

Enhancing the Middle Management at Individual Level for Organizational Change of an International Airline in Asia

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Abstract

The purpose of the study is to understand the level of perspectives of change, commitment to service, loyalty to organization, and attitudes towards organizational change of middle management at Thai Airways International (Public) to enhance and prepare them for organizational change. The respondents have more than 15 years of service in non-overseas assignments with the organization. In an action research design, the study focused on 92 middle managers who were divided into two groups: 46, the experimental group and the other 46, the control group. The experimental group underwent the Team Building, IKIGAI and Appreciative Inquiry (AI) approaches to create self-awareness for organization change. The controlled group did not undergo any activities. Based on the comparative and analysis, the results showed significant differences on the research variables before and after ODI with the experimental group. Concomitantly, the study confirms that the relationship between perspective of change, commitment to service and loyalty to organization is related and it affects attitudes towards organizational change. The result showed a difference between the two groups on the research variables. Organization Development Intervention activity is effective as there is difference in the pre and post results on the experimental group.

Keywords: perspectives of change, commitment to service, loyalty to organization, attitudes towards organizational change

Introduction

Thai Airways International Company Limited (Public) is Thailand's national airline. To sustain its service excellence in fast challenging and emerging times, it needs to focus on responsive and adaptive changes to exceed the global standard requirement of customers as the key indicator for maintaining sustainable success in the airline industry. Thai Airways used to be the only airline throughout the nation but times changed, it now competes with 11 airlines operating within Thailand for both International and domestic routes.

The Global and Regional Challenges of the Airline Industry

Cento (2010) in *The Airline Industry: Challenges in the 21st Century* recognized that from “the mid-1990s to the beginning of the new millennium, the aviation industry faced one of the biggest booms in its history. Worldwide increases in GDP, riding on the wave of the new economy, and a greater demand for travel resulting from the globalization stimulated the airlines to healthy growth of around 4-6 percent per year” (p.3). All airlines are developing the hardware, and software which is the human resource that needs regular and continuous development to sustain excellent performance.

Fernandes (2018), CEO of AirAsia, considers “business is about agility and being able to move without being weighed down by processes, committees and working groups. Such awareness and nimbleness are vital when technology or the market changes” (p.73). Initiatives to improve efficiency and professionalism to learn from customers are the order of the day. Tony Fernandes emphasizes that “business has to evolve and the people are the drivers of change; how the company adapts and deals with change is difficult” (p.149). To translate this challenge, Branson, R. (2015), CEO and Founder of Virgin Group, describes the way to deal with people “the virgin way - which is to listen, learn, laugh and lead to make the work creative and fun” (p.7).

The Challenge of Thai International

Thai Airways is going through the challenge of changing times with advanced technologies and market growth as the three sources of information to assess for SWOT Analysis to corroborate with the assessment done in a spot interview with key officers and employees based at Suvarnabhumi Airport. The sources of information are 1) Center for Aviation or CAPA – Center for Aviation with a mission to make strategic difference in aviation knowledge, delivered with the highest levels of intellectual integration in the year 2016 (<https://centreforaviation.com/>); 2) Thai Airways SWOT Analysis (<https://www.freeswotanalysis.com/aerospace-airline/168-thai-airways-swot-analysis.htm>); and 3) Thai Airways SWOT Analysis: Competitors & USP: BrandGuide.

Table 1 shows the Summary of Issues on SWOT Analysis, identifies the concerns, such as loyal customer base; closed organizational culture; limited training programs; employee lack of loyalty as they are hired on contract basis; and crew are trained for specific aircraft fleet and are unable to perform work for different aircraft type.

Table 1

Summary of Issues on SWOT Analysis

<p style="text-align: center;">Strength</p> <ul style="list-style-type: none"> • The pride of the nation as a flagship carrier • Local market – world’s most popular tourist destination • New Commercial strategy focusing on transit traffic • Star Alliance – Extensive network • Large number of direct flights long haul • Loyal customer base 	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Expansion of regional network within ASEAN • Expansion in China – Large population • New aircrafts to arrive • Thai Smile to be more effective • Increase sales in premium cabin
<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Mixed Fleet – Crew are trained for particular fleet and do not mix • Multi brand strategy – Unclear identification of Thai Smile • Lack of diversity between small and medium cities • Closed organizational culture • Limited training programs • Employee lack of loyalty as they are hired on contract base. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • European exposure too large • No flights to America • Intensifying competition from Middle-East Airlines • Political intervention • Currency fluctuation • Attractive offers to employees

Source: Developed by the researcher for this study

For Thai Airways to at least maintain its 10th position ranking as rated by customers through the Skytrax Survey, (2018), these issues must be addressed. The result of the Skytrax survey provides research-based information as it is the reflected voice of passengers as customers who freely express their experience with the airlineon cabin service, ground airport services, and onboard products and services.

Need for Research to Create improvement

Based on SWOT assessment, the role of middle managementis determined a major issue in relation to building positive attitude towards organizational change as they deal directly with both customers and service operation. In order to provide service excellence

and customer satisfaction, they are the focus group to prepare and develop. The Vice President -General Administration (DW), Vice President Aviation Service Support (DS) of Thai Airways, and the International Operation Center - Suvarnabhumi International Airport foresee that middle management at Suvarnabhumi International Airport should be able to rotate and learn all operational functions within the airport; it is easier to assign personnel to an airport operation overseas. This would lead to the following result: a) minimize the training period; b) reduce the cost of outsource replacement when staff is on job rotation; c) maximize the capability of staff to perform and replace any person missing; and d) increase the multitask performance of staff.

The Research Challenge

The challenge of this research was the majority of respondents who were randomly selected by their supervisors to participate in the ODI activities, work in shift hours. To schedule the respondents together for Organization Development Intervention activity took a long time. The post ODI questionnaire responses on Appreciative Inquiry and IKIGAI took considerable time to collect, collate, and analyse.

The respondents were slightly apprehensive due to the closed culture of the organization and in disclosing their identity.

Review of Literature

The broad concepts in the body of knowledge of Organization Development (OD) in this research involve organizations as human social systems; organizations as processes where inputs are transformed into outputs; and organizations as entities made up of component parts that relate to each other towards the achievement of a common goal.

Organizations as Human System

An organization is a system composed of a group of people who share and commit to a common goal. Schein, (1994) defined organization as “ideas that begin in the minds of the people. It must first be recognized as a human problem of any organization on a process of how one or more people convert an idea into a blueprint for a set or activities to be performed by two or more people” (p19). In this review, three visualizations or schema of organizations representing the theories explains what organizations as systems are like. Figure 1 below illustrates how the organization relates and interacts with its environment composed of

suppliers, customers, regulatory agencies, stockholders, and competitors that impact on the organization’s flow of the information system – as input, process, and output.

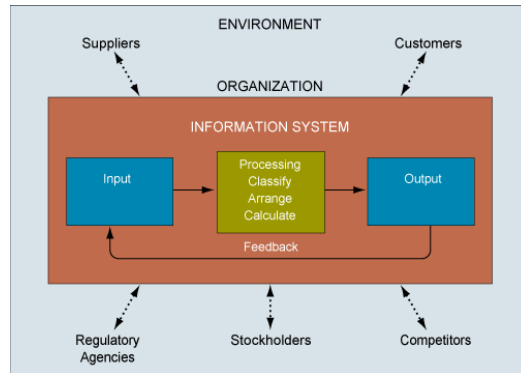


Figure 1. Organization Information System Flow

Source: <https://www.google.co.th/search?q=organization+assystem&source>

The second perspective that reflects a theory of an internal organization’s function is that of McKinsey’s well known 7’S Model developed by Tom Peters and Robert Waterman, consultants of McKinsey in 1970 (See Figure 2.) This framework visualizes seven elements as interrelated and interconnected around a core element called “shared values” that influence and impact on strategy, structure, systems, skills, style, and staff. Each of the seven elements is a component part of the whole system.

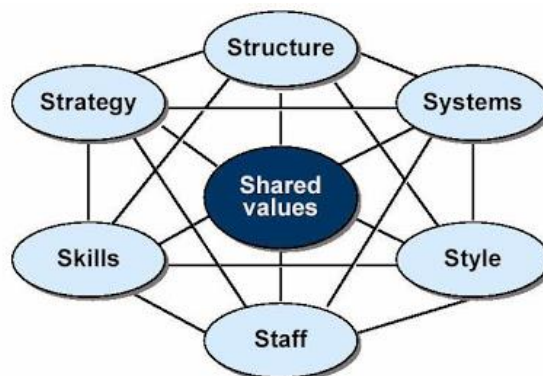


Figure 2 McKinsey’s 7S Model of Organization

Source: <https://www.google.co.th/search?q=organization+as+system&source>

What is significant and crucial to note in Figure 2 is that the element on “staff” is at the bottom of the model with “skills” on the left and “style” on the right suggest the critical and crucial role of the human resource as the software of the organization. They are the personnel that operate the system to work with its needed and appropriate competent “skills”

and versatile, responsive, appropriate “styles” as dimensions of performance. These three elements – staff with skills and styles are foundational and operational factors but must be integrated and connected by the “shared values” of the corporate organization that define and influence strategy, structure, and systems. All these are critical to the development of competent skills of the staff in the performance of the job as well as demonstrate the appropriate styles for excellent performance and delightful service (Peters & Waterman, 1970).

The third visualization of the concept and process of organization as a system is shown in Figure 3 which identifies the higher-level system, both from the external environment and from within the system that interact intimately to generate the higher-level systems output. The organization as a system has at the core, the human resources as a major component where knowledge, attitudes, skills, habits, and purpose commitments are considered in developing change and transformation. Organizations must constantly respond to changes and implementing such changes require challenging tasks among the people that run the business and services. Top managers must make bold policy and business decisions and take actions to implement change (Peters & Waterman, 1970).

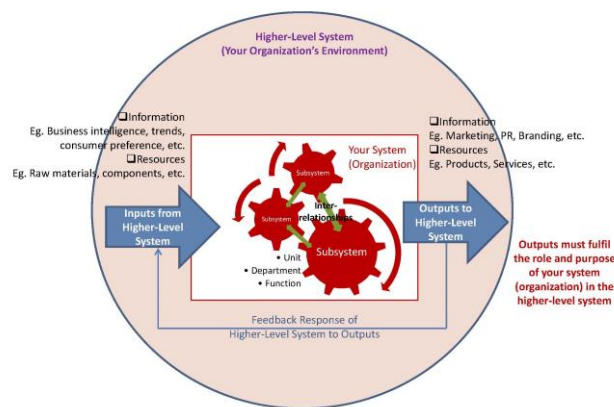


Figure 3. Organizations as Higher-Level Systems

Source: Yurtoğlu, N. (2018). *History Studies International Journal of History*, 10(7), 241-264. doi:10.9737/hist.2018.658

When planning for organizational change, one must consider how small changes to components might affect the ability of the whole organization to achieve its goals. The core element of the organization is the human resources; therefore, the need to prepare for change are people, who are drivers of change as they transform inputs into products and services with human, fiscal, and materials resources to implement change and sustain operations. People measure results of the process in terms of outputs as evidence of productivity and

performance, and people's attitude for change for themselves and at work are deemed critical to consider (Schein, 1994).

Development and Change: Role of Attitudes towards Change and work

Human system evolves and develops to reach different levels of improvement. It comes in stages and phases of formation in various aspect, strategy, and processes of the entire system (Worley & Cummings, 2009). Progress involves the role of attitudes towards change and at work.

Employee's attitudes towards change

Change is a dynamic natural phenomenon of and in a system. It is an inherent ingredient for growth, development, and transformation. Employee's attitudes towards change in fast changing times cannot be taken for granted just as the change itself that is needed in the organization. These tasks require the top management who make bold decisions and the involvement of employees within the organization to implement change successfully. Employees need to be aware and ready to accept changes positively in order to create a successful change according to plan. It is common that within the organization, there may be employees who resist to change. However, Cummings and Worley (2009) identified three processes to design for people who are to deal with the resistance to change, namely communication, support, and participation.

Employee's attitudes towards work

The attitude of the employee at work is generally associated with job satisfaction as it could measure individual's performance of work. The level of job satisfaction is an indicator of a personal feeling of an individual towards their job as the literature review on the employee's attitude towards work revolves on the study of job satisfaction. For example, in The Southwest Airline, they believe in making business and service fun. Parker (2008) further stated that "people who enjoy their work do a better job than people who don't" (p. 169).

Types and Theories of Change

Beer and Nohria (2003) stated that before one goes into the details of managing change, it is important to understand the concept and processes of change and transition.

Harvard Business Essentials identified four categories of types of change programs namely: 1) Structural change - is the change that treats the organization as a set of functional parts; 2) Cost Cutting change- the change programs that focus on the elimination of non-essential activities or methods for squeezing costs out of operations; 3) Process change-the change programs that focus on altering on how things get done. Process change typically aims to make processes faster, more effective, more reliable and/or less costly; and 4) Cultural change- the change programs that focus on the “human” side of the organization, such as a company’s general approach to doing business or the relationships between its management and employees. A shift from command-and-control management to participative management is an example of cultural change (Beer & Nohria, 2003).

Approaches to Change

The four types of change can be viewed from two perspectives where the structural and cost-cutting change could be approached from discrete, functional, and practical perspective while the process and cultural change could be viewed from qualitative and process developmental perspectives. There are several types of change programs. Beer and Nohria (2003) acknowledged to have coined two different approaches to change. First, Theory “E”: Economic Approach which the goal is to dramatically and rapidly increase shareholder value as measured by improved cash flow and share price. Those who advocate this approach rely heavily on mechanism likely to increase short term cash flow and share price, such as performance bonuses, head count reduction, asset sales, and strategic reordering of business units. The drivers of change come from the top. There are many changes made in organizations, such as reduction of staff, cut down of training budget, and doing away with social perks are examples of the “E” or Economic theory. Second, Theory “O”: The Organizational Approach. The goal of Theory “O” change is to develop an organizational culture that focuses on learning and a good performance employee. It has been known that the most successful and enduring organizations are those with learning oriented, dynamic cultures together with highly capable employees. Because employee commitment to change and improvement are vital to Theory “O” change to work, implicit contracts with employees are also considered important to break which is quite the contrary to the Theory “E.” The Theory “O” approach is what Rensis Likert refers to as the “human side of the enterprise” where human relationships, group dynamics, communications, and cultural and social considerations are given priorities in the change process. This is where

Organization Development comes into to play a role in organizational change (Irimia & Gottschling, 2016).

Understanding the types of change as well as the approaches to change enable leaders and managers to differentiate the end goals of each approach and the processes and types of interventions used to achieve them. It is argued that an “organization that banks on its culture and people to drive financial success is potentially incompatible with the concentrated power and direction from the top” (Beer & Nohria, 2003, p.11).

Organization Development and Change Management

Organization Development (OD) and Change Management (CM) are concepts that emerged on the second half of the 20th century, when changes in the way organizations function and operate enabling and tapping on the potentials of human resources. Cummings and Worley (2009) present five definitions of OD from various practitioners that identify the focus and scope of the process:

- a) Organizational culture for change (the context of the change process)
- b) Long-range effort to improve an organization’s problem-solving capabilities and its ability to cope with changes (the human systems capability and capability to address problems)
- c) Organization processes using behavioral science knowledge, (the scientific basis on the use of theories and concepts for change)
- d) System-wide collaboration of members in the organization (the involvement of the whole system in the change process)
- e) Set of values (1) largely humanistic; (2) application of the Behavioral Science; and (3) Open System theory

Organization Development Intervention (ODI)

To engage organizations in an OD process, the OD practitioner/consultant needs to design what is called Organization Development Interventions (ODI), which is defined by Cummings and Worley (2009) as a sequence of activities, actions, and events intended to help an organization improve its performance and effectiveness. The intervention design or action plan of these activities derives its relevance and appropriateness from the diagnosis carefully conducted in the first phase of the OD Process. The intention of the ODI is to address the issues or solve the problems identified in the diagnostic or assessment stage.

There are different types of interventions as there are various types of organizational issues and problems to resolve.

Cummings and Worley (2009) further elaborated that the effectiveness and appropriateness of the experimental activities can be determined based on three criteria, such as 1) the extent to which it fits the needs of the organization, the choice of activities must be based on relevance to the needs of the organization; 2) the degree to which it is based on causal knowledge on intention, which means that the activities are based on the valid information about organization's functioning; and 3) the extent to which change management competence to organization members, which is intended to build capacity for change and increase effectiveness.

To provide a positive approach in preparing for organizational change, three major positive approaches were chosen as bases for the design of the ODI process:

A) Team Building Activities– activities chosen to break the ice, increase individual and group awareness to build interpersonal relationship, camaraderie, and teamwork.

B) Appreciative Inquiry (AI) is a contemporary approach to organization development designed by Cooperrider, Whitney, and Stavros (2008) which shifts the process from the conventional problem solving in organizations to the assumptions that organizations are like mysteries to be understood, appreciated, and enabled to become out of their best potentials. Cooperrider et al. presented their 4-D model as shown in Figure 4 which illustrates the flow of the thinking process of the appreciative cycle after engaging the group to choose or define their Positive Core or Purpose for the process. The appreciative cycle is as follows: 1) DISCOVERY – the first step is to define the “best of what is” and “what has been” focusing on what gives life to the organization; 2) DREAM – the next step that focuses on exploring “what might be” and find positive possibilities of an envisioned future based on the strengths; 3) DESIGN – the third step that focuses on making choices of “what should be” in an organization that reflects on the aspirations and desired conditions to realize the dream; 4) DESTINY – the final step for an inspired action or “what will be” the results as a matter of destiny to be achieved (Cooperrider, Whitney, & Stavros, 2008).



Figure 4. The 4-D Cycle of Appreciative Inquiry

Source: Crafted by the researcher based on Cooperrider, Whitney, & Stavros (2008)

C) IKIGAI-In Japan, one of the models being used in search for meaning and purpose at work and in life is called IKIGAI. It is used in encouraging and helping people find their own “north” or guiding star or “life purpose.” The word “Ikigai” means reason of living and is formed from two words: IKIRU means life and KAI means the truth or realization of a person’s hopes for. This technique of introspection and reflection by asking key questions has been used in Japan as they spend time to discover their life purpose. The questions include: 1) What is it that you love to do? - Focusing on your passion; 2) What is it that you are good at? - Focusing on your special abilities; 3) What is it that you can be paid for in doing? - Focusing on your expertise for a fee; 4) What is it that you can do that the world needs you? - Focusing on your contribution to society. These four questions may generate overlapping responses; however, care is given on what the participants share that reflects the focus of the questions. Participants find depth and breadth of insights as they dialogue and share their meaning and purpose in life drawn out of the process. Figure 5 shows the relations and scope of the questions discovering oneself. (Kamiya, 1966)



Figure 5. IKIGAI Framework

Source: https://www.onlydeadfish.co.uk/only_dead_fish/2017/09/ikigai.html

Research Frameworks

Based on the SWOT assessment, the middle management is identified as the leveraging link between the customers and top management as they are the frontline employees that translate the corporate strategy and receive feedback. From Figure 6, the theoretical framework provides the overall paradigm of the study. The envisioned change for the airline to maintain and even excel its rank in the Skytrax rating by customers’ choice requires preparation of the middle management who have been in the company for at least 15 years and have no overseas assignment experience for change on their roles and functions. In the light of this direction for organization change, the researcher chose three variables as influencers to attitudes towards organizational change. The attitudes towards organizational change are the keys to implement change at the point of service with the customers.

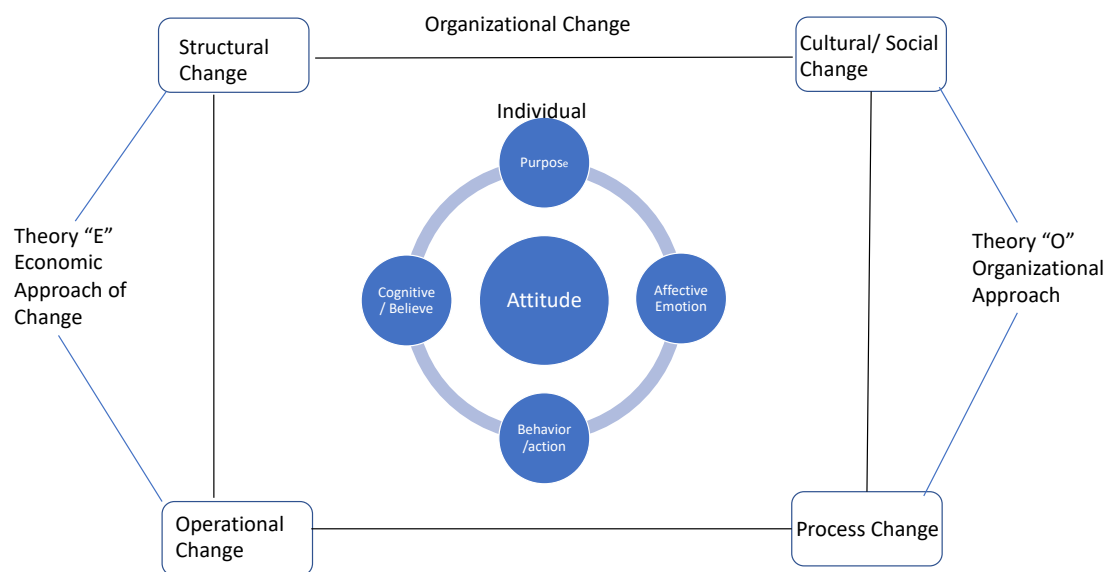


Figure 6. Theoretical Framework of the study

Source: Crafted and developed by the researcher from Beer & Nohria (2003)

In order to positively influence attitudes toward organizational change, brings to bear three variables. The conceptual framework of the study illustrates the relationship of the variables consisting of the perspectives of change, commitment to service, and loyalty to organization. Moreover, how these variables impact on the development of attitudes towards organizational change and whether these would open the windows of their minds to positive attitude towards change.

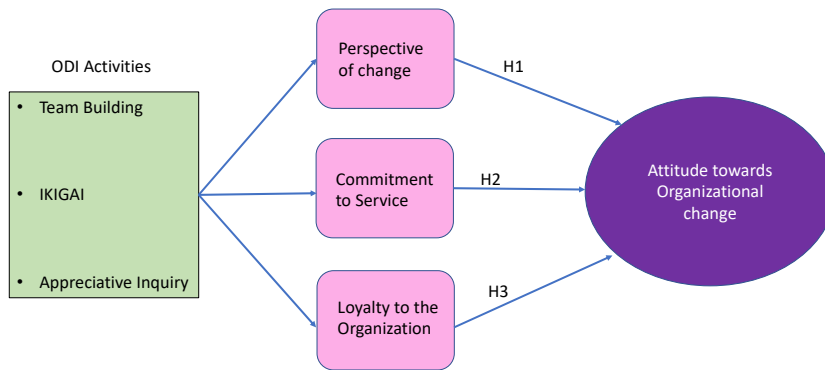


Figure 7. Conceptual Framework of the Study
 Source: Crafted and developed by the researcher for this study

Action Research Framework

The three phases of the Action Research Model are used to identify the levels of perceptions of middle management who have had no overseas assignment, on the four sets of variables as follows. The ODI process is designed to address the development of the identified variables: 1) Perspectives of change; 2) Commitment to service; 3) Loyalty to the organization; and 4) Attitudes towards organizational change. It is intended that with the conduct of the ODI activities, there would be changes in these variables and difference could be established between the pre and post for the experimental and the controlled group.

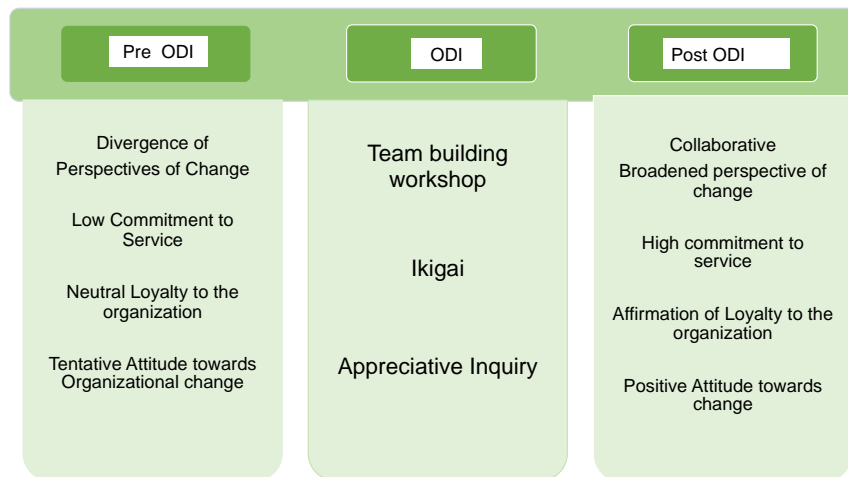


Figure 8. Action Research Framework
 Source: Crafted and developed by the researcher for this study

Methodology

The research design is based on the action research model of an OD (Organization Development) research. A comparative analysis was done on the quantitative data between

the experimental and control groups on the research variables before and after ODI. Content analysis on the themes was done on the qualitative data based on post ODI interviews. The research covers the three phases of the action research process where at the ODI phases, the experimental group is engaged in team building activities, IKIGAI, and AI approaches of OD intervention while the other group is without. Overall findings of the whole process are used to draw the appropriate recommendations on a full-blown long-term organization development program. The team building activities, IKIGAI introspective questions, and AI positive generative dialogue approaches were the initial steps in the study to prepare and raise the consciousness of the need for organizational change. The long-term implications out of the results of the study would be drawn as recommendations for long term OD Program and qualitative data were analyzed to check for results.

The Study Sample

The total number of the middle management given by the Human Resources is approximately 350 persons. The required sample size is 184. The sample size of 184 was divided into two groups: 92 persons who have overseas experience and the other 92 without overseas experience. The group with overseas experiences, 23/92 is not open to further challenges due to family obligations, while the majority (74/92) of the respondents from the non-overseas experience group do not enjoy learning and adapting to new things. Most respondents from the non-overseas group have hesitation/ resistance to change. The focus is therefore on the non-overseas experience group of 92 persons. The 92 respondents from non-overseas assignment were then split into two groups, 46 were the controlled group and the other 46 were the experimental group.

With the use of action research framework, the tasks were carried out with the participants at Pre-ODI Phase as identified as well as those at the Post ODI Phase, as shown in Figure 8. It is expected that the ODI Phase, data on participants' engagement and participation would also be observed and obtained.

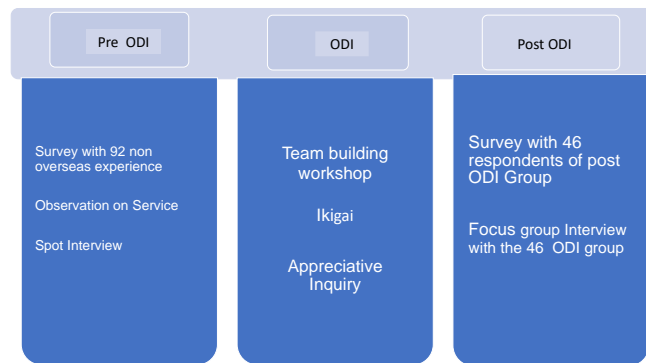


Figure 9. Action Research Activities

Source: Crafted and developed by the researcher for the study

The Organization Development Intervention Design Process

The research is designed using the Action Research Model in three phases.

A. Phase I: Pre-ODI where the two groups, one with overseas experience and the other non-overseas respondents were asked open-ended questions on key questions relative to the key concepts and processes of organizational change. The respondents in phase 1 with the non-overseas experience have the higher resistance to explore.

B. Phase II: The ODI phase includes the design of the ODI activities using team building, Ikigai and AI approaches. The non-overseas experiences respondents were divided into two groups, one group underwent the ODI activities while other group without the ODI activities; team building activities focused on group formation and collaboration to prepare them for organizational change. The IKIGAI model approach is appropriate to identify purposes and is aligned with the company. The AI Five-D Framework – Define Positive Core, Discover, Dream, Design, & Deliver would be used as the generic design of the workshop. The ODI engaged the participants to experience surfacing, articulating and differentiating their life purpose and aligning this with that of the company.

C) Phase III: The Post-ODI, the same instrument was given again to both groups to determine if there were changes in their responses on the variables considered in the study. A comparative analysis was done between the results of the Survey in Phase I and Phase III as well as a comparative analysis using 2-tailed T-test, Pearson correlation, and analysis of variance was also done between the two groups, one the experimental and the controlled group. Content Analysis was concomitantly done on the responses from post ODI interviews with participants.

Results and Discussion

Research question 1: What is the level of the Perspective of Change, Commitment to Service, Loyalty to Organization and Attitudes towards Organization Change of middle management of Thai Airways International

Table 2
Pre ODI Experimental and Control Group Comparative Statistics

	The Experimental Group (Pre ODI)		The control group (Pre ODI)	
	Mean	Std. Deviation	Mean	Std. Deviation
Average on Perspective of Change	5.0543	0.487	4.62	0.65
Average on Commitment to service	5.30	0.533	4.95	0.68
Average on Loyalty to the organization	4.86	0.755	4.86	0.74
Average Attitude towards Organizational change	4.86	0.542	4.71	0.62

The above table shows the average means and the standard deviation of the items within each variable of the experimental and the control group, pre to the ODI activities. The average mean for Perspective of change for experimental group has the score of 5.06, while the controlled group has the mean score of 4.62 under the Perspective of change.

The average mean score for the variable Commitment to Service for experimental group is 5.30 and the controlled group 4.95.

For Loyalty towards the organization, both groups have the same mean score of 4.86.

The average means scores for the variable attitude towards organizational change, the experimental group was 4.86 and the controlled group is 4.71.

Table 3
Average mean score and Standard Deviation of the research mean score of the pre ODI and post ODI for the Experimental Group

	Pre ODI	Post ODI
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	Mean	S.D.	Mean	S.D.
Perspective of Change	5.05	0.49	5.06	0.33
Commitment to Service	5.30	0.53	5.27	0.41
Loyalty to the Organization	4.86	0.76	5.08	0.56
Attitude towards organization change	4.86	0.54	4.90	0.46

For the experimental group, the difference of the means of each variable for before and after the ODI activities is not much of a difference as it could be that the ODI activity was designed to raise personal consciousness on the need for change. It could also be that the respondents have been with the company for at least 15 years and not motivated enough as they have not received bonus reward for the past 7 years.

Table 4

Paired sample t-test of the experimental group between pre and post ODI

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Perspective of change	-.00652	.57673	.08503	-.17779	.16475	-.077	45	.939
Commitment to Service	.03913	.58518	.08628	-.13465	.21291	.454	45	.652
Loyalty to the Organization	-.21957	.78673	.11600	-.45319	.01406	1.893	45	.065
Attitude towards Organizational change	-.03696	.62552	.09223	-.22271	.14880	-.401	45	.691

Table 4 explains the significant difference in perspective of change at significanty level of 0.939, Commitment to service at 0.652, Loyalty to the Organization at 0.065 and attitude towards organizational change at 0.691. This shows that the loyalty of the employees towards the organization is strong and the perspective of change is weak.

Research Question 2: What is relationship between Perspective of Change, Commitment to service, Loyalty to organization and Attitudes towards organizational change between pre and post ODI?

Table 5
Correlations

		Perspective of change	Commitment to Service	Loyalty to the Organization	Attitude towards Organizational Change
Perspective of Change	Pearson Correlation	1	.372*	.165	.527**
	Sig. (2-tailed)		.011	.272	.000
	N	46	46	46	46
Commitment to Service	Pearson Correlation	.372*	1	.606**	.455**
	Sig. (2-tailed)	.011		.000	.002
	N	46	46	46	46
Loyalty to the Organization	Pearson Correlation	.165	.606**	1	.533**
	Sig. (2-tailed)	.272	.000		.000
	N	46	46	46	46
Attitude towards organizational change	Pearson Correlation	.527**	.455**	.533**	1
	Sig. (2-tailed)	.000	.002	.000	
	N	46	46	46	46

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

There is a relationship between the three variables – The Perspective of Change, Commitment to service, Loyalty to the Organization and the Perspective towards Organization Change between pre and post ODI.

Research Question 3: What is the change level of the positive approaches ODI to prepare the middle management towards Organizational Change?

The ODI process was an experiential process. It was conducted and facilitated in essences with the objectives of the research as the operational guidelines. The design of the process unfolded as follows:

The Team Building Activity – The objective of this Team building activity was to “break the ice” of the participants who come from different section of Suvarnabhumi airport, to get the participant to feel comfortable and have fun. The team building took place in a training room at Suvarnabhumi together with the Customer Impression course. After they introduced themselves to one another they were put into groups for DISC Quadrant to understand their character and how to deal with passengers. Followed by building paper tower to assess the level of teamwork and working together. After the ice breaker exercise and brief introduction exercise, participants became more at ease. Participants were then observed to have demonstrated camaraderie and collaboration. This activity ushered them to the next stage of the process engagement to focus on themselves as persons. After the Customer impression course, the course conductor introduced the attendants to the AI and IKIGAI information.

The IKIGAI Process - The IKIGAI introduction created a perspective to reflect on themselves with just the four question. Orientation and induction of the purpose with examples and guidelines on what effect IKIGAI can help discover the life purpose; participants became focused and eager to learn about discovering themselves. Everyone immersed themselves into the search for meaning using the following four questions

- What do you love or what motivates you to come to work or wake up?
- What are you good at?
- What can you get paid for?
- What do you think the world needs/ how you can contribute to the world?

IKIGAI is an introspective and reflective process engagement where each one was to respond to the questions about what is “meaningful” to them. The four questions above allowed them to touch base with their inner sense of purpose, to realize on what they love to do, what they are good at, how they are able to earn and get paid for and then connect to contribute to the world. These questions broadened their view of many issues and how to relate them meaningfully.

The Appreciative Inquiry Approach - The Appreciative inquiry process was done through the Duty Manager of the Shift with guided question. The Duty Manager was briefed in detail on prompting for answers. In each shift, the Duty Manager would find respondents with the qualification that enables to response to the questionnaires appropriately. The

purpose of the AI approach was for self-appreciation and realization for respondents to reflect on themselves.

- 1) Please give an incident or experience in which makes you proud?
- 2) What was the factor that help made that incident successful?
- 3) What value do you consider important at work?
- 4) Given a magic wand, what would you wish to happen at work or to the organization?
- 5) Where do you see yourself or the organization in 3 (three) years from now?

The experience on these AI-based questions provided the opportunity for participants and the duty manager to appreciate each other and what they do in their work while those experiences that made them feel proud of their success. These experiential sharing was positive and at the same time meaningful. The purpose of the Appreciative Inquiry was to follow through on the respondents to affirm that IKIGAI can help widen the horizon in many ways. The qualitative data from post ODI interviews were subjected to content analysis using thematic issues as basis for clustering the responses by system levels and dimensions of issues.

Research Question 4. Is there a difference between the control and the experimental group on the research variables within the time frame of the post ODI experimental group?

In order to prove the effect of the ODI activities, the researcher distributed the same set of questionnaires to the same respondents of the controlled group. The result of the controlled group within the time frame of three months with showed no difference.

Table 6

Descriptive Statistics of the difference of the post experimental and controlled group

	Post ODI of Controlled		Post ODI of Experimental Group	
	Mean	S.D.	Mean	S.D.
Perspective of Change	4.38	0.704	5.06	0.33
Commitment to Service	4.68	0.726	5.27	0.41
Loyalty to the Organization	4.66	0.737	5.08	0.56
Attitude towards organization change	4.28	0.578	4.90	0.46

The results on the Testing of Hypotheses

The relationship between Perspective of Change and Attitudes towards Organizational Change

H0: There is no relationship between perspective of change and attitudes towards organizational change.

H1: There is a relationship between perspectives of change to attitude towards organizational change.

Based on the analysis in the table below the significant relationship is obtained at .05 and .01 levels.

Table 7

		Perspective of Change	Commitment to Service	Loyalty to the Organization	Attitude towards organizational change
Perspective of Change	Pearson Correlation	1	.372*	.165	.527**
	Sig. (2-tailed)		.011	.272	.000
	N	46	46	46	46
Commitment to Service	Pearson Correlation	.372*	1	.606**	.455**
	Sig. (2-tailed)	.011		.000	.002
	N	46	46	46	46
Loyalty to the Organization	Pearson Correlation	.165	.606**	1	.533**
	Sig. (2-tailed)	.272	.000		.000
	N	46	46	46	46
Attitude towards organizational change	Pearson Correlation	.527**	.455**	.533**	1
	Sig. (2-tailed)	.000	.002	.000	
	N	46	46	46	46

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

There is a relationship between perspective of change and attitudes towards organization change. Findings show that there is a significant relationship between the Perspectives of Change and Attitudes towards Organizational Change at the level of 0.00. Therefore, the hypothesis is accepted.

The relationship between Commitment to Service and Attitudes towards Organizational Change

H0: There is no relationship between Commitment to Service and Attitudes towards Organizational Change.

H1: There is a relationship between Commitment to Service and attitudes towards Organizational Change.

There is a relationship between Commitment to Service and Attitudes towards Organizational Change. Findings show that there is a significant relationship between the Perspectives of Change and Attitudes towards Organizational Change at the level of 0.02. Therefore, the hypothesis is accepted.

The relationship between Loyalty to organization and attitude towards organizational change.

H0: There is no relationship between loyalty to organization and attitude towards organizational change.

H1: There is relationship between loyalty to organization and attitude towards organizational change

There is a relationship between loyalty to organization and attitudes towards organization change. Findings show that there is a significant relationship between the Perspectives of Change and Attitudes towards Organizational Change at the level of 0.00. Therefore, the hypothesis is accepted.

The difference between the control and experimental group within the time frame of the post ODI

Table 8
Paired Samples Test

	Paired Differences		t	df	Sig. (2-tailed)

	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Perspective of Change	.43696	.72399	.10675	.22196	.65195	4.093	45	.000
Commitment to Service	.31739	.88174	.13001	.05555	.57924	2.441	45	.019
Loyalty to the Organization	.21957	.98107	.14465	-.07178	.51091	1.518	45	.136
Attitude towards Organizational Change	.18261	.85357	.12585	-.07087	.43609	1.451	45	.154

H0: There is no difference in the results of the Control group and the experimental group on the perspective of change, commitment to service, loyalty to the organization and attitude towards organizational change.

H1: There is a difference in the results of the Control group and the experimental group on the perspective of change and commitment to service.

Analysis and Interpretation

The conceptual framework of the study asserts on the relationship of three independent variables namely (1) the Perspective of Change, (2) Commitment to Service and (3) Loyalty to Organization with the dependent variable on Attitudes towards Organizational Change. The researcher hypothesized on this relationship by conducting ODI activities with the experimental group. Using 2-tailed test and Pearson Correlation Analysis, significant relationships were obtained. The use of a positive approach of Appreciative Inquiry (AI), the IKIGAI approach on the search for meaning on life’s purpose complemented by team building activities showed significant effects on the research variables. It was clearly evident that the attitudes towards organizational change were influenced by perspectives of change after ODI. Participants became more aware of a wider spectrum of issues that they are opened to change. Similarly, the attitude towards organizational change was significantly influenced by the commitment to service and loyalty to organization where they showed expanded awareness on systems levels of the issue. There was evidence of shift or expanded consciousness from fixed to growth mindsets on how the participants view what and where the direction of change would be.

All participants demonstrated a range of issues for change reflecting both the strategic and systemic issues of the organization. The facility of one to view things, ideas, tasks and relations broadly and differently from both the fixed and growth mindsets provide a wide spectrum of opportunities. Since the variables are related to one another as shown from the results, it can be tapped as leveraging driver to enable, encourage and empower people to change with a sense of purpose becomes another driving force to positive change (Koehler 2015; Murray 2017). However, it was recognized there are yet challenges to explore and discover for clarity as the motivating power to make a difference in the workplace.

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