

**Strategic Management Planning Process (SMPP) as an Organization Development Intervention (ODI) to Align Values, Goals and Objectives and Improve Employee Teamwork, Engagement and Performance: A Case Study of a Family - Owned Business in Thailand**

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**Abstract**

Nowadays, family owned businesses account for 95% of the total enterprises in Thailand. To survive in a highly competitive market is not easy for businesses that are not strong in management, strategic planning and in managing their finances. To prepare for sustainability, an organization needs to have strategic goal and objectives as well as the organization values that need to be communicated to employees in order to make sure that all important goals are aligned throughout the organization. The purpose of this study is to examine the impact of organization development interventions (ODI) in aligning the management and employee values and in clarifying the goals and objectives on employee teamwork, employee engagement, and employee performance of a family owned business in Thailand. The research findings show that the intervention created a positive change in two areas (1) the significant improvement of values alignment and goals and objectives clarification after the designed OD intervention had been implemented and (2) a significant relationship between the aligned values, goals and objectives with teamwork, engagement and performance.

*Keywords:* aligned values, goals-setting, strategic management, family-owned business, Strategic Management Planning Process (SMPP)

**Introduction**

Family owned businesses comprise the single largest demographic segment (65-80%) of businesses worldwide .They generate 50% of the GDP of the United States of America and also employ 50% of the workforce (Gersick, Davis, Hampton, & Lansberg, 1997). Moreover, family owned businesses have several potential advantages that public or private sectors do not have. These include high employee loyalty of both family and non-

family members who are quick to move in and out of the market due to the flexibility of the organization.

In 1997, Thailand faced the most critical economic crisis which was called the “Tom Yum Kung crisis”. Many businesses especially in the financial sector and family – owned businesses collapsed during that time. Some of them survived because they were well planned and have accepted changes in external environment which have affected their businesses. Most Small and Medium Businesses (SMB) in Thailand are family owned business which include manufacturing, wholesale, retail businesses and those in the service sector. SMB’s in Thailand account for 95% of the total enterprises and employ 50% of total the workforce (Franchise, 2010). The challenge for many family-owned SMBs is that they do not have a long term vision or strategy, strategic mission and values statements nor link their goals and objectives to an overall vision, mission or strategy. They also do not try to disseminate these values and missions throughout the organization to all employees nor try to make sure that employees’ values, goals and objectives are aligned with the organization.

To prepare the organization and make it to be ready for change and to improve long term performance, the management should not hesitate to develop its own missions, values, goals and objectives that will have a positive impact and an impressive performance in the long term for the organization.

### **The focal system**

OTL Co., Ltd. (OTL) is a family owned business in Thailand. It was founded in 1933. OTL had dealt with typewriters as their product and it was 100% imported from Germany. Recently, the Managing Director who is the second generation of this family owned business plans to retire in the near future has assigned the daughter to be the successor and take responsibilities for all decision making. The daughter is a new generation woman and wants to lead OTL to be transformed and to prepare it for change. She needs all of the employees to be involved into this transformation process so that they would be proud and develop a sense of belonging. To identify the challenges she would face, the new Managing Director conducted an organizational assessment, the results of which are described and discussed in this section.

### **Organization assessment**

Adizes Lifecycle Assessment (Adizes, 2012), an online assessment tool was used to assess the organization. The result revealed that OTL as an organization was in the “Founders Trap / Adolescence Premature Aging”. It was described that the organization was unable to manage itself from its dependency on her father and was unable develop the abilities that were needed to replace the unique skills. In addition, her father was either unwilling or unable to delegate effectively and decentralize control. OTL need to move beyond dependence and to develop the processes and values that will enable all employees to be engaged and also be able to make decisions.

### **McKinsey 7's Framework**

McKinsey 7's Framework described the 7 factors on how an organization operates internally. This framework is useful for mapping a group of interrelated factors which influences organizational change. The results of this assessment using McKinsey's that are relevant to this study are described below:

**Shared Values:** There is no company vision and mission statement, shared values and goal for this organization. The management does not give much importance to the organization's culture and shared value. Employees have no idea and are not clear out the long term direction and goal of OTL.

**System:** SAP systems were implemented since 2007, but the decision making process still solely depended on the owner. Day to day operations had never been reviewed for many years. The owner followed the same direction and business processes routinely.

**Style:** The management style is work-centered and no delegation is given to the middle management. The majority of employees have low motivation and rarely do creative ideas to improve their performance. The owner rarely communicates to all employees.

**Staff:** 40 % of employees have worked with OTL for a long period of time. Most of them belong to the older generation and have low motivation to improve their job performance and quality. They are reluctant to change and do not aim for self-improvement.

### **SWOT analysis**

OTL has no clear direction, goal and objectives. The management has operated the business only on the short term business planning and day-to-day operations. The company has no employee motivation program, no training courses to educate and improve skills. Furthermore, older employees who work for many years are resistant to change and want to work within their comfort zones.

The biggest challenge for the future is that OTL lacks a long term plan, direction and goal for the business to progress. There is also low employee motivation among the salesmen and the back office staff.

### **Statement of the problem**

OTL, as a company has no mission, clear goals and objectives. The Strategic Management Planning Process (SMPP) was utilized as an Organization Development Intervention (ODI) to align management and employee values, goals and objectives on employee teamwork, employee engagement and performance.

### **Research Objectives**

1. To assess and analyze the current company's aligned values, employee teamwork, employee engagement, and employee performance.
2. To develop, design, and implement appropriate organization development interventions (ODI) to improve aligned values, goals and objectives and thereby enhance and improve employee teamwork, employee engagement and employee performance.
3. To determine and assess the impact of aligned values on employee teamwork, employee engagement and employee performance.
4. To determine and assess the impact of clearer goals and objectives on employee teamwork, employee engagement and employee performance.
5. To design a set of recommendations and feedback to OTL management for the relationship of aligned values, employee teamwork, employee engagement, and employee performance.

### **Research Questions**

1. Is there an ODI impact on employee teamwork, employee engagement and employee performance?
2. To what extent do aligned values, goals and objectives affect employee teamwork?
3. To what extent do aligned values, goals and objectives affect employee engagement?
4. To what extent do aligned values, goals and objectives affect employee performance?

### **Research Hypotheses**

- Ha1: The ODI will improve the alignment of values throughout the organization.  
Ha2: The ODI will improve the clarity of goals and objectives throughout the organization.  
Ha3i: There is a positive impact of ODI on employee teamwork.  
Ha3ii: There is a positive impact of ODI on employee engagement.  
Ha3iii: There is a positive impact of ODI on employee performance.

- Hb1i: The alignment of values resulting from the ODI will improve teamwork.  
Hb1ii: The alignment of values resulting from the ODI will improve engagement.  
Hb1iii: The alignment of values resulting from the ODI will improve performance.  
Hb2i: The clarification of goals and objectives resulting from the ODI will improve teamwork.

Hb2ii: The clarification of goals and objectives resulting from the ODI will improve engagement.

Hb2iii: The clarification of goals and objectives resulting from the ODI will improve performance.

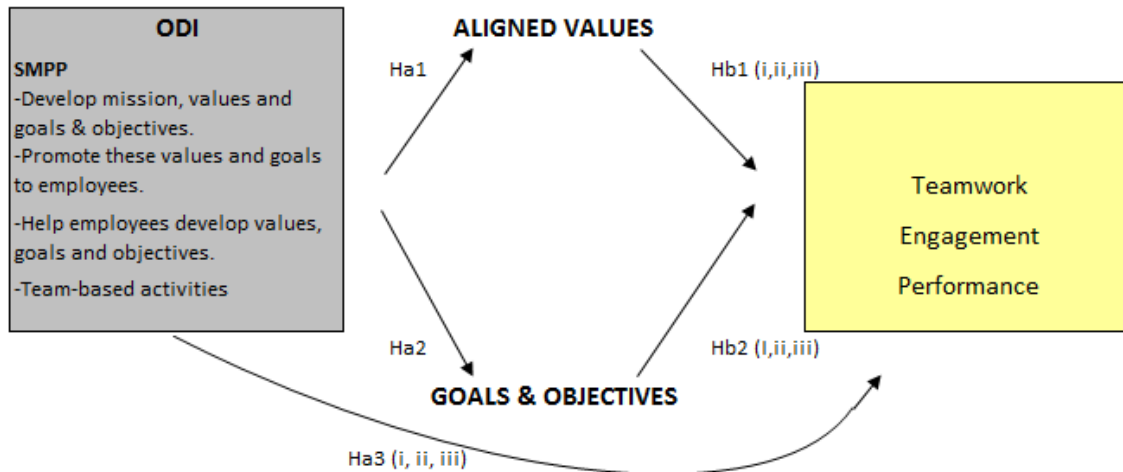


Figure 1. Hypotheses of the Study

### Review of Literature

#### Impact of Goal Setting and Values Alignment on Employee Engagement and Commitment

Goal-setting Theory (Locke, 1968) is a technique that many organizations use to develop their employee motivation. It has principles and components which are clarification, challenging, commitment, feedback, and task complexity. It is also the pioneer and is the basis of the techniques of Management by Objectives (Drucker, 1976). During these two decades, there are many techniques which have been developed based upon goal setting such as the Balanced Scorecard Technique (Kaplan & Norton, 1996) and Measurement and Enhancement for Productivity (Pritchard, Harrell, Diaz & Guzman, 2008). A recent survey has figured out that 62 percent of companies in the United Kingdom implement goal-setting to manage employees' performance (Baron & Armstrong, 2004). Goal setting is a strong part of the management system process which has been designed to improve performance (Zbaracki, 1998).

Medlin & Green (2009) summarized that goal setting had a positive impact on employee engagement. They also indicated that formal and structured goal setting processes improve employee engagement which in turn improves workplace optimism that in turn leads to higher individual performance. They also concluded that "Managers can have confidence that their efforts to set goals, enhance engagement and develop optimism will result in improved performance. Sufficient time should be spent on setting goals for with individual employees to ensure that each employee has a clear understanding and that it is aligned with the organization's expectations for their success. Thus, focused employees

will be more engaged and more optimistic, which will lead to more employee productivity". Therefore, understanding the organization's goals and employee goals by applying goal setting techniques will improve the degree of employee engagement (Medlin & Green, 2009). Dessler (1999) suggested that organizational commitment enables individuals to clarify and commit to organizational goals.

Allen and Meyer (1990) initially conducted an organizational commitment review where they categorized three different types of organizational commitment, namely: (1) Affective commitment when employees feel emotional attachment, identification and involvement in the organization. Employees who have a strong affective commitment would stay with the organization because they want to; (2) Continuance commitment when employees who compare the costs of leaving the organization, as being greater than the costs of staying. They remain because they need to; (3) Normative commitment when an employee feels obliged to the organization. Employees with high levels of normative commitment stay with the organization because they feel they ought to. Allen and Meyer explained that affective commitment had a positive correlation with employee performance, organizational behavior, time attendance followed by normative commitment.

Little & Little (2006) concluded from the meta research on employee engagement that outcomes such as performance, productivity, safety, employees retention and customer service are important to the organization. Increase in the knowledge of employee engagement also increases performance.

### **Impact of Goal Setting and Values Alignment on Teamwork**

Teamwork is a joint action by a group of people for unity (Nelson & Quick, 2006). Teamwork is also a combination of individuals who are dependent on each other, who share responsibility and who deserve the same outcome (Gibson & Zellmer-Bruhn, 2001). To be successful, teamwork requires a high degree of freedom and self-management as well as goals clarification and alignment. Values alignment and its outcome, affects teamwork in a positive way, it is not only a guideline for team members to make work decisions but also to reduce conflict and improve relationships among members. Team members engage in a wide range of activities to accomplish their goals. Goal-setting research shows that the presence of goals improve task performance and teamwork. A study of many project management teams from non-profit organizations, education and manufacturing showed that the presence of team goals had a positive impact on team performance and teamwork (McComb, Green, & Compton, 1999).

Looking into an important part of organization values, it can be seen that the organization values are communicated through employees and its members in terms of what behavior will be appropriate and expect to work in favor of the environment and work roles (Chatman, 1989). Since, organizational values reflect, in part the behavioral standards and desires values involved in one's self-image (Cable & Edwards, 2004), the role of values alignment becomes clear. However, clear goals are likely to result in effectiveness and efficiency in teamwork because teams provide a clearer direction and also have a clearly determined strategic process in order to get the job done (Hoegl & Parboteeah, 2003).

### **Impact of Goal Setting and Values Alignment on Performance**

To develop high performance and create values alignment require three important steps: (1) to clarify performance expectations; (2) to define values in behaviour terms; and (3) to show accountability from both leaders and staff (Edmonds, 2010). The importance of values alignment and goals setting helps the organization show how values influence employee performance (Berkhout & Rowlands, 2007). The meta-analysis of goal setting showed that goals commitment has a positive impact on employee performance (Klein, Wesson, Hollenbeck, & Alge, 1999). Judge, Thoresen, Bono, & Patton (2001) also demonstrated a positive relationship between employee attitude and employee performance.

In addition, Kaye and Jordan (2009) argued that some individuals perceived that the importance of values aligned with organization goals was more important than the income that employees earn. It was clarified that individuals started to value how they feel in the organization than how much they get paid from the organization.

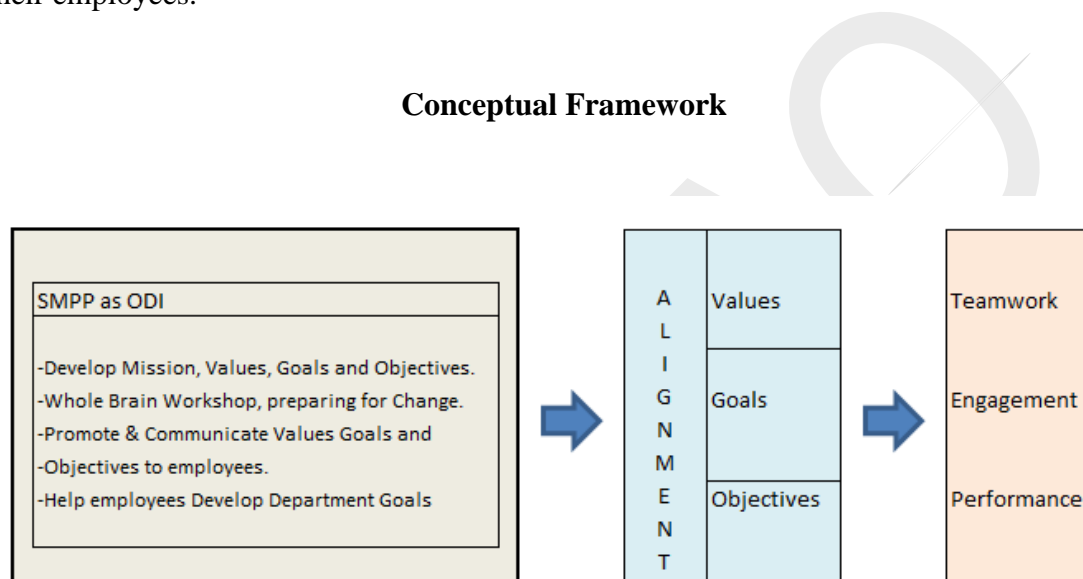
Being employees in an organization that has clear values which are aligned with individuals can identify rewarding experiences for employees and can be considered one of the company's important competitive advantages. (Sullivan, Sullivan & Buffton, 2002).

Seeveres (2000) suggested that communication plays an important role when an organization defines its own values. Organization values influence the way how employees perform their tasks, therefore poor effort and communication of values can result in decreasing employee performance. Seeveres also concluded that there are some common errors such as poor timing of the discussion, poor cooperation between the management and employees, lack of transparent effort to show how organizational values work, and lack of reward for recognition.

### **Whole Brain Literacy (WBL)**

Whole Brain Literacy (Tayko & Talmo, 2010) originated from the research work of Dudley Lynch and colleagues (1988) on the Brain Model of human information processing and decision making skills (Tayko & Talmo, 2010). WBL is the framework and the process drawn from Lynch's Brain Model to utilize the information from assessment profiles for changes. Lynch differentiated brain functioning as distinctive cognitive functions. Each of the four functions is independent of each other. Usually, people have access to all four functions but there is one preferred functional thinking style people use in viewing the world. If people are well-trained and made aware of such functions or practice, they can shift each function into another brain function. Whenever each function is connected and blended together, all four brain functions and the core purpose enable the learner to see the greater whole as bigger than individual views. It means that the "world" as a "whole" is greater than the sum of its parts (Tayko & Talmo, 2010). In addition, the Brain Map of Dudley Lynch (1998) is an assessment tool to identify thinking patterns, a basic principle that everyone does not see things in the same way because one does not see the world the way it is.

A recent research “The Shifting Teachers’ Roles with WBL” by Dispanurat (2013) was conducted with 60 students in a class. The results showed that students with a holistic and systematic experience developed a deeper consciousness to manage situations and also to think through multiple perspectives. In the business sector, the WBL has been applied to a research in one of a financial conglomerates, the Sky. Soponkij, Tonvongval, and Vejchalmjit (2013) applied WBL approach to test the improvement of organizational effectiveness and leadership development. The result was that WBL has impacted on caring skill, initiation skill, learning and problem solving skills; and thinking skills. In addition, the application of transformational and transactional leadership skills along with the positive change approach of Whole Brain Literacy induced managers to positively engage their employees.



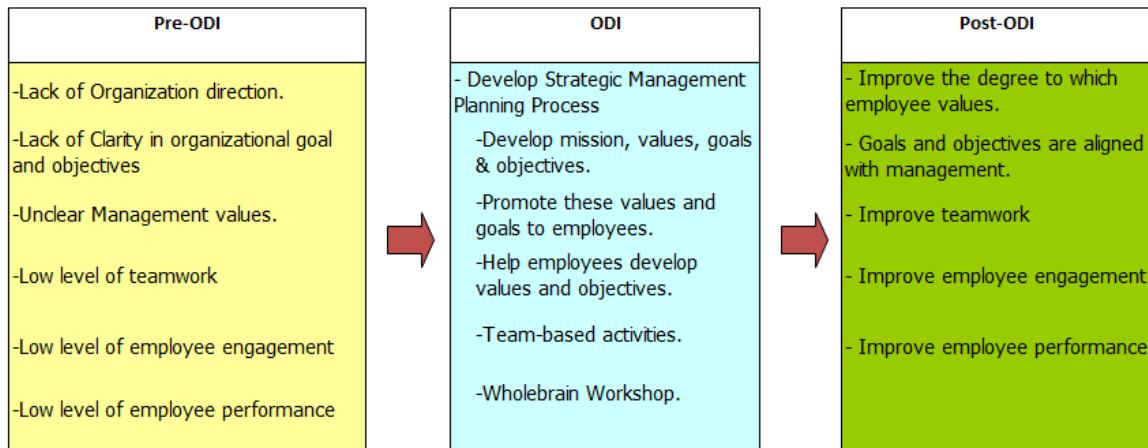
*Figure 2: Conceptual Framework*

The Strategic Management Planning Process (SMPP) was applied to work with the management team to develop and identify the mission, values, goals and objectives and then promote it to employees by the use of Team-based activities.

### **Action Research Framework**

There are three stages which are Pre-ODI, ODI and Post-ODI. Situation and problem analysis were done in Pre-ODI stage. The current situation showed that the company had no clear goals and objectives, management values and had low levels of teamwork, engagement and employee performance. The Intervention process in the ODI stage implemented the SMPP and other appropriate activities. The results of the interventions were done at the Post-ODI stage (Figure 3).





*Figure 3. Action Research Framework*

In the Pre-ODI stage, an assessment was made through observations, in-depth interviews with the management and employees through questionnaires to ascertain the degree of employees who shared the values and the degree to which their own goals and objectives would be aligned with that of the management. The ODI phase was designed and implemented using activities that helped to develop the alignment of the values, goals and objectives and improve employee performance, employee engagement and teamwork. The post-ODI which evaluated the degree of improvement as an effect of the interventions conducted.

### **Research Method**

#### **Pre-OD Interventions**

A workshop to identify the mission, values, goals and objectives was conducted, go assess the degree to which employees share the values of the company and the degree by which their own goals and objectives are aligned with that of the management. At this stage, the researcher also assessed the level of employee teamwork, employee engagement and employee performance and clarity of goals and objectives.

#### **In-House Workshop**

The first session was an in-house workshop to help the management team to develop the mission, values, goals and objectives. The second session aimed at helping to communicate and promote these values, goals and objectives to employees so that their goals and objectives would be aligned with that of the management. The third session consisted of a field workshop which explained to all employees how an organization would survive in this fast moving economic situation and why an organization needs to prepare for change. The management came up with their three desired values, namely; commitment, respect and accountability along with their goals and objectives.

#### **Data Collecting**

Questionnaires were designed on the basis of the conceptual framework and applied to a six-point rating scale in order to avoid the central tendency. A pilot survey test was conducted by cooperating with the HR manager who randomly distributed six sets of questionnaires to respondents including one from the management.

The in- depth interviews were used to collect qualitative data collection which validated the quantitative data for the data analysis. The researcher sampled eight respondents for individual interviews. The researcher informed them and asked permission to record the conversations. Each interview session took 30 minutes maximum. The researcher presented the highlight of data analysis and explained the results while the respondents were asked to share their experience on attending the ODI workshop.

### **OD Interventions**

The SMPP was applied for this intervention stage. The SMPP was a process for the focus groups, with team-based activities. The SMPP and other activities was applied as interventions for the employees to develop values, goals and objectives and have them aligned with the management values, goals and objectives. The interventions activities were:

#### **Whole Brain Literacy Workshop**

The workshop was conducted to give a basic background and prepare the readiness to change of all employees. An OD consultant was invited to conduct a one day training workshop. The objective was to provide ideas to participants on how to understand themselves, how the brain works and how to apply their thinking styles as mapped into four brain quadrants (Tayko & Talmo, 2010).

#### **Strategic Management Planning Process Training and Workshop**

The Strategic Management Planning Process Training and Workshop was conducted to communicate the management's desired values, 2013's goals and objectives to all employees and let the employees further participate and contribute to the action plan and to their alignment with that of the management.

#### **Action Plan at Department Level**

This activity aimed to align the goals and objectives of each department with that of management. Each department discussed whether or not the action plan was consistent with each of the values. By engaging in these discussions, the participants became more familiar with the values and incorporated the values into their own thinking. The results showed better engagement of employees in the discussion and attained alignment of values.

### **Goals and Objectives Announced by Department**

A meeting for all the department heads was held to present their goals and objectives to the management team. Since it was the first time for the company to conduct a strategic action plan, the researcher invited the top management to attend and to give their comments and full support for each department to implement their action plan.

### **Post-ODI Interventions**

The Post-ODI stage involved the conduct of the assessment of the degree to which employees share the same values, goals and objectives or the degree to which employees' values, goals and objectives were aligned with those of the management. From the data, the needs for the improvement of employee teamwork, employee engagement and employee performance were also determined.

The same questionnaires used in the Pre-ODI were distributed to the same respondents. Furthermore, in-depth interviews were conducted on the same group of interviewees. The researcher presented the highlight of the data analysis and explained the results while respondents were asked to share their experience of attending the ODI workshop.

### **Data Analysis**

This action research used both quantitative and qualitative methods. A survey questionnaire was used to gather data of aligned values, goals and objectives, employee teamwork, employee engagement and employee performance. Furthermore, in-depth interviews during the pre-ODI and post-ODI phase were conducted.

To answer the research questions and see the relationships between Pre-ODI data and Post ODI data, the researcher collected all necessary information including company data, observations, survey questionnaire and in-depth interviews. The researcher tested the questionnaire reliability with pilot test by collecting data from six respondents. The result of Cronbach's Alpha was .7908 and Corrected Item-Total Correlation of .341 indicating that it was valid and reliable.

The data analysis for the quantitative method used the SPSS Program version 17 for Windows to analyze and test the hypothesis for all variables. T-test was used to determine the differences in the scores between pre-ODI and post-ODI. A regression analysis was conducted to assess the additional impact of goals, objectives, and values alignment and teamwork, engagement and performance.

The data analysis for the qualitative method was based on the in-depth interviews at pre-ODI and post-ODI stages. At pre-ODI stage, the researcher asked questions related to each variable. At post-ODI stage, the researcher analyzed and explained the result and respondents were asked to share their experiences for attending the ODI workshop. The researcher used content analysis to summarize all comments into the same category. Results from these interviews were described in the categories and related items especially for the values alignment, goals and objectives as well as employee engagement, employee performance and teamwork.

### Results

Hypothesis (Ha1): The ODI improves the alignment of values throughout the organization.

Table 1.

*Means Score and Paired Sample T-Test on Management Values, N=87*

	Pre-ODI		Post-ODI		Paired Differences	Significance Level
	Mean	S.D	Mean	S.D		
<b>Total Average</b>	<b>4.181</b>	<b>0.942</b>	<b>4.610</b>	<b>0.935</b>	<b>0.429</b>	<b>0.000</b>
<b>Commitment</b>	<b>3.723</b>	<b>1.100</b>	<b>4.316</b>	<b>1.122</b>	<b>0.593</b>	<b>0.000</b>
<b>Respect</b>	<b>4.422</b>	<b>0.940</b>	<b>4.842</b>	<b>0.863</b>	<b>0.420</b>	<b>0.000</b>
<b>Accountability</b>	<b>4.398</b>	<b>0.785</b>	<b>4.671</b>	<b>0.821</b>	<b>0.274</b>	<b>0.000</b>

In order to analyze the improvement of values alignment throughout the organization, the researcher applied the Paired Sample T-Test (2-tailed) to test statistically at 95% confidence level or alpha = 0.05. The results indicated that the improvement in values alignment throughout the organization was significant (significant level = 0.000 < 0.05). According to Table 1, all three management desired values-; commitment, respect and accountability showed a significance value of 0.000 which was less than 0.05, therefore, the first hypothesis (Ha1) was accepted.

Hypothesis (Ha2):

The ODI improves the clarification of goals and objectives throughout the organization.

Table 2.

*Means Score and Paired Sample T-Test on Goals and objectives clarification, Teamwork and Engagement, N=87*

	Pre-ODI		Post-ODI		Paired Differences	Significance (2-tailed)
	Mean	S.D	Mean	S.D		
<b>Goals &amp; Objectives</b>	<b>3.917</b>	<b>1.129</b>	<b>4.777</b>	<b>0.864</b>	<b>0.860</b>	<b>0.000**</b>
<b>Teamwork</b>	<b>3.879</b>	<b>1.205</b>	<b>4.207</b>	<b>1.112</b>	<b>0.328</b>	<b>0.001**</b>
<b>Engagement</b>	<b>3.918</b>	<b>1.225</b>	<b>4.103</b>	<b>1.149</b>	<b>0.186</b>	<b>0.036*</b>
<b>Performance</b>	<b>4.216</b>	<b>1.052</b>	<b>4.352</b>	<b>1.060</b>	<b>0.136</b>	<b>0.063</b>

Note: \* p < 0.05      \*\* p < 0.01

The result of Paired Sample T-Test (2-tailed) on the clarification of goals and objectives are shown in Table 2, which was tested statistically with a 95% confidence level or alpha was found to be = 0.05. It indicated that the improvement in goal and objective clarification throughout the organization was significant (significant level = 0.000 < 0.05). Therefore, hypothesis 2 (Ha2) was accepted.

Hypotheses (Ha3i): There is a positive impact of ODI on employee teamwork. The results of Paired Sample T-Test (2-tailed) of employee teamwork as shown in Table 2, indicate that the improvement in employee teamwork was significant (significant level =  $0.001 < 0.05$ ). The significance level of employee teamwork was less than 0.05, therefore, hypothesis 3i (Ha3i) was accepted.

Hypotheses (Ha3ii): There is a positive impact of ODI on employee engagement. Results of Paired Sample T-Test (2-tailed) of employee engagement as shown in Table 2 indicates that the improvement in employee engagement was significant (significant level =  $0.036 < 0.05$ ). The significance on the level of employee teamwork was less than 0.05, therefore, hypothesis 3ii (Ha3ii) was accepted.

Hypotheses (Ha3iii): There is a positive impact of ODI on employee performance. Results of Paired Sample T-Test (2-tailed) of employee performance shown in Table 2 indicates that the improvement in employee performance was not significant (significant level =  $0.063 > 0.05$ ). The significance level of employee performance was greater than 0.05, therefore, hypothesis 3iii (Ha3iii) was rejected.

In summary, Table 3 shows the results of all hypotheses testing. A majority of the hypotheses were accepted except hypotheses Ha3iii – i.e., the ODI will improve employee performance.

Table 3.  
*Hypotheses' testing and Summary*

Hypotheses statement	Level of significance	Results	Conclusion
Ha1: ODI will improve the alignment of values throughout the organization	<0.05	Accepted	ODI has improved values alignment throughout the organization.
Ha2: ODI will improve the alignment of goals and objectives throughout the organization	<0.05	Accepted	ODI has improved goals and objectives clarification throughout the organization.
Ha3i: ODI will improve employee teamwork	<0.05	Accepted	ODI has improved employee teamwork.
Ha3ii: ODI will improve employee engagement	<0.05	Accepted	ODI has improved employee engagement.
Ha3iii: ODI will improve employee performance	>0.05	Rejected	ODI has not improved employee performance.

Table 4.

*Summary of Regression Analysis results: The relationship between Goals and Objectives, Aligned Values, Employee Teamwork, Engagement and Performance.*

Dependent variables	Teamwork	Engagement	Performance
Independent variables	Beta/Significant	Beta/Significant	Beta/Significant
Goals & Obj. Clarification	<b>0.474/0.000**</b>	0.259/0.008**	0.222/0.021*
Values – commitment	0.223/0.033*	<b>0.541/0.000**</b>	0.183/0.090
Values – respect	-0.132/0.266	-0.097/0.438	-0.101/0.410
Values—accountability	0.255/0.035*	0.042/0.735	<b>0.470/0.000**</b>

\* p<.05, \*\*p<.01

Table 4 shows three major findings:

(1) To know the relationship between goals and objectives clarification and aligned values (commitment, respect and accountability) on employee teamwork, the greatest relationship of employee teamwork is the use of goals and objectives clarification (Beta = .474). It can be said that effective goals and objectives clarification tends to motivate employees to improve teamwork. In addition, goals and objectives clarification also had a significant relationship with engagement and performance. In the study, goals and objectives clarification significantly improved teamwork, engagement and performance.

(2) Of the three desired values identified by the management, the value of commitment had the most significant impact on employee engagement (Beta = .541). It can be described that effective commitment tends to improve employee engagement. Commitment also has a statistically significant impact on teamwork.

(3) The emphasis on the value of accountability has a significant effect on employee performance (Beta = .470). Therefore, accountability tends to improve perceived employee performance. Accountability also has a statistically significant impact on teamwork.

### **Qualitative Data Analysis**

There are five key findings based on the results from the qualitative data:

#### **Overall rating of ODI activities and outcomes were successful and effective.**

The participants were appreciative and interested in their management values, goals and objectives as announced by management during Day 1 of the SMPP workshop. Participants were interested in the company direction as well as management values because it was the first time for them that they got this official announcement from the management. The management also announced the company direction. It was a positive and emotional benefit for the employees.

Participants were so excited to meet all colleagues from all departments on that day. They enjoyed many activities such as team building, brainstorming of the company SWOT analysis and department goals setting that aligned them with the management's goals and objectives. That one day workshop was very successful in terms of the knowledge sharing from the guest speaker and when all the employees participated and shared their ideas during the group discussion.

**Participants perceived that OD implementation encouraged them to explore the management's desired values as well as OTL goals and objectives.**

Most participants could recall the three management desired values (Commitment, Accountability and Respect) and described their understanding and appreciation to know why the management communicated to them. The major finding was that the management had never communicated to all employees what they thought and how they wanted to lead the company. It was the first time for the participants and they were impressed by management's announcement and were impressed by the shared management morale and direction that they had never heard before.

**A majority of the participants perceived that their teamwork had improved when they had the same goals.**

The participants felt that teamwork improved as they engaged in the process of developing the department goals and objectives, setting and implementation plan. Improvement in teamwork was achieved as the participants attended the workshop and brainstormed for ideas for their department goals setting and action plan. Sharing the same goals and objectives further enhanced teamwork.

**Participants perceived that OD implementation lead them to increase the degree of engagement as a result of participating in the SMPP workshop.**

Half of the participants felt more engagement and optimistic and expressed that they intend to work until retirement and had committed to contribute their experience to the company.

**A majority of the participants shared their idea that ODI had not affected their individual performance.**

There were seven participants out of eight (87%), who commented that their individual performance had not been improved. One of the reasons given was the external factor such as economy.

### **Summary of Results and Findings**

The results and findings of both quantitative and qualitative data analysis is summarized as follows:

Research question 1: ODI had an impact on employee teamwork and employee engagement but did not impact on employee performance.

Research question 2: All of the aligned values, goals and objectives affect employee teamwork. Specifically the goals and objectives had the most impact on employee teamwork. Thus, effective goals and objectives tend to motivate employees to improve their teamwork.

Research question 3: The alignment of values, goals and objectives affected employee engagement. It was emphasized that commitment had the most impact on employee engagement. Thus, effective commitment tends to improve employee engagement.

Research question 4: The aligned values, goals and objectives did not significantly impact employee performance. The greatest impact on employee performance is the emphasis on the value of accountability. The effectiveness of accountability tends to improve employee performance.

### **Conclusions**

SMPP is an effective organization development intervention which impacts all the desirable outcomes except performance. SMPP proved to have a positive impact on goals and objectives clarification, values alignment, employees' teamwork and employee engagement. However, SMPP had no impact on performance due to many other external factors which were beyond the influence of SMPP such as the availability of resources, supplies, technology, etc. Furthermore, performance usually takes longer to improve and needs follow up.

The important feature of SMPP is that it works best with goals and objectives clarification as described by the Goals-Setting Theory (Locke, 1968). According to Locke, an effective tool for an organization to progress is to ensure that the employees have common goals which are clearly defined and shows what it is expected of them. Clarification of goals and objectives is a bottom line that has an immediate effect on the desired outcomes.

In addition, the findings also support that teamwork is the outcome that is most impacted by SMPP. This is because most of the activities of SMPP are team-based. SMPP both impacts and reinforces the improvement of teamwork.

The study also shows the impact of commitment on engagement. They are conceptually similar so it would have been a surprise if there was not a significant impact. Furthermore, the desired value, accountability has a strong impact on performance. This is expected since employees are usually held accountable for their performance. Although the value of "respect" did not have any significant impact on teamwork, engagement and performance, one should not conclude that it is not important to an organization. Respect may not have had a direct impact in this study but might have been important as a facilitator of the research outcome.



### **Recommendations**

According to the conclusions, SMPP demonstrates an effective use of the organization development intervention. It works and it is an effective ODI. Due to the time constraint of this action research, ODI has not made an impact on performance. Therefore, the researcher recommends to have more time to examine the improvement of performance. SMPP workshops should be extended to 2-3 days and workshops need to be repeated by separating them into each department in order to make sure that all employees understand the purpose of this SMPP.

It is also recommended that this exercise be conducted annually to reinforce learning and alignment of values, goals and objectives of the individual employees with those of the management.

Recommendations for future research to replicate this study in other industries or business sectors which are not family owned business or distributors to determine if the results can be generalized and be acceptable widely.

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