

ORGANIZATIONAL DEVELOPMENT INTERVENTION ON SERVICE CLIMATE AND PSYCHOLOGICAL MEANINGFULNESS TO IMPROVE EMPLOYEE ENGAGEMENT: AN ACTION RESEARCH IN A PRIVATE FAMILY HOTEL SAMUI, THAILAND

Veerya Manapajon¹, Sming Chungviwatanant² and Perla Rizalina M. Tayko³

Abstract

This research investigates the impact of organization development intervention (ODI) on service climate, and psychological meaningfulness to enhance the level of employee engagement, conducted in a mid-sized family owned hotel in Samui, Thailand by using the action research model. Various OD interventions were conducted on 27 participants over a seven month period from June to December 2016. The concept of Effective Change Management (Cumming & Worley, 2005) and Whole Brain Literacy (Tayko, 2010) were used for the intervention design process. The findings indicate that:

1. Service climate, psychological meaningfulness, and employee engagement showed statistically significant increases after ODI.
2. There is a statistically significant positive relationship between service climate, psychological meaningfulness, and employee engagement.
3. Only “length of service” in the demographic factor indicated a statistically significant positive relationship with employee engagement, while “age” and “department” showed no significant relationship.

Keywords: employee engagement, work engagement, service climate, service vision, service leadership, customer treatment, service failure prevention, psychological meaningfulness, autonomy, co-worker relationship, person-job fit

¹Veerya Manapajon is a Ph.D Candidate in Organizational Development from Assumption University (Thailand). Currently, she is working as a Managing Director Assistant at Technic Enterprise and Technology, Thailand.

²Dr. Sming Chungviwatanant holds a Ph.D. in Leadership and human Behavior specialized in Management and Organizational Development from United States International University (USIU), USA. Currently he is working as a lecturer in the Department of Graduates School of Business, Assumption University of Thailand.

³Dr. Perla Rizalina M. Tayko holds a Ph.D. in Organizational Development and Planning from the Southeast Asia Interdisciplinary Development Institute (SAIDI), Philippines. She is also a Nee OD Program Director of Graduates School of Business, Assumption University of Thailand

INTRODUCTION

No one will deny that the main factor driving change in the world today is technological advancement. However, there are other social factors that help drive change, but they are infrequently studied or mentioned universally. Employee engagement has been studied and broadly discussed in business world today, and has been claimed to be an important instrument for increasing organizational performance. The common belief is that employee engagement not only drives individual development but has impacts on business outcomes (Harter et al., 2002). Moreover, global economy studies show that the majority of the world's economies rely more on service sector than agricultural and industry, with an average of 64% of world economies generated by service sector (CIA, 2016).

The focal organization in this study is a mid-size family-owned hotel here called Hotel X, that is located on the beachfront at Bo Phut in Samui, Thailand. Hotel X was established and has been managed by a local Samui family since 1987 and is a mid-sized hotel with approximately 100 employees.

Using 7's McKinsey, Adizes life cycle, and SWOT analysis, the researcher was able to identify four areas in the Hotel X that need intervention and development. These areas were service orientation, organizational alignment, organizational process, and structure.

The analysis provides an opportunity for change. The willingness of Hotel X's top executives to improve these areas in alignment with the results led to the wholehearted support of the intervention. The priority for the executives is to focus on their employees

becoming more proactive, committed, and excellent in their jobs, since these are the gears which drive a successful organization. Therefore, in order to achieve a successful transformation of the hotel, the service climate, psychological meaningfulness, and employee engagement were chosen for improvement during the intervention.

REVIEW OF LITERATURE

Employee engagement is one of the top five significant areas of concern in management (Wah, 1999), though various scholars have provided different definitions of the term. Empirical evidence has explored the positive relationship between employee engagement and organizational outcomes (Harter et al., 2002; Schaufeli & Bakker, 2004; Banham, 2005; Salanova, Agut, & Peiro, 2005; Perrin, 2006; Robinson, 2008; Kular et al., 2008; Robertson-Smith & Markwick, 2009; Shuck & Wollard, 2010; Ram & Prabhakar, 2011). Despite the increasing trend of studies in the engagement area, the consistency of its definition and measurement are yet to be confirmed by both the academic and consultancy sectors.

Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) divided the definition of engagement into three characteristics, vigor, dedication, and absorption, which refer to a positive, fulfilling, and work-related state of mind. Engagement can be referred to as a more persistent and pervasive effect of cognition which does not highlight particular situations, behavior, or an individual, and excludes the monetary factor and certain states. *Vigor* refers to energy and mental spirit during the performance of work with the willingness to invest in it and break through any difficulties.

Dedication refers to the realization of importance, eagerness, inspiration, arrogance, and challenge. *Absorption* refers to the feeling toward time as it passes quickly when becoming fully concentrated and sincerely occupied with a task and the sense of difficulty experienced in detaching from it. Although consistent definitions and measurements for engagement are yet to be developed, most empirical evidence suggests that the common dimension of engagement is related to cognitive and emotional involvement, and extra effort. This definition of engagement seems to categorize the nature of cognitive and effective behavior toward an individual, and collectively affects tasks at an organizational level. Besides, the suggested components of engagement were mentioned in previous documented studies, including commitment, involvement, enthusiasm, passion, and dedication.

The researcher concludes that the idea of employee engagement involves four steps, as shown in Figure 1.

Antecedents of Employee Engagement

There are numerous empirical studies by both academics and practitioners exploring the drivers of engagement, including the human resource process of recruiting (Vance, 2006; Resick et al., 2007), meaningfulness of work (Kahn, 1990), career development (Wagner & Harter, 2006), culture of organization (Shuck, Rocco, & Albornoz, 2011), training and development (Shuck, Rocco, & Albornoz, 2011), communication (Perrin, 2008), availability of job resources (Kahn, 1990), psychological safety (Kahn, 1990), organizational strategies, goals, and values (Ward, 2005; Stringer, 2007; Shuck & Wollard, 2010), belief in the organization's future (Ward, 2005), job characteristics (Perrin, 2003; Schaufeli, 2006), leadership support (Perrin, 2003; Wellins et al., 2005), leadership vision (Perrin, 2003; Wellins et al., 2005), pay and benefits (McDuffe, 1995; Bamberger & Meshoulam, 2000; Ward,

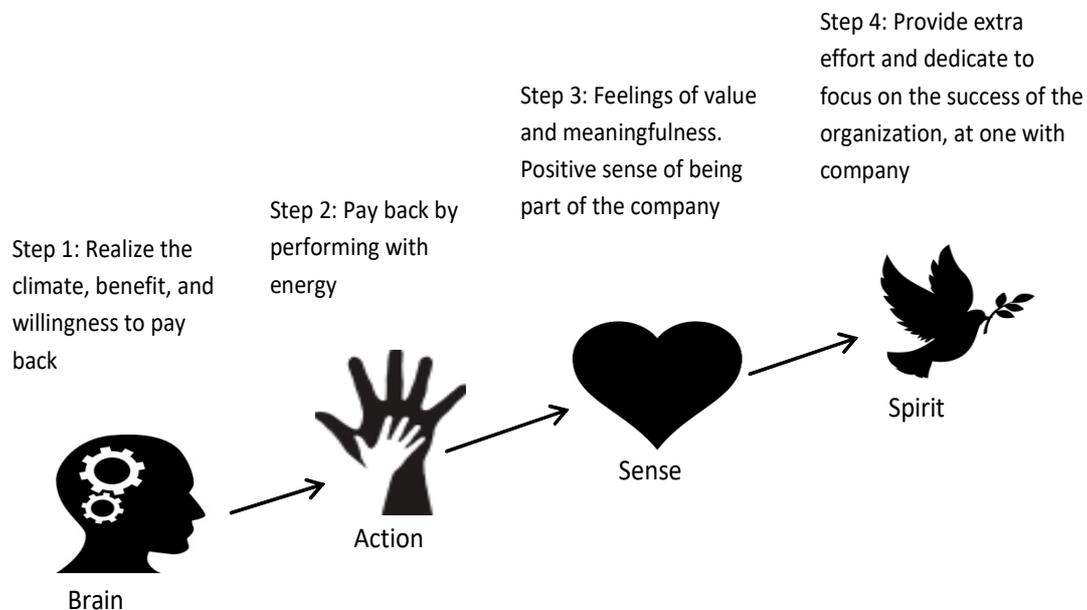


Figure 1: BASS Model of Employee Engagement

2005; Khan, Aslam, & Lodhi, 2011; Hong et al., 2012), reward and recognition (Perrin, 2003; Wellins et al., 2005), the role of charity (Ward, 2005), co-worker support (Perrin, 2003), trust in management (Perrin, 2003), feedback (States, 2008; Shuck, Rocco, & Albornoz, 2011), rewards and training (Bhattacharya & Mukherjee, 2009; Mone, 2009; Kgomo, 2010), demographic factors (Piansoongnem, Anurit, & Kuiyawattananonta, 2011).

Service Climate

Numerous empirical studies on the service industry suggest that the environment of the organization is also related to the perception of employees. A positive work environment can be referred to as a factor for establishing the climate (Schneider & Bowen, 1993). Kralj and Solnet (2010) stated that the internal climate for organizational service could motivate positive attitudes and perception of employees to facilitate and deliver high quality service. This leads to the differentiation of service and development of competitive advantage for organizations and the necessity of a service climate.

In a service oriented organization, human resources represent a key element of competitive advantage. Regarding previous studies, competitive advantage can be discovered through the capabilities of the organization's internal dynamics, including skills, systems, and knowledge (Voola et al., 2004). Moreover, the intangible resources, particularly human resources, internal dynamics, and processes, seem to be authentic factors that create a real competitive advantage. That is to say, employees who are engaged and committed are more likely to

provide excellent service and put in extra effort, which is the challenge factor that leads the organization to be outstanding and difficult to compete against (Hitt et al., 2001). Lytle et al. (1998) provide a scale of measurement for hotel organization with 10 dimensions, including servant leadership, service vision, customer treatment, employee empowerment, service training, service rewards, service failure prevention, service failure recovery, service technology, and service standards communication. This scale has been widely used in the study of the hotel business (Lynn et al., 2000; Solnet & Paulsen, 2005; Solnet, 2006; Kralj & Solnet, 2010). Moreover, the studies also explored four broad practices that could have impact on organizations relating to service: leadership, service encounter, service system, and human resources

Psychological Meaningfulness

Psychological meaningfulness can have an impact on work engagement through individual characteristics or the willingness to find value in work (Frankl, 1992). If employees find personal meaningfulness, they tend to be more motivated, invest more of themselves, and become more engaged. Several researchers have explored the relationship between the three psychological conditions of meaningfulness, safety, and availability with work engagement and found that meaningfulness has the strongest positive significance to engagement (May et al, 2004; Rothmann, 2007; Chen, Sheng, & Vogel, 2011; Jacobs, 2013). For example, Chen, Zheng, and Vogel (2011) discovered that meaningfulness has the strongest positive effect at around 57%, safety 18 %, and availability 27% in relation to work engagement.

The antecedent impact of meaningfulness could facilitate personal growth (Hackman & Oldham, 1980). Rich et al. (2010) provided the job feature of meaningfulness in relation to the perception of the organization, including person-job fit, autonomy, co-worker support, supervisory support, and procedural and interactional justice.

Consequences of Employee Engagement

It is agreed among academics and practitioners that there are significant benefits for organizations when employees are engaged. The common belief is that employee engagement not only drives individual development, but also impacts business outcomes (Harter et al., 2002). The expectation of employee engagement is associated with individual intention, attitude, and behavior (Chat-Uthai, 2013). Since

organizational performance is associated with engagement through the effort provided by employees, it can be transferred from one individual to another, leading to improved team performance and organizational expansion (Bakker, 2011). Employee engagement is considered to be the key to competitive advantage, since employees commit, provide extra effort, and are willing to drive company success themselves (Shuck, Rocco, & Albornoz, 2011).

There are several drivers that could affect the level of employee engagement. In order to select the variable that could drive the level of engagement in this research, the researcher provided a summary of the assessment framework to help select the variables, as shown in figure 2, by matching the variable related to the indicated, along with the concept of Whole Brain Literacy.

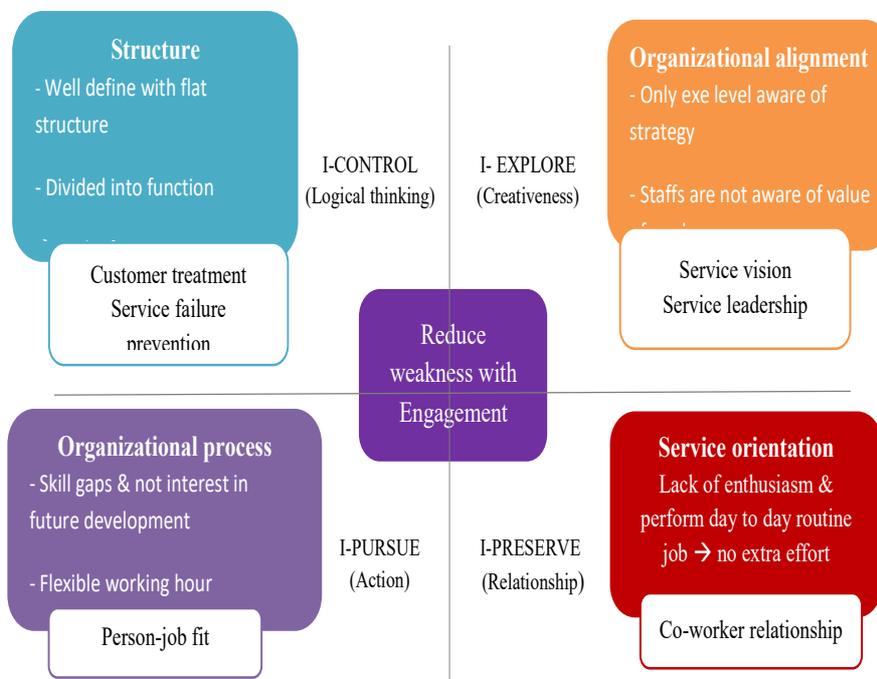


Figure 2: Conceptual Framework Construct

Conceptual Framework

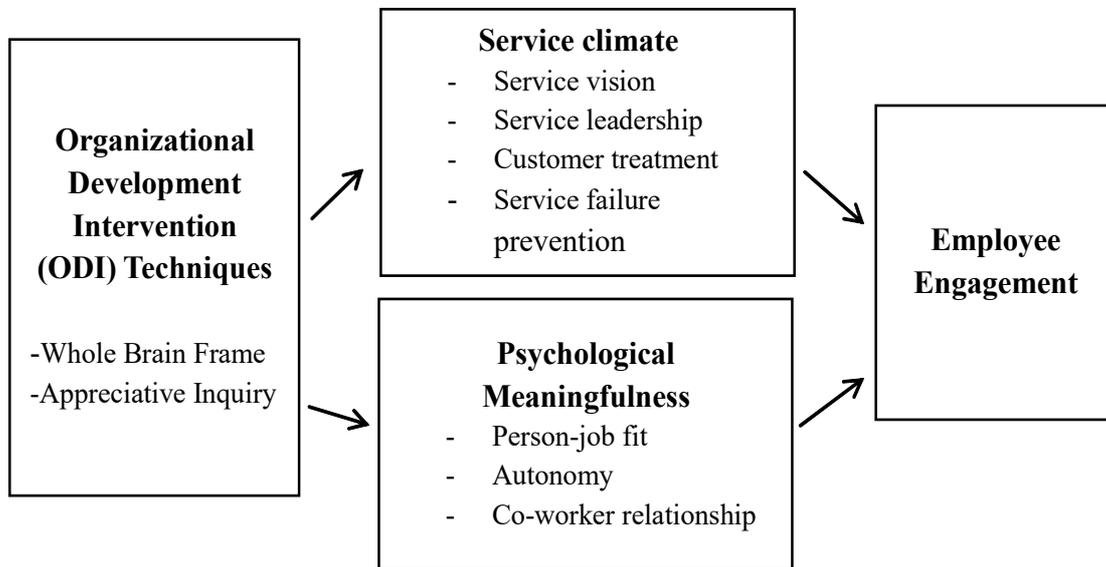


Figure 3: Conceptual Framework

The conceptual framework comprises three stages: ODI technique, Service Climate, and Psychological Meaningfulness. Service Climate and Psychological Meaningfulness are independent variables, while Employee Engagement is the dependent variable.

Research Problem Statement

The purpose of this action research is to **increase the level of employee engagement in Hotel X** and to find out whether the ODI techniques that were applied have a positive effect on the level of employee engagement in Hotel X.

Research Hypothesis

Based on conceptual framework, the hypotheses tested were as follows:

Hypothesis 1: There is a difference in the level of service climate before and after ODI.

Hypothesis 2: There is a difference in the level of psychological meaningfulness before and after ODI.

Hypothesis 3: There is a difference in the level of employee engagement before and after ODI.

Hypothesis 4: There is a relationship between service climate and employee engagement.

Hypothesis 5: There is a relationship between psychological meaningfulness and employee engagement.

METHODOLOGY

This study used an action research approach. The purpose of action research is to improve the organization through intervention with the collaboration of the organizational system and OD practitioner (Coglan & Brannick, 2001). Participants were selected with a purposive sampling technique by an executive team. There were 30 participants from various departments. This research used both quantitative and qualitative methods of data collection through questionnaire, observation, and interviews. The intervention consisted of five interventions over seven months (June-Dec 2016).

- The pre-ODI stage began with an analysis of Hotel X's current situation concerning service climate, psychological meaningfulness, and employee engagement. The data were gathered by both qualitative and quantitative methods.
- The ODI stage involves the implementation of the intervention process. The intervention is designed to improve service climate, psychological meaningfulness, and employee engagement. The intervention processes took six months for completion (July–December 2016). The intervention design relates to the concept of Effective Change Management by Cumming & Worley (2009) and Whole Brain Literacy by Tayko (2010).
- The post-ODI stage collects the data using the same set of questionnaires as the pre-ODI stage. The activities in this stage were performed in order to discover the effect of intervention on the variable factors, and afterwards for

comparison with the pre-intervention process. At the end of the process, the findings were presented to the executive members.

Data Collection and Analysis Tools

All questionnaires were translated into Thai version and tested for reliability and validity. Data was collected over six months from the researcher, executive members, and participants. Several methods, including content analysis, arithmetic mean and standard deviation, paired t-test, Pearson correlation, and percentage improvement of data analysis, were employed to analyze data.

Organizational Development Intervention (ODI) in the Focal Organization

After combining the Cummings and Worley (2009) and Tayko (2010) models, the researcher tried to connect the model with variables for this research. The researcher created the SHIFT model, displayed in Figure 4. The SHIFT model was used during the ODI stage so as to inspire the change and provide continued focus on the purpose of action with the name "SHIFT". The variables of study were measured at each stage of the SHIFT model to evaluate the ODI in relation to brain function and shifting process as displayed below.

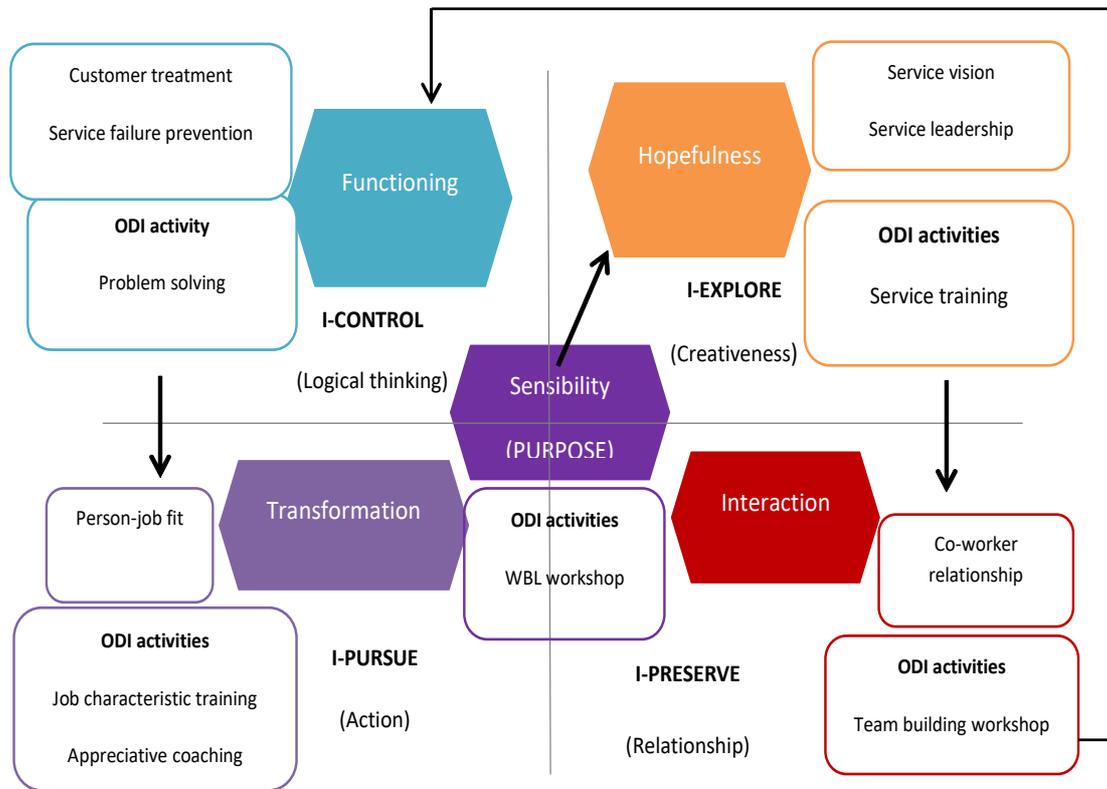


Figure 4: SHIFT Model - ODI activities for change management

Step 1- Sensibility: The main purpose of this stage is to allow the participants to realize the need for change, and to become willing to start the change by themselves, without feeling forced to do so. In order to lead the participants' sensibility for change, the workshops of Whole Brain Literacy (WBL) and Appreciative Inquiry (AI) were chosen for this stage.

Step 2- Hopefulness: The aim of this stage is to create the hope of the change. This step matches with the I-Explore on WBL, which relates to the creativeness. The concern of Organizational alignment is placed in this stage with the variable of service vision and service leadership to create the vision of the nature of business. Hence, the service and

communication training were chosen for this stage.

Step 3 – Interaction: The aim of this stage is to gain the support and include others in the process of the change. This step matches with the I-Preserve on WBL, which relates to the relationship. The concern of Service orientation is placed in this stage with the variable of co-worker relationship in this study as to create the pleasant relationship to support the change. Hence the team-building relate activities were chosen for this stage.

Step 4 – Functioning: The aim of this stage was to think and control of the process of change. This step match with the I-Control on WBL which relate to the logical thinking. The concern of Structure is placed in this stage

with the variable of customer treatment, service failure prevention, and autonomy in this study as to perform the thinking process of the change. Problem solving and service-quality related activities were chosen for this stage.

Step 5 – Transformation: The aim of this stage was to performing the action to sustain the change. This step matches with the I-Pursue on WBL which relates to the action. The concern of Organization process is placed in this stage with the variable of person-job fit, in this study as to perform the action to sustain the change. Job characteristic and appreciative coaching related activities were chosen for this stage.

RESULTS

The findings indicate that ODI had a significant impact on service climate, psychological meaningfulness, and employee engagement, as evidenced by quantitative and

qualitative data. There is a statistical significance on the mean score of service climate (service vision, service leadership, customer treatment, and service failure prevention), psychological meaningfulness (person-job fit, autonomy, and co-worker relationship), and employee engagement at the post-ODI stage.

As can be seen from the descriptive statistics of paired samples test shown in Table 1, there was an overall statistical service climate improvement score pre-ODI (M = 4.099, SD = 0.82883) and post-ODI (M = 4.2262, SD = 0.81023) $t(27) = -2.359, p < 0.5$ (Service vision (2.80%), Service leadership (5.33%), Customer treatment (2.28%), and Service failure prevention (1.82%)).

The findings indicate that ODI contributes to service climate improvement. Thus, the **findings support H1** that there is a statistically significant difference in the service climate before and after ODI.

Hypothesis 1: There is a difference in the service climate before and after ODI.

Table 1: Paired Sample Test of Service Climate

Variable	PRE-ODI	POST-ODI	Pair Differences	Variance	Incremental Rate (%)
Service vision					
Mean	4.105	4.22	t = -6.11	-0.5	2.80
AD	0.870	0.717	Sig. = 0		
Service leadership					
Mean	3.942	4.152	t = -3.206	-0.55875	5.33
SD	0.974	1.0034	Sig. = 0.015		
Customer treatment					
Mean	4.24	4.3367	t = -2.779	-0.3875	2.28
SD	0.709	0.7783	Sig. = 0.027		
Service failure prevention					
Mean	4.115	4.19	t = -4.583	-0.375	1.82
SD	0.8035	0.649	Sig. = 0.003		
Overall – Service climate					
Mean	4.099	4.2262	t = -2.359	-0.3750	3.10
SD	0.8288	0.8102	Sig. = 0.032		

Hypothesis 2: There is a difference in psychological meaningfulness before and after ODI.

Table 2: Paired Sample Test of Psychological Meaningfulness

Variable	PRE-ODI	POST-ODI	Pair Differences	Variance	Incremental Rate (%)
Person-job fit					
Mean	3.72	4.337	t = -3.2662	-0.70833	16.59
SD	0.921	0.783	Sig. = 0.014		
Autonomy					
Mean	3.292	3.804	t = -3.254	-0.85	15.55
SD	1.0396	1.0642	Sig. = 0.014		
Co-worker relationship					
Mean	4.175	3.804	t = -3.052	-0.40625	5.33
SD	0.8795	1.0642	Sig. = 0.019		
Overall - Psychological meaningfulness					
Mean	3.729	4.1795	t = -2.565	-0.51250	12.08
SD	0.9467	0.87532	Sig. = 0.037		

As can be seen from the descriptive statistics for the paired sample test shown in Table 2, there was an overall statistical improvement score pre-ODI (M = 3.729, SD = 0.9467) and post-ODI (M = 4.1798, SD = 0.8753167) for psychological meaningfulness $t(27) = -2.565$, $p < 0.5$ (Person-job fit (16.59%), Autonomy

(15.55%), and Co-worker relationship (5.53%). Psychological meaningfulness.

The findings indicate that ODI contributes to the improvement of psychological meaningfulness. Thus, the **findings support H2** that there is a statistically significant difference in psychological meaningfulness before and after ODI.

Hypothesis 3: There is a difference in employee engagement before and after ODI.

Table 3: Paired Sample Test of Employee Engagement

Variable	PRE-ODI	POST-ODI	Pair Differences	Variance	Incremental Rate (%)
Vigor					
Mean	4.4183	4.7833	t = -3.932	-0.87875	8.26
SD	1.537	1.2798	Sig. = 0.006		
Dedicate					
Mean	4.622	4.82	t = -3.252	-0.95	4.28
SD	1.4504	1.3152	Sig. = 0.014		
Absorption					
Mean	4.1433	4.6067	t = -2.704	-0.93708	11.18
SD	1.597	1.309	Sig. = 0.03		
Overall - Engagement					
Mean	4.3945	4.7367	t = -3.034	-0.76444	7.79
SD	1.5280	1.3013	Sig. = 0.019		

As can be seen from the descriptive statistics of the paired samples test shown in Table 3, there was an overall statistical improvement score for pre-ODI (M = 4.394544, SD = 1.52803) and post-ODI (M = 4.73677, SD = 1.30133) for engagement $t(27) = -3.034, p < 0.5$ (Vigor (8.26%), Dedication (4.28%), and Absorption (11.18%).

The findings recommend that ODI contributes to the improvement of engagement. Thus, the **findings support H3** that there is a statistically significant difference in employee engagement before and after ODI.

Hypothesis 4: There is a relationship between service climate and employee engagement.

As can be seen from the descriptive statistics of the correlation test shown in Table 4, Service climate; service vision ($r = .685, p < 0.05$), service leadership ($r = .791, p <$

0.01), customer treatment ($r = .895, p < 0.01$), and service failure prevention ($r = .714, p < .05$) have a significant relationship with employee engagement. Thus, the quantitative findings **support hypothesis H4** that there is a statistically significant relationship between service climate and employee engagement.

Among the four dimensions of service climate that were used in this research, customer treatment had a very strong positive correlation effect size to employee engagement, while other dimensions including service vision, service leadership, and service failure prevention, showed a strong positive correlation with employee engagement.

Table 4: Pearson Correlation Test Between Service Climate and Employee Engagement

Variable – Service climate		Employee engagement
Service vision	Pearson Correlation	.685*
	Sig. (2-tailed)	0.03
	N	27
Service leadership	Pearson Correlation	.791**
	Sig. (2-tailed)	0.01
	N	27
Customer treatment	Pearson Correlation	.895**
	Sig. (2-tailed)	0.001
	N	27
Service failure prevention	Pearson Correlation	.714*
	Sig. (2-tailed)	0.011
	N	27

Hypothesis 5: There is a relationship between psychological meaningfulness and employee engagement

As can be seen from the descriptive statistics of the correlation test shown in Table 5, psychological meaningfulness, person-job fit ($r = .887, p < 0.01$), autonomy ($r = .642, p < 0.05$), and co-worker relationship ($r = .780, p < 0.05$), have a significant relationship with employee engagement. Thus, the quantitative findings **support hypothesis H5** that there is a statistically significant relationship between psychological meaningfulness and employee engagement.

This can be described that among the three dimensions of psychological meaningfulness that were used in this research, person-job fit has very strong positive correlation effect size to employee engagement, while other dimensions including Autonomy and Co-worker relationship, showed a strong positive correlation to employee engagement.

Demographic factor and Customer satisfaction

The findings indicate that only demographic factor showed a **statistically significant difference** relationship with employee engagement at $p < .05$ level [$F(21, 5) = 9.129, p = .050$]. While other dimension including age and department show that there is no significant relationship with employee engagement.

Additionally, the researcher compared the customer satisfaction level of those who stayed at Hotel X before with those who stayed after the ODI process. Although the findings indicate that overall customer satisfaction has improved, the researcher cannot claim that ODI had a direct impact. Therefore, this study suggests that customer satisfaction could be considered a strategic outcome of the ODI process.

Table 5: Pearson Correlation Test between Psychological Meaningfulness and Employee Engagement

Variable – Psychological meaningfulness		Employee engagement
Person-job Fit	Pearson Correlation	.887**
	Sig. (2-tailed)	0.002
	N	27
Autonomy	Pearson Correlation	.642*
	Sig. (2-tailed)	0.043
	N	27
Co-worker relationship	Pearson Correlation	.780*
	Sig. (2-tailed)	0.011
	N	27

CONCLUSIONS

The findings indicate that ODI has positive effects on the service climate in terms of service vision, service leadership, customer treatment, service failure prevention, and psychological meaningfulness in terms of person-job fit, autonomy, and co-worker relationship, and employee engagement. This research provides supportive evidence that during the post-ODI stage, the service climate was improved by 3.10% while psychological meaningfulness were improved by 12.08%, and employee engagement increased by 7.79%.

ODI resulted in the level of employee engagement moving from “average” to “high,” as suggested by the Utrecht Work Engagement Scale (UWES-17). First, there is a higher understanding of service. Better service understanding helps to provide opportunities for meeting customer expectations and increasing satisfaction. Second, employees feel more worthwhile, as reflected in their individual value and with their work performance. Participants were able to realize that they have the necessary talent and capacity for enhancing their organizational commitment and engagement.

The findings confirm that service climate (as measured by service vision, service leadership, customer treatment, and service failure prevention) and psychological meaningfulness (as measured by person-job fit, autonomy, and co-worker relationship) have positive relationships with employee engagement. This is qualitatively supported by the empirical literature. A high service climate and employees with strong psychological meaningfulness result in more engagement.

Additionally, the findings reflect the engagement goal of the focal organization. During the pre-ODI stage, the employees were satisfied that they performed their routine daily tasks well, but lacked the enthusiasm to provide extra effort and seemed unaware of their potential for development. In the post-ODI stage, service climate had significantly improved by 3.10%, psychological meaningfulness had significantly improved by 12.08%, and employee engagement had significantly improved by 7.70%. This does not statistically reflect the improvement in percentage terms, but suggests that the focal organization is moving in a positive direction in pursuit of their employee engagement goal, with the aim of achieving a competitive advantage.

RECOMMENDATIONS

Recommendations for Hotel X

Based on the research findings, the ODI had a positive influence on service climate, psychological meaningfulness, and employee engagement. This section provides recommendations to the focal company for its future development.

1. To Expand the ODI throughout the Whole Company
2. To Consistently Conduct ODI for Other Topics
3. To Sustain the Process of Change

Recommendation for Further Research

This research was carried out in a limited time period with a pilot group in a single mid-sized family to ascertain the impact of ODI on

service climate, psychological meaningfulness, and employee engagement. Therefore, full quantitative research is recommended to provide a deeper understanding concerning the enhancement of employee engagement. However, there are a limited number of studies available on mid-sized family businesses, so, this research can provide guidelines for those interested in conducting the same ODI. Moreover, other types of businesses can be considered for duplicating the model and design test contained in this research.

Based on further analysis of this research, customer satisfaction improved, although this cannot be claimed as a direct impact of the ODI. Further research may provide the opportunity to enhance this study in relation to customer satisfaction and prove its benefit to organizations, especially those in the service sector.

Although the demographic factors in this research finding that there is no clear distinction relationship, the findings indicate an interesting topic for further study to consider on conducting the study relate on the relationship of demographic factors and employee engagement.

Additionally, the researcher strongly recommends WBL and AI as tools of ODI, as these provide both individual and professional change for the researcher. The practitioner decided to use WBL and AI as the main tools for the change process. While AI created positive environment which allowed for creativeness and openness, which eventually paved the way for transformation WBL helped on the deep understanding from inside. By combining those two tools, this lead to a truly inside-out transformation of the organization.

Reflections

“WHY... Organizational Development?” I discovered the importance of OD for both the organization and individuals. The principal success of OD is represented by the significant expansion from the individual to the organizational level, which means that the changes have occurred from the inside out. Organizational development is not only advantageous from a theoretical academic viewpoint but also aims to be beneficial for professional practice concerning mindset, behavior, and sociability for improvement and change. OD is not limited to a specific business sector, size, or purpose, but can be implemented universally without limitation. The OD allowed me to discover that the necessary changes were for the better and significant as an initiative for change, not only for the organization, but also individuals.

REFERENCES

- Babai, L., & Frankl, P. (1992). *Linear Algebra Methods in Combinatorics: With Applications to Geometry and Computer Science*. Department of Computer Science, university of Chicago.
- Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science*, 20(4), 265-269.
- Bamberger, P., & Meshoulam, I. (2000). *Human resource management strategy*. Published Sage, London, 99.
- Buckingham, M., & Coffman, C. (1999). *First Break All The Rules: What The World's Greatest Managers Do Differently*, 1999. The Gallup Organization. New York, NY.

- Burke, M. J., Borucki, C. C., & Hurley, A. E. (1992). Reconceptualizing psychological climate in a retail service environment: A multiple-stakeholder perspective. *Journal of Applied Psychology, 77*(5), 717.
- Chat-Uthai, M. (2013). Leveraging employee engagement surveys using the turnover stimulator approach: A case study of automotive enterprises in Thailand. *International Journal of Business and Management, 8*(6), 16.
- Cummings, Thomas G., and Christopher G. Worley. *Organization development and change*. Cengage learning, 2014.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology, 87*(2), 268.
- Hitt, M. A., Biermant, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective. *Academy of Management journal, 44*(1), 13-28.
- Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International journal of business research and management, 3*(2), 60-79.
- Kahn, W. A. (1990). An exercise of authority. *Journal of Management Education, 14*(2), 28-42.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal, 33*(4), 692-724.
- Kgomo, F. L. (2010). *Employee engagement model facilitating agent retention in the contact centre industry*.
- Khan, R. I., Aslam, H. D., & Lodhi, I. (2011). Compensation Management: A strategic conduit towards achieving employee retention and Job Satisfaction in Banking Sector of Pakistan. *International journal of human resource studies, 1*(1), 89.
- Kralj, A., & Solnet, D. (2010). Service climate and customer satisfaction in a casino hotel: An exploratory case study. *International Journal of Hospitality Management, 29*(4), 711-719.
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). Employee engagement: A literature review.
- Lytle, R. S., Hom, P. W., & Mokwa, M. P. (1998). SERV" OR: A managerial measure of organizational service-orientation. *Journal of Retailing, 74*(4), 455-489.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology, 52*(1), 397-422.
- Maslow, A. H., Frager, R., & Cox, R. (1970). *Motivation and personality* (Vol. 2, pp. 1887-1904). J. Fadiman, & C. McReynolds (Eds.). New York: Harper & Row.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of occupational and organizational psychology, 77*(1), 11-37.

- Mone, E. M., & London, M. (2009). Employee engagement through effective performance management: a manager's guide. *New York, NY: Routledge.*
- Perrin, T. (2006). Winning strategies for a global workforce. *Towers Perrin global workforce study-Executive report.*
- Perrin, T. (2008). Closing the engagement gap: A road map for driving superior business performance. *Towers Perrin global workforce study 2007-2008.*
- Piansoongnern, O., Anurit, P., & Kuyawattananonta, S. (2011). Talent management in Thai cement companies: A study of strategies and factors influencing employee engagement. *African Journal of Business Management, 5(5), 1578.*
- Ram, P., & Prabhakar, G. V. (2011). The role of employee engagement in work-related outcomes. *Interdisciplinary Journal of Research in Business, 1(3), 47-61.*
- Ram, P., Swapna, B. G., & Prabhakar, G. V. (2011). Work environment, service climate, and customer satisfaction: Examining theoretical and empirical connections. *International Journal of Business and Social Science, 2(20).*
- Resick, C. J., Baltes, B. B., & Shantz, C. W. (2007). Person-organization fit and work-related attitudes and decisions: examining interactive effects with job fit and conscientiousness. *Journal of applied psychology, 92(5), 1446.*
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal, 53(3), 617-635.*
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal, 31(4), 324-336.*
- Robinson, J. (2008). Turning around employee turnover. *Gallup Manag J.*
- Rothmann, S. (2003). Burnout and engagement: A South African perspective. *SA Journal of Industrial Psychology, 29(4).*
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of applied Psychology, 90(6), 1217.*
- Schaufeli, W. B., & Bakker, A. B. (2003). UWES-Utrecht work engagement scale: test manual. *Unpublished Manuscript: Department of Psychology, Utrecht University, 8.*
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi sample study. *Journal of organizational Behavior, 25(3), 293-315.*
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies, 3(1), 71-92.*
- Schneider, B., & Bowen, D. E. (1993). The service organization: Human resources management is crucial. *Organizational Dynamics, 21(4), 39-52.*
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review, 9(1), 89-110.*

- Solnet, D. (2006). Introducing employee social identification to customer satisfaction research: A hotel industry study. *Managing Service Quality: An International Journal*, 16(6), 575-594.
- Solnet, D., & Kandampully, J. (2008). How some service firms have become part of “service excellence” folklore: An exploratory study. *Managing Service Quality: An International Journal*, 18(2), 179-193.
- Solnet, D., & Paulsen, N. (2006). Service climate, employee identification, and customer outcomes in hotel property rebrandings. *Journal of Hospitality & Leisure Marketing*, 13(3-4), 3-27.
- Stringer, C. (2007). *The relationship between strategic alignment, meaningful work, and employee engagement*. The University of New Mexico.
- Tayko, P. R. M., & Reyes-Talmo, M. L. (2010). *Whole brain literacy: key to holistic education and success in today's world*. Dolmar Press
- Vance, R. J. (2006). *Employee engagement and commitment: A guide to understanding, measuring and increasing engagement in your organization*. SHRM Foundation.
- Voola, R., Carlson, J., & West, A. (2004). Emotional intelligence and competitive advantage: examining the relationship from a resource based view. *Strategic Change*, 13(2), 83-93.
- Wagner, R., & Harter, J. K. (2006). *12: The elements of great managing* (Vol. 978, No. 1-59992). Simon and Schuster.
- Wah, L. (1999). Engaging employees a big challenge. *Management Review*, 88(9), 10.