operational excellence, and customer satisfaction.

The terminological ambiguity in important dimensions of goal terminology continues to obstruct a clear grasp of the concept that might be utilized effectively in current organizational goal-setting methods. Goal categories vary depending on the circumstances surrounding organizational goal-setting practices as well as the structural, operational, and temporal characteristics of the objectives, as elucidated in this scholarly discourse. However, Locke and Latham's (1990) goal-setting theory and task performance theory establishes a foundation for grasping the concept of goals, specifically, how the goal framework may determine the delivery of effective outcomes in certain personnel and organizational settings. However, there is still a scarcity of empirical evidence into the aspects of the framework for defining what actual goals entail to guide organizations and their programs, ensuring that goals are arranged coherently.

The purpose of this study is to address the following questions: 1. What is Thai CCTV's current situation on employee motivation, employee engagement, operational excellence and customer satisfaction? 2. What ODI techniques can be implemented/ applied to increase the level of employee motivation and to increase the level of employee engagement? 3. Are there any differences between pre and post OD intervention on the level of employee motivation and employee engagement? 4. Are there any differences between pre and post OD intervention on the level of operational excellence? 5. Are there any differences between pre and post OD intervention on the level of customer satisfaction?

Based on the case study, a conceptual model was created with three identified independent variables including employee motivation, employee engagement and human resource management and furthermore the explore the above independent variables influence on operational excellence and customer satisfaction which are dependent variables. The literature review that was conducted bolstered the validity of the three action research studies and the constructed empirical model. The researcher used qualitative approaches to conduct individual interviews involving thirty-three participants from the research site, Thai CCTV, to compare the results before and after the intervention. The ethical concerns for anonymity and security of data and information collected relating to Thai CCTV, the scholar, and the respondents were addressed with due considerations to address the rationale for participation and its conceptual and practical importance.

The findings reveal that the research interview participants were unanimous in their belief that goal setting plays a role in the relationship portrayed in the conceptual model. It affects staff motivation, operational efficiency and

ultimately enhances customer contentment. The research findings and analyses were discussed, along with suggestions for study limitations and a call for future studies to embrace the conceptual model identified in this work.

Throughout the three months of intervention training, participants were invited to participate in group discussions. As previously stated, the main benefit of involvement is cognitive; as a result, the training focused each person's efforts on improving effective strategies for overcoming hurdles to achieving the goal. Self-efficacy was boosted in this way. In the study, self-efficacy was found to be strongly linked to subsequent job participation. Employee attendance was much greater three months after the intervention compared to the pre-ODI period.

Based on the findings, goal-setting is critical in improving internal circumstances at Thai CCTV, which would help leads to increased operational efficiency and customer satisfaction. This would help increase employees become more aligned to the business strategy and develop deeper relations that are critical to attaining the business goals. Additionally, Thai CCTV can use the findings to increase business process and create more efficiency in customer services and avoid having conflicts between employees and suppliers or among the stakeholders. Moreover, Thai CCTV may be required to increase employee motivation, engagement and human resource management through goal setting to improve the performance for the organization.

Furthermore, the future studies should integrate all stakeholders affected by the change process, which aligns with the perspectives by Chein, Cook, and Harding (1948) and Whyte (1991) proclaim that the implementation of action research involves the researchers and the people involved in undertaking the whole change process.

Moreover, future studies need to add various variables that influence their employee's propensity toward goal setting. Thus, scholars should incorporate various variables in future studies, including empowerment, mutual trust, opinion-based rankings, incentives, staff inventiveness and inspiration, employee capabilities, goal congruence, devotion, synergy in goal alignment, and systems adequacy. These mediating factors can provide more insights into how goal setting influences employees to ensure their performance and motivation are elevated.

Additionally, rather than probing customers on the general impressions about how their experience of TV home shopping has evolved, future research might ask them to relate to specific purchase experiences (for example, particular products or shopping channels) from television. Future research can widen the scope of analysis to include a cross-product and cross-company assessment in this way. Moreover, discovering more aspects of the customer experience after a company has implemented goal-setting

intervention, would allow future researchers to understand how various customer variables, including specific product explanation, that is, the amount of information available in shopping programs, product demonstrations, and entertainment elements, contribute to improved customer satisfaction. By accounting for these aspects, future research can illustrate how goal setting and other elements of employee empowerment contribute to the different parts of customer satisfaction.

Additionally, future research should leverage the use of quantitative approaches. While qualitative analyses are suitable in achieving an in-depth comprehension of reason and motivations on the occurrence of a particular event, and they often lead researchers to the generation of new hypotheses and research direction. Boeren (2017) asserts that qualitative studies are often based on unstructured or semi-structured techniques such as interviews; the findings may not be conclusive and cannot be automatically applied to make generalizations. Given the limitations of qualitative analyses, future researchers of TV home shopping can adopt quantitative research frameworks due to their strength in providing statistically supported inferences and test the conceptual frameworks identified in this study.

Future research should be conducted with third parties who are not affiliated with the organizations under investigation. Scholars can employ action research to highlight how goal setting improves employee motivation, organizational excellence, and customer performance in other organizations to avoid various conflicts during the study process. For instance, the current study was conducted by the CEO, who is considered a chief decision-maker for the organization, and the limitations arising from the researcher's position is that employees may not be able to comfortably offer answer the interview questions to a high degree of honesty given the fear that they may jeopardize their employment prospects.

Based on the case study, the findings reveal that the research interview participants were unanimous in their belief that goal setting plays a role in the relationship portrayed in the conceptual model. Moreover, in its practical application, the goal-setting theory is not confined to setting goals, as it can be leveraged in augmenting employee motivation in the workplace. Thus, through goal setting, organizations have a roadmap dedicated to engagement, which increases employee motivation, resulting in operational excellence and customer satisfaction. As seen in the case researched, Thai CCTV to emerge from its previous state, the company had to adopt clear goals that are important in engaging employees, which improved their motivation to engage in organizational tasks and ultimately resulted in operational excellence and customer satisfaction. Hence, organizations should leverage goal setting and employee engagement as they allow them to improve their

operational excellence and customer satisfaction.

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