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## **Organization Spirituality: Commitment, Awareness, Readiness and Engagement (C.A.R.E.) for Organization Development & Transformation: A Case Study of ABC Co., Ltd**

Sirichai PREUDHIKULPRADAB\*, PhD

### **Abstract**

The study examines the level of perception/experience of organization spirituality in terms of Commitment to, Awareness of, Readiness for, and Engagement in/ with organization contents/contexts. It also crafted an organization development and transformation model to enhance the levels of Commitment, Awareness, Readiness and Engagement for long term competitiveness. The study involved respondents from the management and staff of a Thai software and professional services company. The results reveal that each level in the organization perceived and practiced organization spirituality differently in terms of Commitment, Awareness, Readiness and Engagement depending on the context of their role and function in the organization. The study recommends the following Organization Development interventions to re-activate and enhance organizational spirituality/spirit: (1) developing the company's core values to create an integrated culture and identity, (2) focusing more intensively on human resource development planning at the corporate level to align with organization core values with human resource development plans, (3) simplifying the

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current structure for clarity; and (4) increasing communication on organization scorecards as well as considering quality of work-life program.

*Keywords:* organization spirituality; commitment; awareness; readiness; engagement; human information processing; organization contents; organization contexts.

## **Introduction**

People play an important role in the continual and successful functioning of an organization. Organizationally, they help maintain the direction and focus while exploring and pursuing a higher level of achievement, self fulfillment and actualization at a personal level. Organizations should recognize the nature of human beings and identify how they can capitalize the competitive edge, recognizing that there will always be exciting human potential which could be tapped and developed. Organization spirituality at individual, group, and organization levels is a two-way street and requires a proactive approach on the part of the employer to develop and value employees while considering the compatibility of core values in the organization, self motivation and self actualization as key drivers for spiritual growth (Love & Cugnon, 2009).

The desire for growth and enhancement of the organizational spirituality has been qualitatively increasing as the world becomes more digitized. Despite the fast changing technology and growing digital world, many management case studies about why organizations fail or succeed indicate underlying influences such as the presence and essence of Commitment, Awareness, Readiness and Engagement. It is inevitable to acknowledge that the 21<sup>st</sup> century employees are those choose whether they want to work, stay or leave the workplace. It is no longer purely a matter of fulfilling physiological needs (e.g., money, shelter, food and medicine, etc.) alone that motivate employees to stay in their workplaces. Presently, members of an organization stay in the workplace for a more essential reason: that whatever they do in their chosen careers or work fulfills their life's meaning and purpose.

### **The focal system of the study**

ABC Company Limited (ABC) is a Thai software and professional services company founded in 1991. In the company's initial years, it began developing software applications for securities companies (stockbrokers) operating in Thailand. After years of success, the company expanded to develop a similar software application for Thai insurance companies. After developing the insurance package, the company established a new "business unit" (BU) and created a new team that was focused exclusively on designing, building, implementing and maintaining the insurance software package. In addition to the insurance and the securities BUs, the company continued doing ad hoc software development work for customers in other industries.

In 1999 at the height of the “dotcom boom” the company was purchased by one of Thailand’s largest industrial conglomerates with a view toward becoming the “e-business arm” of the group by leveraging the company’s software development capabilities. The company pursued this strategy and launched one major e-business initiative; however in doing so, the company strayed from its traditional customer base and began losing money shortly after the takeover.

In 2004 the owners brought in a new management team consisting of a new Chief Executive Officer, Chief Operations Officer, Executive Director and a number of other key senior managers tasked to turn the company around by restoring its legacy software businesses back to health and by starting a new professional services business. Most members of the new management team had been senior management members of a “big five” consulting firm in Thailand and thus had a combination of Thai and multinational work experience. The new management team also included the company’s first two non-Thai employees: one British and one American.

The new management team set out to fulfill its task of restoring the original software package business and launching the professional services/ management consulting business. One of the first tasks was the formulation of the company’s new mission statement and Business philosophy:

*Mission Statement:* “ABC is a knowledge company that helps our clients become more competitive by providing great technology and non-technology business solutions. In doing so, we provide challenging careers for our people and competitive returns to our shareholders.”

*Business Philosophy:* “In partnering with our clients, we play a significant role in their success. This is the key to our success.”

Since then, the new management team has successfully carried out their tasks and the business grew in profits and new opportunities were created for its employees. The company further expanded its business by opening two offices in Vietnam in 2006.

The new management team also took to tasks the high annual employee attrition of about 30% which was very high compared to Thailand IT industry standards of about 15% only. The team then undertook several HR policies and practices to address this situation in the company such as the conduct of periodic internal employee Engagement surveys; launching of a new career development process consisting of: competency inventory, performance appraisal process, coaching and professional development planning process; and salary benchmarking study for a new pay structure which was launched in January 2010.

While the company did conduct regular employee Engagement surveys (usually two times per year) and the results were communicated to the management committee, few concrete interventions were taken to address the improvement areas identified in the survey. The main improvement area identified was in the area of employee

recognition and employee feedback. The primary reason for employee departures was compensation. The majority of young professionals with 1-3 years of service after college/university degrees were the main leavers group. It is good to note that according to the 2007 data, employee turnover was reduced to 15% in 2007 and further down to 11% in 2008.

### **Research Questions**

- What are the demographic profiles of the organization members, such as gender, age, number of years of service, education attainment, nationality, total years of work experience and experience of living, studying and/or working overseas?
- What are the levels of perception of organization spirituality of all employees, executive/director, department manager and staff in terms of Commitment to organization contents/context, Awareness of organization contents/contexts, Readiness for organization contents/contexts and Engagement to organization contents/context?
- What are the perception differences between executive/director, department manager and staff on Commitment to organization contents/contexts, Awareness of organization contents/contexts, Readiness for organization contents/contexts and Engagement to organization contents/contexts?
- Is there a relationship/correlation in the level of perception of organization spirituality in terms of Commitment to organization contents/context, Awareness of organization contents/contexts, Readiness for organization contents/contexts and Engagement to organization contents/contexts?
- What factors contribute significantly to increasing the level of organization spirituality?
- What OD intervention can be designed to increase the level of organization spirituality
  - Among executives/directors/managers?
  - Among staff?
  - Between managers and staff?

### **Research Hypotheses**

There is no significant difference on the level of perception of organization spirituality among executives/directors/managers and staff in terms of the following:

- Commitment to organization contents
- Awareness of organization contents
- Readiness for organization contents
- Engagement to organization contents

There is no significant difference on the level of perception of organization spirituality among executives/directors/managers and staff in terms of the following:

- Commitment to organization contexts
- Awareness of Organization contents
- Readiness for Organization contexts
- Engagement to Organization contexts

There is a relationship in the level of perception of organization spirituality expressed in A to D variables:

- Among executive/director
- Among managers
- Among staff
- Between the managers and employees

There is a relationship on the level of perception of organization spirituality, i.e. of A to D variables on organizational contents and contexts.

### **Scope and Limitation of Study**

The study focuses on Thai and non-Thai employees of ABC Co., Ltd, with the emphasis on assessing the levels of perception of Commitment, Awareness, Readiness and Engagement (C.A.R.E.). Organization development interventions were designed to enrich the level of organization spirituality in terms of C.A.R.E.

This study required that information be provided by both Thai and Non-Thai respondents. Questionnaires were prepared in the English language and then translated into Thai. The research considers that respondents may have answered with what they thought were the right answers versus the answer that should have truly reflected their attitudes and behaviors.

### **Significance of the Study**

This study benefits all organizational/institutional leaders, executives, managers and supervisors (LEMS) (Tayko, 2009) of locally-owned, international and multinational organizations that have the desire for transforming their organizations to go beyond the ability to cope with constant breakpoints and changes.

Key findings provide leaders, executives, managers and supervisors (LEMS) with both theoretical and practical frameworks for organization development and transformation to enhance organization spirituality, with main focus on Commitment, Awareness, Readiness and Engagement. Meanwhile, LEMS can increase appreciation of the key essence of human beings that need attention and care.

Employees will become more conscious that there are gaps between their own level of perception and those of their superior's level of perception of the organization spirituality in terms of Commitment, Awareness, Readiness and Engagement (C.A.R.E); and recognize that there are also opportunities for creating tighter link and connection with their bosses and organizations while fulfilling personal purpose.



Lastly, customers can directly and indirectly be benefited from the organization's development and transformation interventions as the company's service providers, suppliers and vendors of the company increase their level of feeling, sensing and experiencing higher levels of Commitment, Awareness, Readiness and Engagement.

### **Definitions of Terms**

*Commitment* is an experience where individuals firmly accept and analyze all sources of knowledge, data and information and conversations with internal counterparts, customers and stakeholders, plan and design how they can make a difference to increase level of organization competitiveness and finally evaluate the achievements of desired performances and outcomes.

*Awareness* is an experience that enables individuals to reach out and/or self educate from all sources of knowledge, information and conversations/dialogues with internal counterparts, customers and stakeholders while generating ideas, aligning their understanding and interpreting, articulating clear directions and meaning to their peers, bosses, subordinates, customers and stakeholders.

*Readiness* is an experience when individuals are energized by predetermined organization contents and organization contexts, then they act upon them whilst maintaining high standards and benchmarking their performances and results against other high-performing individuals, teams and organization both within and outside the organization.

*Engagement* is an experience where persons actively participate in individual and group processes i.e. from collaboration, empowerment, and enhancement to self management with their peers, subordinates, bosses, customers and stakeholders.

*Organizational contents* are the organization goals, organization strategy, organization structure change, organization policy & procedures, HR practices, performance appraisal, feedback processes, and key performance indicators. These are the written documents that are shared to the members of the organization.

*Organizational contexts* are innovative products & service delivery, empowerment, culture of quality, communication and internal & external collaboration. They are all the conditions and results of event-based issues that are made known to the members of the organization.

*Organization spirituality* is the total experience that provides individuals with a sense of direction and deeper meaning of work and life, such as achieving inner wholeness or sense of purpose and an alignment of the organizational values, vision, mission and goals.

## **Review of Literature**

Organization spirituality could be intuitively felt, seen, heard, observed and sensed as individuals engage in the social interaction while accomplishing tasks and goals. Organizational spirituality at glance make one think that it is concerned with religion or being connected with some kind of supernatural power. Spirituality as defined by Oxford dictionary is the quality of being concerned with the human spirit; conscious spirituality functions like a compass that leads one to different directions and levels of consciousness. Spirituality represents one's inner voice and belief and determines one's the core purpose. A person aligned with his/her purpose consciously knows what he/she is processing, seeing, thinking and behaving. Conscious spirituality is the essence of purpose; it begins with quality questions, such as: "Who am I?" "What am I meant to do here?" "What can I make a difference to myself, group, family, organization and global community?" (Love and Cugnon, 2009).

Leider (2004) describes that individuals with full conscious spirituality learn to realize how to discover his/her life from inside out and where individuals learn to discover and communicate the purpose that already exists. Discovering one's gifts is a stage of where a person is able to recognize what he/she is good at. Recognizing what moves him/her to do things is a stage of discovering motivational factors that are essential for individual growth and development in Awareness, Commitment, Readiness and Engagement. Individuals with conscious spirituality constantly listen and communicate to one's inner purpose—realizing and discovering the core purpose of their being and becoming.

Maxwell's (2003) work titled "Thinking for a Change" elaborated on and suggested five kinds of thinking patterns that individuals must continue developing and reactivating, namely, big-picture thinking, focused thinking, creating thinking, shared thinking, and reflective thinking. Each of these thinking patterns begin with seeing beyond the current existence of our own worldview and that leads us to great ideas. Seeing beyond our current worldview for great ideas is not adequate, individuals should assess the relevance of existing mental models to reach one's full potential and continue working with others as ways of learning and sharing knowledge with them. Lastly, the use of reflection by looking at the past helps us gain a better understanding of the future (Maxwell, 2003)

### **Commitment**

Commitment means fulfilling a promise to do something or to behave in a particular way. It may be a promise to support somebody and something as well as the willingness to work hard and give your energy and time to a job or an activity (Oxford Dictionary, 2008). Commitment is determined by organization spirituality. It is the extent to which one takes a firm hold on one's pledge to a certain purpose. It also means practicing personal beliefs consistently despite difficulties for a long period of

time. Commitment also illustrates the stage of individuals demonstrating a sense of involvement and loyalty toward the group, organization, and institution (Ivancevich & Matteson, 1999).

Commitment positively influences employees' performance and leads to certain attitudes of willingness. The cost of poor employee Commitment is evident in customer satisfaction which then has direct impact to the organization's financial performance. For example, if employees behave indifferently or unwillingly to the needs of a customer, the latter may feel frustrated and eventually would purchasing the products or services. Holbeche (2005) suggested that the organization should focus on Commitment rather than satisfaction when it comes to managing employee performance. The author viewed that Commitment is to be managed through a series of performance management system. First, the organization begins with having clear business goals which are tied directly into specific types of jobs. Employees and managers then set goals and agree upon them. Secondly, the manager/supervisor is responsible for diagnosing strengths and identifying development needs for employees as well as determining performance measurement and timeframes to monitor and give feedback to employees how their performance.

When organization members feel committed to the organization after having been adequately exposed to all kinds of organization content (e.g., vision, mission, strategy, KPI, HR practices, etc.) and are able to understand what they have learned aligns to their personal values and core purpose, they will likely accept the presence of the changing realities in the workplace such as changes in organization strategy, organization structures, internal business practices , and job responsibilities. Upon accepting these apparent realities, organization members may take initiative to analyze the benefits and effect of these changes to the organization. They may start planning and designing interventions which would support these changes; set actionable goals, define clear timelines; identify persons responsible and finally communicate these goals to internal and external stakeholders.

### **Awareness**

Awareness plays a crucial role in enabling individuals for self education in continuous life learning. The level of Awareness is varies among individuals, groups and organizations who respond differently to certain information and environment, depending on how important these are to them. Conscious Awareness is connected to the five human sensing systems, ranging from listening, talking, visualizing and smelling to feeling and how these complement one another. The experience of conscious Awareness has an internal connection to the totality of being and the knowing of the occurrences of various events and their repercussions. The internal connection is an experience that provides a different way of relating to self-experience of the "IS" or the "NOW" in order to decide on future actions.

In organizations, conscious Awareness takes on varied behaviors characterized by different levels of responses to the organizational contents and contexts. While one of the main tasks of the organization is to continue making its organizational members aware of the changing organizational contents (e.g., vision, mission, strategy, structure, HR practices and internal work processes), organization members may selectively internalize what only matters to them. Some may become extremely clear about what it is he/she wants to do and/or could do while others are not clear or are not open to information regarding changing organizational contents. What distinguishes each organization member is one's ability to see with the heart that allows the person to feel deeply connected and empowered (Scharmer, 2007).

### **Readiness**

Readiness is the ability and willingness of organization members to take responsibility in directing their own behavior. According to Ivancevich & Matteson (2000), Readiness is characterized by the level of knowledge and abilities of individual members to perform the job without being supervised or given instructions on how things must be done. Psychological Readiness is also considered as a key characteristic for Readiness such that organizational members with high psychological Readiness have high self motivation and so they are driven to perform high quality work and pursue higher life and work goals.

In organizations, employees are in the state of Readiness for something when they feel they are well- informed, confident, and empowered. They feel energized and are able to energize others. They take appropriate and timely actions which serve the total organizational goals and objectives. They sustain and maintain high levels of performance based on the predetermined goals. Finally, they continue benchmarking themselves against best-in-class individuals, teams, organization and industry through various means such as seeking feedback from internal and external business counterparts on how they handle things, sharing and learning best practices from other members, teams and organizations, reviewing financial statements and other key performance indicators (KPI's); and networking with external party/organization to explore and learn different practices that are beneficial for self and team development and improvement (Barrow, Brown & Clarke, 2006).

### **Engagement**

Engagement enables continual growth for the organization and creates a healthy and productive environment where employees feel free to express ideas and accept other creative ideas (Birla, 2005). Leaders, executives, managers and supervisors should consider involving employees only not in doing and completing tasks, but also in improving how the job - differently and creatively. Engagement is also about communication and collaboration to get things done creatively while considering everyone's idea. When organization members feel a strong sense of belonging to the

organization, they manifest the desire to engage and participate in all the business matters of the organization such as quality problem solving and accomplishing departmental or organizational goals.

Engagement and involvement are terms that are often used interchangeably (Robbins, 2001) to describe a participative process that enables full capacity of employees and is designed to increase the level of Commitment to the organization. Employee Engagement and involvement increase employee morale, motivation, productivity and satisfaction. Many organizations have established a formal employee Engagement and involvement program for their organization members, such as cross- training programs to help strengthen decision making skills, stock ownership plans, profit-sharing plan, 360 degree feedback program, etc (Robbins, 2001).

Case (1996) elaborated that Engagement takes place in the form of empowerment and self-managing teams with individual and collective brain power. It is the extent to which employees are empowered and self managing their work schedule even without the presence of supervisors or managers. Employees may even be empowered in recruiting and disciplining team members. The author further elaborated that when employees feel fully empowered and self managing; they go the extra mile. They track their own quality levels. Employees who have access to strategic information e.g., financial information and any operational information helps them better understand where the company is going and thus give their significant contribution to attain it.

### **Organization contents & contexts**

The basic components making up an organization generally consist of organization contents, people and processes (Anderson & Anderson, 2001). Contents are generally documentable and visible. They change over time. Examples are structure, KPIs, system, processes, technology, work practices, etc. People are those who are involved in envisioning, creating, analyzing, planning, communicating, problem solving, and monitoring results and so on. Processes include the on-going planned change program that sustains and enhances the interactions between the organizational contents and people ensuring its effectiveness (Anderson & Anderson, 2001).

Organization contexts appear subjective, behavioral and abstract to some extent. They may be difficult to measure and capture, yet these can cost the organization huge sum of money if it not managed.. Human perception and interpretation play an important role in influencing how individuals view and understand the organization contexts. Such nature of subjectivity and abstraction of the organization contexts has driven many organizations to seek ways to quantitatively and qualitatively measure organization context.

Organization contexts are important elements for the organization improvement and development. Leaders, executives, managers and supervisors must consider recalibrating on the predetermined organization contents whether some parts are to be

further aligned with changing marketplaces, customer expectations and international and local business practices (Anderson & Anderson, 2001).

Organization contents and organization contexts are parallel realities that enrich one another. Organization contents determine organization contexts while every change in organization contexts affects organization contents in more ways than one.

## Human Information Processing (HIP)

People play significant role in building the organization and in attaining organizational goals. There have been a number of studies on identifying ways to leverage individual core competencies, skills and performance. Human Information processing (HIP) looks beyond individual competencies & skills and suggests that certain behaviors of organization members are influenced by how they think and feel toward a given situation and condition (Lynch, 2004). He further defines four levels of human information processing (HIP) that fundamentally underlie the construct of conscious spirituality. These are thinking skills, problem solving skills, feeling skills and self-purposing skills. Human information processing skills can be both an enabler and a barrier for filtering, analyzing and exploring situations (Lynch, 2004)

### Thinking skill

The four quadrants that make up the thinking skills are 1) the ability to explore; 2) the ability to control; 3) the ability to pursue; and 4) the ability to preserve. Each of these quadrants interrelates to one another and periodically moves back & forth among the four quadrants. The Thinking profile originally developed by Brain Technologies Corporation is illustrated below:

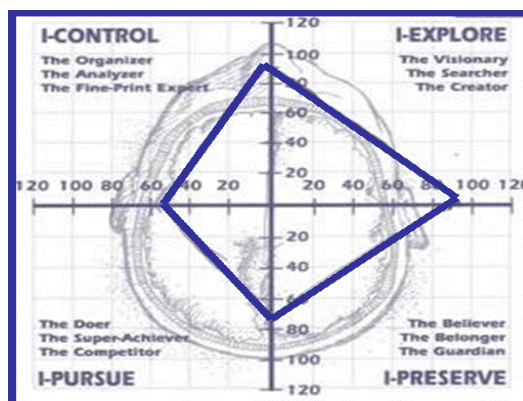


Figure 1. The Thinking Profile (Lynch, 2006)

Exploring (*I-Explore*) and controlling (*I-Control*) are future-oriented while pursuing (*I-Pursue*) and preserving (*I-Preserve*) are past-oriented. Each thinking profile influences how a person views and acts in a certain way. For example, a person whose brain functioning is primarily derived from I-explore is eager to learn and try new things. The brain functioning of *I-control* orientation is representation of an analytical oriented person who enjoy thinking and acting in a logical manner. These people feel frustrated by open schedules and/or missing specific and clear goals. They always look for specific details. The Brain functioning of *I-Pursue* orientation has tendency to be energetic and motivated by the predetermined goals or targets. Persons in this category have the ability to push and achieve the goals. I-Pursue profile places less emphasis on interpersonal relationships. The brain functioning of I-Preserve orientation has tendency to focus on group relations and regard interpersonal relationships as its core value operating system. The I -Preserve will more likely avoid making a drastic changes or shifts. The strength of I-Preserve is promoting and recognizing diversity.

### **Feeling skills**

Feeling skills are interconnected with thinking skills. They influence how individuals see, feel, think, and act during specific situations. Feeling skills operate on six underlying systems: kins-person, loner, loyalist, achiever, involver, and choice-seeker (Lynch 2004). All characteristics are inherent in the human mind and potentially influence the person's mental models. Each feeling system has its own unique strengths and weaknesses. These can also be used as a framework in assessing and analyzing an existing condition of human feeling system from members of the same organization.

### **Problem solving skills**

Problem solving skills are developmental. Every individual can be trained for optimal performance and outcome. Problem solving skills are logical and iterative in terms of its movement. According to Brain Technologies (Lynch, 2004), problem solving skills comprise five major characteristics 1) Break through, 2) Trade-off, 3) Take-over, 4) Give-in and 5) Get-out. Each of these problem solving characteristics interlink to one another and has its own valued contribution.

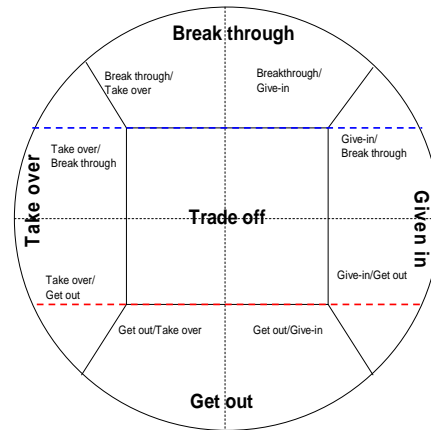


Figure 2. Problem Solving Profile (Lynch, 2004)

The Problem solving profile and model as illustrated in the Figure 2 provides a solid framework enabling individuals to identify action strategies when one confronts a specific problem situation. In any problematic situation, the breakthrough-orientation in problem solving situation is an ideal approach because it promotes a win/win situation. The “Get out” strategy is the least preferred choice or must be avoided as it does more harm than good to an individual’s performance and satisfaction, relationships, and chance of survival.

### Self-purposing skill

Self-purposing skill is deeply embedded in the human information process. It influences an individual’s feeling, thinking, solving problems and behavior towards a certain stimulus. The self purposing skill enables individuals to consciously communicate and connect to one’s purpose. Being on purpose means that” an individual’s feelings, decisions and actions manifest authenticity.” On the other hand, when one is not on purpose , he/she denies, ignores, and resists who they are and what they are meant to do (Lynch, 2004).

According to Brain Technologies (Lynch, 2004), we can assess and test the seven vital areas when individuals start thinking of improvement. Those seven vital areas are work, love, friends/family, physical health, emotional health, intellectual growth, and spiritual growth. Each of these vital areas of purpose is developmental and one can pursue, balance and align them as a person communicates and connects with one’s self purpose. The purposing skill is not an easy thing to achieve because it requires conscious reflection and articulation of a specific deliverable goal.

The power of the purpose is long-term and acts as an enabler for individuals to authentically decide what one wants to do. The Self purposing skill is a strategy enabling individuals to assess and determine the levels of their performance and

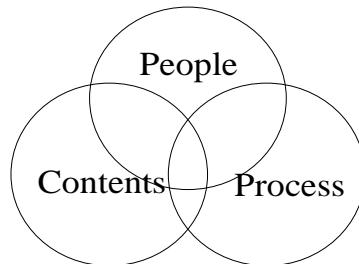


satisfaction in terms of work, love, family, physical health, emotional health, intellectual growth and spiritual growth.

### **Organization & Organization Development**

Organizations are interpreted or viewed in a variety of ways. Some have described organizations as a combined collection of activities and tasks which are performed by individuals and groups for the achievement of personal and organizational goals within a specific social structure, participation, goals, technology and the environment. (Jaffee, 2001) Others compare organizations to the human body where the brain is the seat of command and direction for the whole coordination and integration of internal organs and physical movement (Morgan, 1998): “The brain as a system engages in an incredibly diverse set of parallel activities that make complementary and competing contributions to what eventually emerges as a coherent pattern. Organizations are information systems. They are communication systems and they are decision-making systems (Morgan, 1998: 73-74)”.

Seemingly, an organization is more than the combined collection of activities and tasks and achievements of goals. It involves content, people, and process that are to be found within it. The function or dysfunction of one element influences the others as well.



*Figure 3. Content, People and Process*

Content refers to strategy, structure, system, technology and work practices. These contents are prevalently found in many modern business organizations. Its main functions are administrating, organizing and managing organizational operations to ensure the optimized level of efficiency and productivity. These contents are products of human creativity and potential. They can be disposed, reshaped, removed and recreated. The challenging issue facing individuals, groups and organizations from the content perspective is the conscious Awareness of the impacts and interrelationships of each element. The content must be designed and created to serve both the basic needs of the person and of the organizational goal (Anderson & Anderson, 2001).

Organization content and process cannot function by themselves without people Engagement. People are the drivers that propel the organization through its life and

give meaning to its organizational content and process. Without the involvement of people, organizational content and process become a series of unconnected activities and actions (Love & Cugnon 2009). People design and create the contents of the organizations with some influences from their own personal feeling, thinking, and experience. People could, meanwhile, be influenced and determined by the contents on what they are supposed to do and not to do, such as, an operational employee's decision making power is determined by where he/she is in the organization structure. This dynamic and interaction between contents and people are inherent in every organization and seems to be unavoidable. The challenge for theorists, practitioners, leaders, managers and employees is how they can quickly identify the need for changes within the contents and transform people to the new way of viewing, thinking, planning and implementing to cope with fast changing conditions and situations of external environments, such as market conditions, changing regulations and increasing competition (Allen, 1985).

People who build an organization around themselves shape to fit their day-to-day actions. They fit the mold because the mold is themselves, but the fit is never good for the next occupant. This is not to say that the new incumbent will be a perfect fit for even a well-organized job (Allen, 1985: 58)

Process refers to Organization Development processes that purposefully help facilitate people to become more aware of the way how the contents operate and the way members work with one another. The challenging issue facing leaders, managers and employees is how to sustain the effectiveness of the organizations both from content and people perspectives. The process aims at helping and facilitating individuals and group to realize, diagnose, initiate and solve their problems through Organization Development interventions and implementations (Harvey & Brown, 2006).

### **Thai culture characteristics & Confucian influences**

Some of key traits of Thais potentially determine some characteristics of Thai employees when it comes to managing business and people. Thailand has been an agricultural country since the Sukhothai period (13<sup>th</sup>-15<sup>th</sup> centuries) until the present time. The majority of Thailand's 63.5 million people are ethnically Thai and Buddhist. (<http://www.mfa.go.th>, Nov 2009).

The country has a substantial number of minority groups who have historically lived together in a harmonious society where tact, compromise and tolerance are core essences for social values and norms. The family comprises of father as leader of the family and mother respectively. Respect for elders is taught at an early age and by the time a child walks, he is aware of his position in the family hierarchy, not only in the relationship between parents and their children, but also the relationships between siblings of different ages. This same thinking also expands outside of the family where a more senior person is regarded as "Poo-Yai", a Thai word that means someone who possesses a higher position and authority in a company or society and thus commands humble respect from those who are younger or have less work experience (The

National Identity Board Office of the Prime Minister Kingdom of Thailand, 1995 & <http://www.mfa.go.th>. Nov, 2009).

Thailand is located in mainland Southeast Asia. The origin of Thai or Tai race is shrouded in mystery. One theory suggests that the Thai race migrated southwards into Southeast Asia from the Altai mountain range in northwestern Chi-Mongolia. Some theories contend that Thai people migrated from Sichuan province in central China in 1253 (The National Identity Office of Prime Minister, Bangkok, Thailand 1995 & <http://www.mfa.go.th> Nov, 2009). The word “Thai” is defined as “Thai people” in the sense that they are citizens of the country, speak Thai and regard Thailand as their home (Cooper, 1990).

Thailand is known as a Buddhist country where 95% of the population is Theravada Buddhists and the rest (4.6%) are Muslims, Christians, Hindus and others. Thailand is one of the most devout Buddhist countries in the world.

Thailand is one of the Asian Countries where the ethnic Chinese Population represents 14% of the entire population (Kotter and Kartajaya, 2000). This 14% includes the mixed Thai-Chinese. In spite of the fact that the Chinese population living in Thailand is quite small, they have played significant role in building and shaping the country’s economy. Kotler and Kartajaya (2000) revealed that 81% of market capital in Thailand comes from the Chinese.

The concepts of Confucius, who lived in China from 551 to 479BC, were brought along with the Chinese immigration to Thailand both during the 13<sup>th</sup> century as well as during large Chinese migrations of the 20<sup>th</sup> century. The emphasis of Confucian ideas is placed on family, personal relationships, order and hierarchy. For example, father and son, elder son and younger son and elder person and younger person, these manifest relationships among persons and hierarchy whereby younger persons are supposed to be humble and respect older persons. These social practices have been influenced by the Confucian concepts and expanded to a greater area from family to society. This was potentially one of the earliest introductions of Confucius ideals and behaviors into Thailand. One of the early capitals of Thailand was Ayutthaya.

“Thai Society during the Ayutthaya period became strictly hierarchical. There were, roughly, three classes of people, with the king at the very apex of the structure. At the bottom of the social scale, and the most numerous, were the commoners, (freemen or *phrai*) and the slaves. Above the commoners were the officials or “nobles” (*Khunnang*), While at the top of the scale were the princes (*Chao*) Cooper (2000).

It is also important to look into how Confucius has influenced and determined Thai social practices when it comes to power and authority. Power and Authority are viewed as indivisible and immutable. Power and Authority comes from only one source. Thus, in the business context, power is attached to a position or title. Despite the differences in location between China and Thailand, the influence of Confucius continues to play a significant role in determining how Thai managers and subordinates interact with each

other in workplaces (Backman, 1999). “We are told that Asia is dominated by Confucian thinking family—family values, respect for one’s elders, and a strong sense of community; that Asia is the home of tranquil religions, Confucian gentlemen who put honor above all else, and business that is done on the basis of personal connections” (Backman, 1999). The “Confucius” value has played a major role in shaping the behavior of Thai people and employees in small or large organizations, young or old in age or in the length of service in the workplace. For example, women are subservient to men, not only in rights and in status, but also in their opportunities for self-expression; subordinates are supposed to obey superior’s advice, etc. These standard behaviors are the result of Confucian influences, which in turn demand a variety of management practices and styles in the Asia environment (Naisbitt, 1996).

### Conceptual Framework

The conceptual framework is comprised of two main models, namely: the first model on the left which illustrates an organization spirituality model of human systems that is embraced by four quadrants 1) Commitment 2) Awareness, 3) Readiness and 4) Engagement. Organization spirituality is an integral part that orchestrates the movements and flows of all four quadrants i.e., Commitment, Awareness, Readiness and Engagement. Each quadrant complements each other.

**Quadrant 1: Commitment with its key characteristics:** accepting, analyzing, planning/designing, and evaluating.

**Quadrant 2: Awareness with its key characteristics:** researching, idea generating, common understanding, and articulating.

**Quadrant 3: Readiness with its key characteristics:** energizing, action taking, sustainability, and benchmarking.

**Quadrant 4: Engagement with its key characteristics:** collaborating, empowering, enhancing, and self managing.

The second model on the right hand side illustrates a cluster of organization content-based and context-based issues. The organization content-based issues include the physical aspects of organization that are tangible and visible to organization members such as vision, mission, strategy, organization structure, innovative products, key performance indicators, work processes and HR practices.

These organization context-based issues are experience-based that take place the form of behaviors, results, and/or interactions between individuals, groups, customers and service providers which are behavioral and situational-based aspects of organization components. They are collective experiences, behaviors and situations such as innovative product & service delivery, empowerment, culture of quality,

communication and internal & external collaboration. Each member perceives and experiences them differently, varying in the levels of involvement and Engagement of the organization members, and how organization communication and information takes place to create and increase organization Awareness.

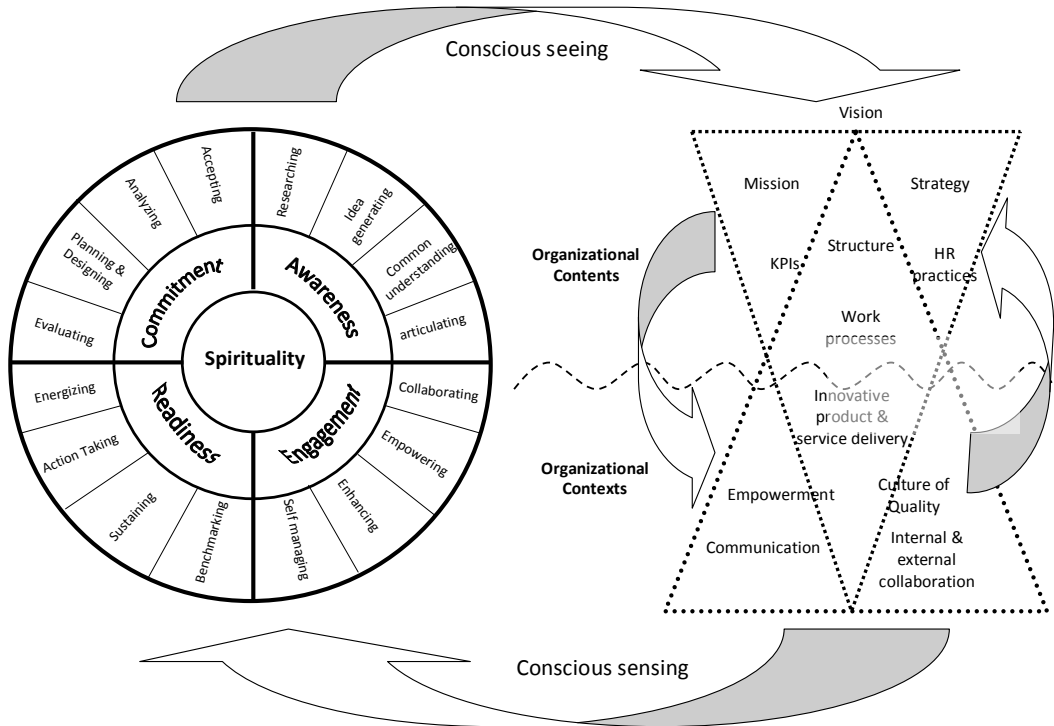


Figure 4. Conceptual framework

Lastly, the connecting arrows point between organization spirituality in terms of Commitment, Awareness, Readiness and Engagement. Content and context issues/information take place at an individual level and its movement and interaction nature are continuous and cyclical such that each travels and transits back and forth beyond the speed of human consciousness.

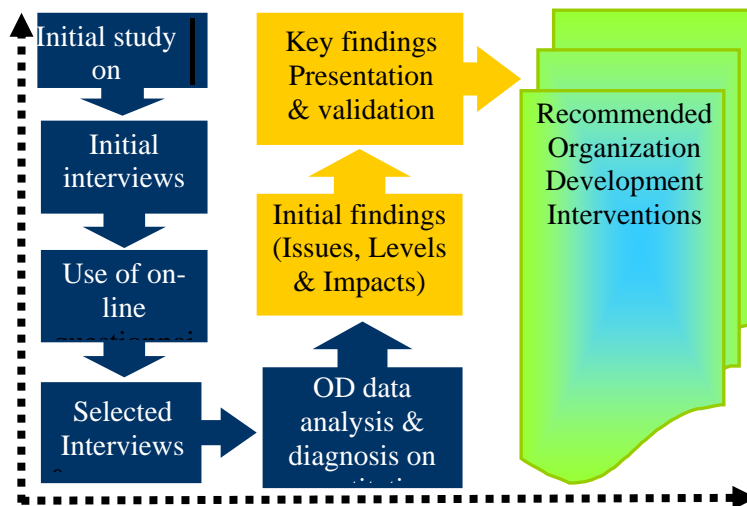
The underlying root/foundation of such connectedness is influenced by the inherent nature of human consciousness where one consciously and unconsciously perceives the content and context of the environment around him/her both in varying degrees.

Individuals, groups and organization process some kind of content and context issues at varying levels of their experiences and perception to these organization contents and contexts. They either wait to be told to take specific actions to support evolving

contents and contexts as members of the organization. Other times, they take initiatives engaging themselves for the pursuit of organization performance and excellence, development of skills, the transition of job/tasks, structures and acquisitions/mergers as well as the transformation of mindsets, mental capability and behaviors.

## Methodology

This study is case-based research. Both qualitative and quantitative data were collected through a variety of data gathering techniques and were analyzed to eventually craft the Organization development intervention (ODI) model. The research design is as follows:



*Figure 5: Data collection process*

**Phase I:** Data collection. The researcher first began studying the ABC Company through the limited profile/background available on-line in the company's website. He

then conducted initial interviews using a checklist with the Vice President of Human Resources and the Chief Operation Officer to get better feel of the organization which enabled him to design and later conduct a pre-test for questionnaires. Cronbach's alpha was used to ensure the reliability of the questions. Subsequently, the questionnaires were uploaded into an on-line survey tool called Survey Monkey. An initial technical test with the VP HR was conducted to ensure that technical problems are attended to before official launch. Lastly, after completion of the survey and a preliminary results analysis, the researcher conducted the interviews with 49 randomly selected participants to gain additional insights for the qualitative data.

**Phase II:** Upon completion of on-line questionnaire data collection and interviews, quantitative and qualitative data analysis was conducted using various statistical tools to identify and summarize key findings. Key findings were presented to the management groups of the subject organization for the purpose of providing initial findings on the current situation and conditions of the study.

**Phase III:** The researcher developed an Organization development intervention model based on the key findings of the study.

### **Research instruments**

The researcher employed a variety of instruments for data collection and analysis, some of which were sourced from a certified/an accredited organization: Brain Technologies, USA. The researcher was given permission for the use of the adapted BrainMap & M-circle assessment tools as necessary means of data collection. The BrainMap & M-Circle instruments from BrainTechnologies were also used to analyze qualitative data and supplement future Organization Development interventions. Document reviews were used for the purpose of enriching and verifying the understanding and interpretation. Documents like the strategic plan and other internal reports that were made accessible and permitted for this research, including the company website, were also utilized. Structured questionnaires were prepared and distributed to the respondents of ABC Co., Ltd. The questionnaires were prepared into two languages: English and Thai. The questionnaire was made up of two parts.

**Part I:** Demographic profiles of respondents (gender, age, marital status, education attainment, current position and length of service in the organization, the data on whether they have resided, studied, and/or worked overseas or outside Thailand).

**Part II:** "Statements about you perceiving Organization Spirituality" in terms of Commitment, Awareness, Readiness and Engagement. The respondents were asked to utilize the force-choice four Likert scales to answer each statement that best described them in terms of Commitment, Awareness, Readiness and Engagement.

One-on-one interviews which explored the changes in the respondent's personal point of view about their level of satisfaction from the time they became a member of the organization and/or team. This was explored by asking stories about their best and

worse experiences in the organization. Randomly selected interviews were conducted. The criteria for selection included the following parameters: current level of organization e.g., executives/director level, department manager level and staff level, the section/department where the interviewees belong. Fourteen departments participated in the interviews. For the purpose of maintaining high level of validity and reliability, the researcher used 20% as base percentile to determine the number of selected interviewees from each of those 14 departments.

### Sources of Data

The Source of data for this study came from three groups of target respondents which included Thai and Non-Thai staff, Thai managers, Thai Executive/Director and Non-Thai Executive/Director. All target employees were from Thailand, United Kingdom and United States, totaling 270 employees. However, only 214 respondents participated in the survey. Based on confidence level of 95.0% and the confidence interval of 5.0, the minimum number of required respondents total was 162. There were 214 actual respondents equivalent to the confidence interval of 3.08. In terms of the percentile, seventy two percent of total population participated in the survey. Table 1 shows the list of the respondents in the study.

| Current level in the organization               | Positions                                                                                                                                                                                | Total population | Total participating Respondents | %           |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------|-------------|
| Executives, Director, Senior Managements        | Chief Executive Officer (CEO)<br>Chief Operations Officer (COO)<br>Director/Senior Manager                                                                                               | 16               | 13                              | 81.3        |
| Department or Section Manager/Assistant Manager | Manager<br>Assistant Manager                                                                                                                                                             | 61               | 40                              | 65.6        |
| Staff, Officer, Specialist                      | Administrative Officer.<br>IT Consultant<br>Sales & Marketing officer<br>Securities Front & Back<br>System officer<br>Financial & Accounting specialist.<br>HR specialist<br>R&D officer | 193              | 161                             | 83.4        |
|                                                 | <i>Total</i>                                                                                                                                                                             | <i>270</i>       | <i>214</i>                      | <i>79.3</i> |

*Table 1. Respondents in the study*



### **Selection process**

The following criteria were used for the inclusion of respondents. These criteria contributed to the high level of the validity and reliability of the study: (1) At least at the “Front Line Manager” level in the organization for Managers, Directors and Executives; (2) a full time employee; (3) has been employed in the company for more than six months.

### **Data analysis procedure**

All collected data from structured questionnaires were analyzed using the SPSS software. The researcher used the following statistical tools to answer the research questions:

**Part I:** Descriptive Statistics for the demographic profile data analysis using, frequency, percentage, mean, and standard deviation.

**Part II:** Means to analyze the levels of perception of organization spirituality in terms of Commitment, Awareness, Readiness and Engagement to organization contents/contexts.

The force-choice four point Likert scale was used in the questionnaires. Table 2 illustrates the Likert scale/level, arbitrary level, and descriptive ratings.

| Level | Arbitrary Level | Descriptive Rating |
|-------|-----------------|--------------------|
| 4     | 3.26-4.00       | Always             |
| 3     | 2.51-3.25       | Often              |
| 2     | 1.76-2.50       | Seldom             |
| 1     | 1.00-1.75       | Never              |

*Table 2. The force-choice four point Likert scales used in the study*

Furthermore, the weighted average means and one-way ANOVA were also applied to analyze the differences in the levels of perception of organization spirituality in all variables between managers and employees. The Pearson correlation coefficient was also used for data analysis to identify the relationships in the level of perception of each main variable among managers and employees.

| Summary of Data Treatment |                                 |
|---------------------------|---------------------------------|
| Research question         | Treatment Procedure             |
| RQ 1                      | Descriptive statistics          |
| RQ 2                      | Descriptive statistics          |
| RQ 3                      | One-way ANOVA                   |
| RQ 4                      | Pearson correlation coefficient |
| RQ 5                      | Qualitative                     |
| RQ 6                      | Qualitative                     |

*Table 3. Summary of Data Treatment*

Two hundred seventy (270) sets of questionnaires were administered through an on-line survey “Survey monkey (www.surveymonkey.com) to three groups of respondents, ranging from executives/directors, manager and staff. Two hundred fourteen out of the 270 on-line questionnaires were completed and is equivalent to 79.2%. Lastly, to further enrich data interpretation, analysis and presentation in Part I and Part II, the researcher also used pie charts and spider web charts for the purpose of illustrating and articulating key patterns and deviations derived from the data gathered.

## **Results and Discussions**

This section discusses the results of the study in three levels of presentation and analysis.

**Level I: Statistical data.** This level presents the demographic data, describing the distribution and characteristics of the respondents as previously mentioned. Data analysis was presented in pie charts.

**Level II: Qualitative/substantive data.** The qualitative data from randomly selected interviews of various departments/sections was utilized to support and enrich the presentation and description of statistical data analysis.

**Level III: Functional data.** The functional data was utilized based on the interviews with CEO, COO, directors, managers, assistant managers and staff. Human information processing model adapted from Brain Technologies (Lynn, 2009) was used for presenting analysis of data.

### **Demographic Profile**

The demographic profile presents the data on gender, age, nationality, marital status, education attainment, section/department, current position and length of service in the organization, and their experience of residing, studying and working outside Thailand

Figure 6 presents 117 female respondents in the study, representing 54.7% while male respondents represented 45.3% of the total respondents.

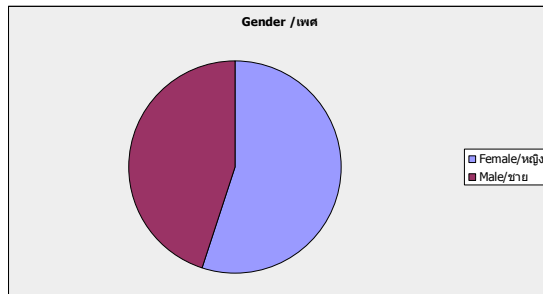


Figure 6. Gender of the respondents

Figure 7 shows that the majority of respondents (128) were in age range of 21-30 years old or 59.8% of the total number of respondents in the study. The second largest group who participated in the study was in age range of 31-40 years old (27.6%). There were only two (2) respondents with ages 51 years old and above (0.9%).

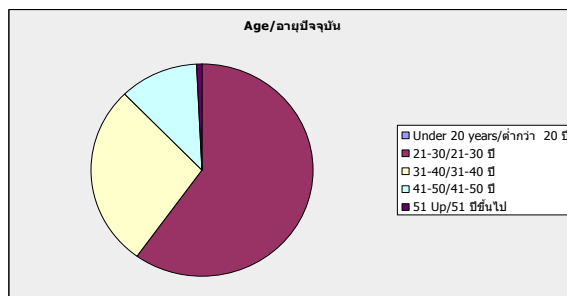


Figure 7. Age of the respondents

Figure 7 shows that the majority of respondents were Thai, representing 96.7% of the total respondents and only seven or 3.3% were Non-Thai.

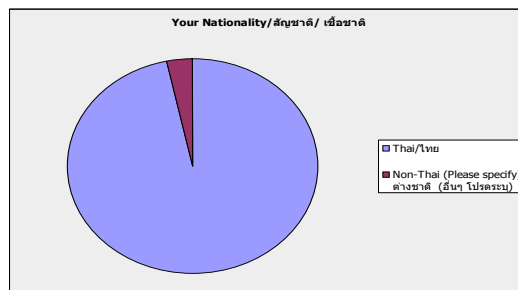


Figure 8. Nationality of the respondents

Figure 9 shows that the majority of total respondents (185) were single while 28 were married representing 13.1% and one was divorced or separated.

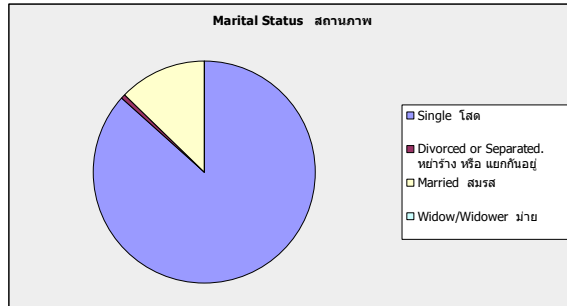


Figure 9: Civil status of the respondents

Figure 10 shows that 158 respondents (73.8%) attained Undergraduate or Bachelor Degrees while 58 respondents (24.8%) had Graduate or Masters degrees and the remainder of respondents attained high school, vocational degrees and Doctoral degrees.

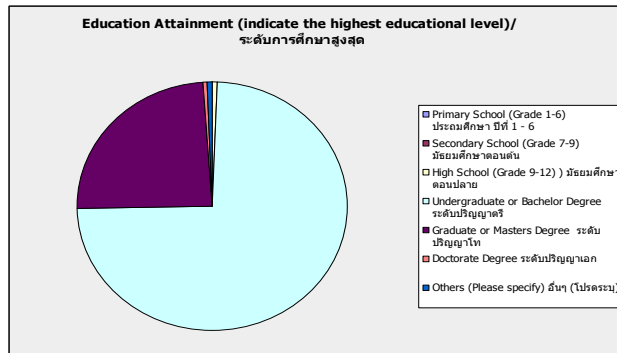


Figure 10: Educational attainment of the respondents

Figure 11 indicates that 161 respondents are at staff/officer/specialists levels (75.2%) while 40 respondents (18.7%) were from department/section manager/assistant manager level. Thirteen respondents or 6.1% of total respondents were from executive/director/senior manager levels.

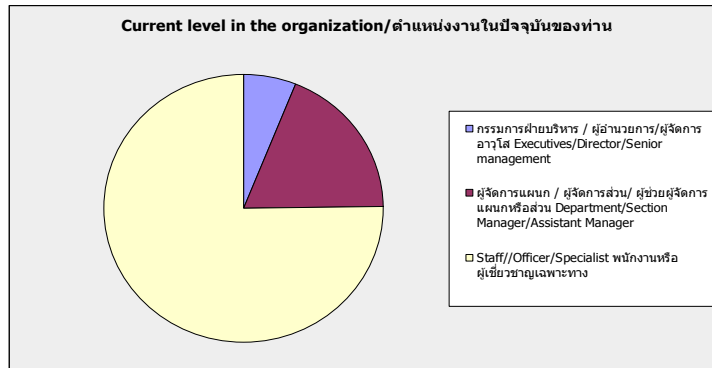


Figure 11: Current position in the organization

Figure 12 shows that 98 respondents (45.8%) have been serving the company for 1-3 years while 60 respondents (28.0%) have been serving for 4-6 years. Fifty six (56) respondents (26.2%) have been serving the company for more than seven years.

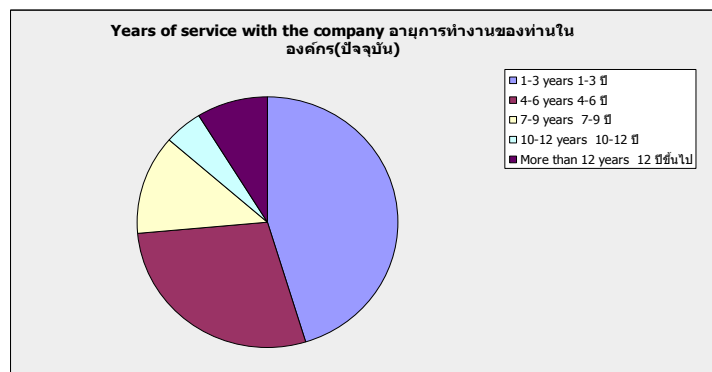


Figure 12: Length of service in the company

Figure 13 shows that 167 respondents (78.0%) never lived, studied or worked outside Thailand while 47 respondents (22.0%) have experienced living, studying or working outside Thailand.

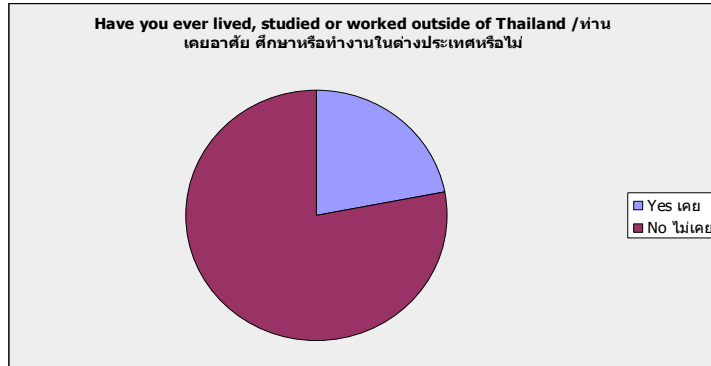


Figure 13: Resided, studied and worked outside Thailand

Table 4 shows that 41 respondents (64.1%) resided studied and/or worked outside Thailand while 19 respondents (29.7%) resided, studied and/or worked outside Thailand. Four respondents (6.3%) resided, studied and/or worked outside Thailand more than two years.

| Number of year    | Frequency | Percent |
|-------------------|-----------|---------|
| More than 2 years | 4         | 6.3     |
| 1-2 years         | 19        | 29.7    |
| Less than 1 year  | 41        | 64.1    |
| Total             | 64        | 100.0   |

Table 4. Number of years that the respondents resided, studied and/or worked outside Thailand

### Overall levels of perception of C.A.R.E (All employees)

Figure 14 indicates that in all the levels of the organization:

- Awareness obtained a mean of 2.41 which is equivalent to the qualitative rating of “seldom or disagree”
- Engagement obtained a mean of 2.68 = *Often or Agree level*. It also ranks first for attaining the highest mean among the four main variables.
- Commitment obtained a mean of 2.58 = *often or agree* and is ranked third.
- Readiness obtained a mean of 2.59 = *often*. It is ranked second

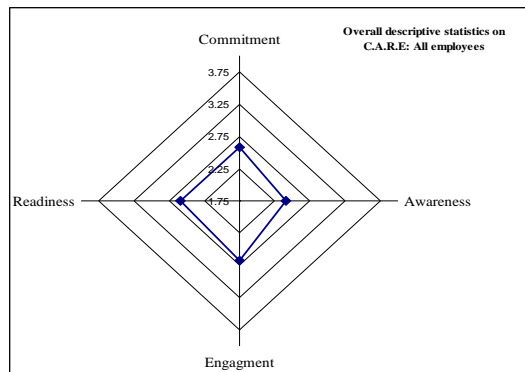


Figure 14: Spider chart on the level of perception of C.A.R.E: All employees levels

### Overall level of perception for Commitment: All employees

Figure 15 shows that the overall mean of 2.58 is within the arbitrary level of 2.51-3.25 or *often level* for Commitment. The characteristics of Commitment (accepting, analyzing, planning & designing and evaluating) were rated as “seldom” by all employees:

*“I periodically review and understand my organization’s vision, mission, strategy, structure, KPIs, work processes and HR practices as a process of internalizing and understanding what role I can play in fulfilling them (Mean = 2.47/seldom).*

*“I analyze data from multiple sources to find out how our organization is performing in terms of vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean =2.21/ seldom).*

*“The project plans or operational plans that I put together influence the organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and collaboration” (Mean = 2.32/seldom).*

*“I give feedback to my counterparts on their contributions and support to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.47/ seldom).*

*“I analyze the current conditions of innovative products & services, empowerment, a culture of quality, HR practices, communication and collaboration to see if they are in line with organization vision, mission, strategy, KPIs, work processes, structure and HR practices”(Mean =2.47/seldom).*

*“My timely dissemination of careful resource allocation plan support the organization’s innovative product & services, empowerment, a culture of quality, communication and collaboration” (Mean = 2.38/seldom).*

*“I seek feedback from my counterparts on what’s happening within our organization to successfully promote innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration”. (Mean = 2.38/ seldom)*

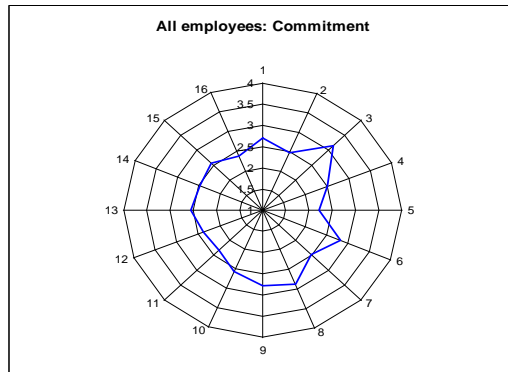


Figure 15: Spider chart on level of perception of Commitment: All employee levels

### Overall levels of perception in terms of Awareness: All employees

Figure 16 shows that Awareness obtained an overall mean of 2.41 within the arbitrary level of 1.76-2.50/ seldom. The characteristics of Awareness (researching, idea generating, common understanding and articulating) were rated “never and seldom” by all employees:

*“I generate new ideas after I have studied the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.26/seldom ).*

*“I employ or use tools (e.g., mind mapping, balance scorecard, S.W.O.T, business excellence framework, technical methodologies etc.) to stimulate idea generation on the existing vision, mission, strategy, KPIs, work processes, structure and HR practices” (Mean = 1.74/ never ).*

*“I generate ideas after understanding the organization’s current initiatives of innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration” (Mean = 2.14/ seldom).*



*“I prepare how I want to communicate to my counterparts both within and outside the organizations about the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.38 / seldom).*

*“I clearly express my understanding and interpretation to my counterparts about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.48 /seldom).*

*“I generate ideas after understand the organization’s current initiatives of innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration” (Mean = 2.14/ seldom).*

*“I employ or use tools (e.g. S.W.O.T, Fish Bone diagram, PDCA, etc) to organize and stimulate idea generation that support innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 1.72/ never).*

*“I prepare how I want to communicate to my counterparts about the current conditions of organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and collaboration”. (Mean = 2.33/seldom).*

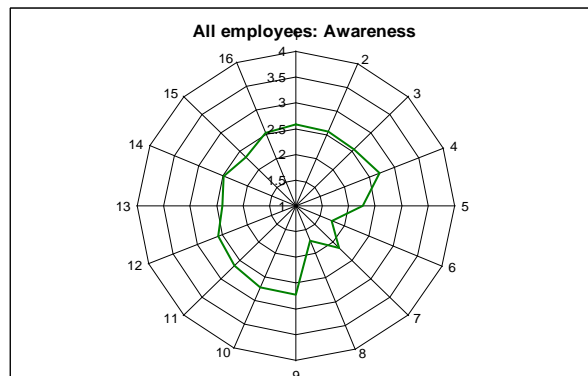


Figure 16: Spider chart on level of perception of Awareness: All employee levels

### **Overall levels of perception of Readiness: All employees**

Figure 17 shows that the overall average weighted mean for Readiness is 2.59 or *often*. The characteristics of Readiness (energizing, action taking, sustaining and benchmarking s) were rated as “seldom” by all employees:

*“I am excited about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices (mean = 2.34 / seldom).*

*“I network with external organizations/institution to broaden perspective and sharpen and sharpen my knowledge and skills e.g., Professional association for enhancing the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices”(Mean = 2.26/seldom).*

*“I energize and motivate my counterparts to take notice when I see cases of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration in our workplace” (Mean =2.42/ seldom).*

*“I plan and determine what additional actions are required to support the current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 2.43/ seldom).*

*“The external networks that my counterparts and I have associated with, benefited the organization’s current conditions on innovative product & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 2.34/ seldom) .*



Figure 17: Spider chart on level of perception of Readiness: All employee levels

**Overall levels of perception in terms of Engagement: All employees.**

Figure 18 shows that the overall mean for Engagement is 2.68/Often. The characteristics of Engagement (collaborating, empowering, enhancing and self managing) were rated “seldom” by all employees:

*“I involve my counterparts on what I wish to accomplish and succeed to which serve the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.43/ seldom).*

*“I go ahead establishing new projects together with my counterparts that add value to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices without supervision from my superior/boss” (Mean = 2.20/ seldom).*

*“I establish a standard operations procedure (S.O.P) without instructions from my superior/boss for the purpose of supporting the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.26/ seldom).*

*“I educate my counterparts to help increase their performance that add value to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.49/ seldom).*

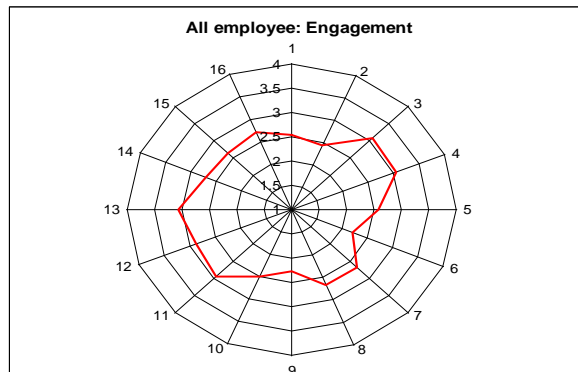


Figure 18: Spider chart on level of perception of Engagement: All employee levels

### **The combined results on levels of perception of C.A.R.E: ALL EMPLOYEES**

Figure 19 illustrates the combined results on the levels of perception in terms of Commitment, Awareness, Readiness, and Engagement to organization contents /contexts for all employees.

The colored circles (e.g., green, blue, yellow and red) are used for highlighting areas where statistical results indicated <2.50 arbitrary levels from the Likert scale or “Seldom” as per qualitative rating. These are the focus areas where OD interventions are necessary to improve the conditions and/or situations of Commitment, Awareness,

Readiness and Engagement for all employees. Awareness is the priority area, followed by Readiness for organization contents and contexts.

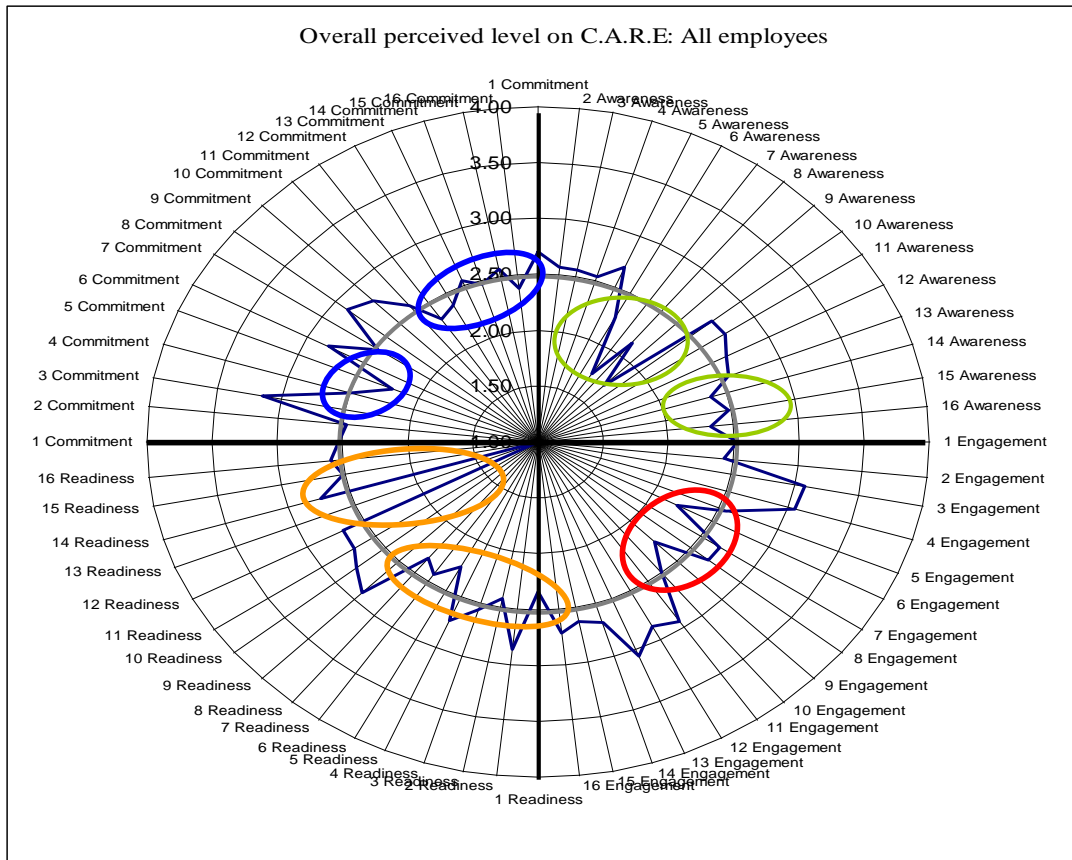


Figure 19: Spider chart of the combined results on levels of perception of C.A.R.E: All employee levels

**Overall levels of perception of C.A.R.E: Executive/Director level**

Figure 20 shows the overall levels of perception from the Executive /Director level:

- Awareness obtained a mean = 2.71/ seldom and is ranked the least.
- Readiness obtained a mean = 2.86 /seldom and is ranked third.
- Commitment obtained a mean = 3.03 /often and is ranked second.
- Engagement obtained a mean = 3.11 /often and is it ranked first.

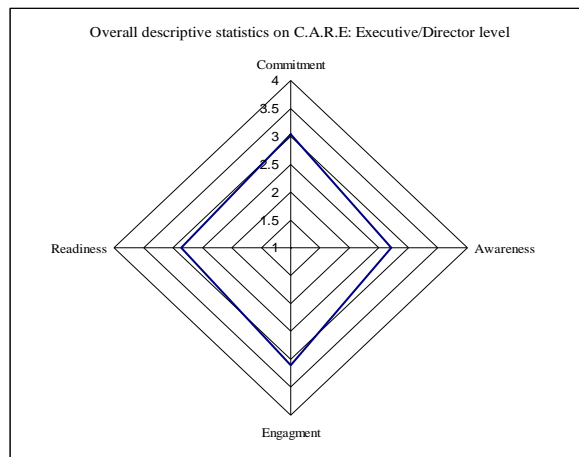


Figure 20. Spider chart of overall levels of perception of C.A.R.E: Executive/Director level

### Level of perception of Commitment: Executive/Director Level

Figure 21 shows that the overall mean for Commitment is 3.03/ *Often* at the level of Executive/Director level. The characteristics of Commitment were rated as “always”.

*“I understand that innovative products & services, empowerment of people, a culture of quality; communication and internal and external collaboration are important to my organization” (Mean = 3.69/ always).*

*“I believe that my own knowledge and skills contribute to the success of my organization in developing and delivering innovative product & services, empowerment of people, promoting a culture of quality, communication and collaboration” (Mean =3.31/ always).*

*“I allocate organizational resources e.g., people, target completion dates and budgets carefully and ensure they are aligned with the current organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean =3.38/always ).*

The following statements were given the lowest mean by the executives/directors level:

*“I analyze data from multiple sources to find out how our organization is performing in terms of vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.62/ often).*

*“I like to ask questions and learn about how effective we are in delivering innovative product & services, empowering people, demonstrating a*

*“I periodically review and understand my organization’s vision, mission, strategy, structure, KPIs, work processes, and HR practices as a process of internalizing and understanding what role I can play in fulfilling them” (Mean = 2.69/ often).*

*“I analyze the current conditions of innovative products & services, empowerment, a culture of quality, HR practices, communication and collaboration to see if they are in line with organization vision, mission, strategy, KPIs, work processes, structure and HR practices” (Mean= 2.92/ often).*

*“I seek feedback from my counterparts on what’s happening within our organization to successfully promote innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration” (Mean = 2.92/ often).*

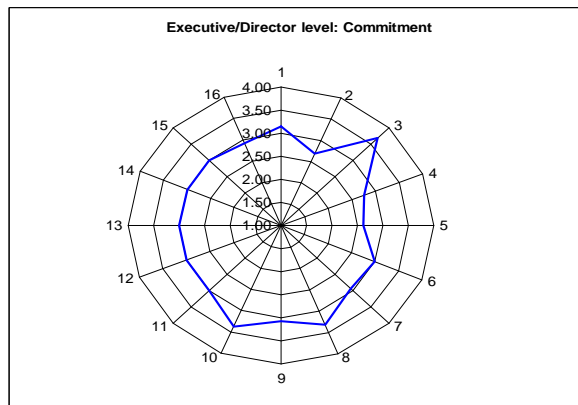


Figure 21. Spider chart on level of perception of Commitment: Executive/Director level

### Levels of Perception of Awareness: Executive/Director level

Figure 22 shows that Commitment obtained the mean of 2.71/ “often”. The following was rated “always” by the executive/director.

*“I discuss with my counterparts about my experience pertaining to the current situations of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”(Mean =3.31/always).*

The lowest means among executives/director for Awareness of organization contents and contexts included:

*“I employ or use tools (e.g., mind mapping, balance scorecard, S.W.O.T, business excellence framework, technical methodologies etc.) to stimulate idea generation on the existing vision, mission, strategy, KPIs, work processes, structure and HR practices” (Mean = 2.00/seldom).*

*“I employ or use tools (e.g. S.W.O.T, Fish Bone diagram, PDCA, etc) to organize and stimulate idea generation that support innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 1.92/seldom).*

*“I prepare how I want to communicate to my counterparts about the current conditions of organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and collaboration” (Mean = 2.46/seldom).*

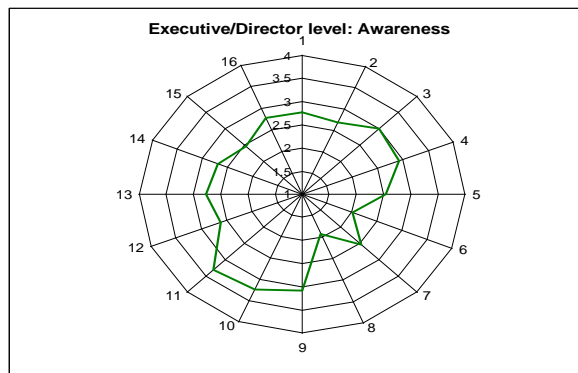


Figure 22. Spider chart on level of perception of Awareness: Executive/Director level

### Levels of perception of Readiness: Executive/Director level.

Figure 23 shows the mean of 2.86 or “often” for Readiness at the level of the Executive/Director level as evidenced by the following statements:

*“I maintain high working standards to support the organization vision, mission, strategy, KPIs, work processes, structure and HR practices”.* (Average weighed mean = 3.15/often).

*“I ensure the disciplines of predetermined actions to support the organization vision, mission, strategy, structure KPIs, work processes and HR practices” (Mean = 3.08/often).*

*“I am satisfied with the current organization vision, mission, strategy, KPIs, work processes, structure and HR practices and accomplish my tasks and deliver results at the minimum expectations” (Mean = 3.08/often).*

The following statements from the questionnaires obtained the lowest means:

*“I network with external organizations/institution to broaden perspective and sharpen and sharpen my knowledge and skills e.g., Professional association for enhancing the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.38/seldom).*

*“The external networks that my counterparts and I have associated with benefited the organization’s current conditions on innovative product & services, empowerment of people, a culture of quality, communication and internal & external collaboration”(Mean = 2.49/seldom).*



Figure 23. Spider chart on level of perception of Readiness: Executive/Director level

### Levels of perception of Engagement: Executive/Director level

Figure 24 shows the mean of 3.11 or “often” for Commitment. However, further analysis of each specific variable and statement reveals that the following statements obtained the highest means:

*“The organization’s collaborative working environment results in the current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 3.31/always).*

*“Collective involvement of individual members and groups results in the current conditions of innovative products & services, empowerment of*



*people, a culture of quality, communication and internal & external collaboration” (Mean = 3.31/ always).*

*“The current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration are partly the results of peer education” (Mean = 3.31/ always).*

*“I willingly involve counterparts to join my projects to support the organization vision, mission, structure, KPIs, work processes and HR practices” (Mean = 3.31).*

Two statements obtained the lowest means:

*“My counterparts and I participate in different projects to improve and enrich the conditions of innovative product & services, empowerment of people, culture of quality, communication and internal & external collaboration (Mean = 2.82 /often).*

*“My counterparts and I constantly review ‘what if’ scenarios and in doing so, contribute positively to the current conditions of innovative products & services, empowerment of people, culture of quality, communication and internal & external collaboration” (Mean = 2.77/ often).*

In summary, the characteristics of Engagement that obtained the highest means is enhancing while self-managing obtained a lower mean.

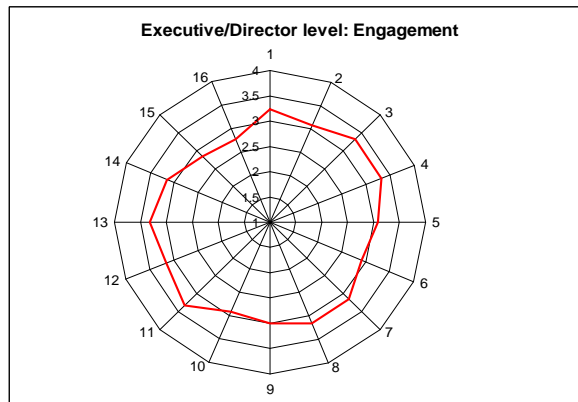


Figure 24. Spider chart on level of perception of Engagement: Executive/Director level

**The combined results on levels of perception of C.A.R.E: EXECUTIVE /DIRECTOR LEVEL**

Figure 25 shows the combined results on the levels of perception of Commitment, Awareness, Readiness, and Engagement to organization contents/contexts. Awareness of organization contents/contexts obtained the highest rank while Commitment and Readiness for organization contents/contexts were second and third, respectively.

The colored circles (e.g., green, blue, yellow and red) are used to highlight areas where statistical results indicated <2.50 arbitrary levels from the Likert scale or “Seldom”. These are focus areas where OD interventions are necessary to improve Commitment, Awareness, Readiness and Engagement. Awareness of organization contents/contexts is the top priority, followed by Readiness for organization contents/contexts.

The grey circle defines a specific boundary, referencing the arbitrary levels of Likert scale as illustrated and described in Chapter III. In this study, 2.51 is the lowest level of “OFTEN” in qualitative rating. The colored circles (e.g., green, blue, yellow and red) are used to illustrate the focus areas for future development, transition and transformation programs at executive/director level.

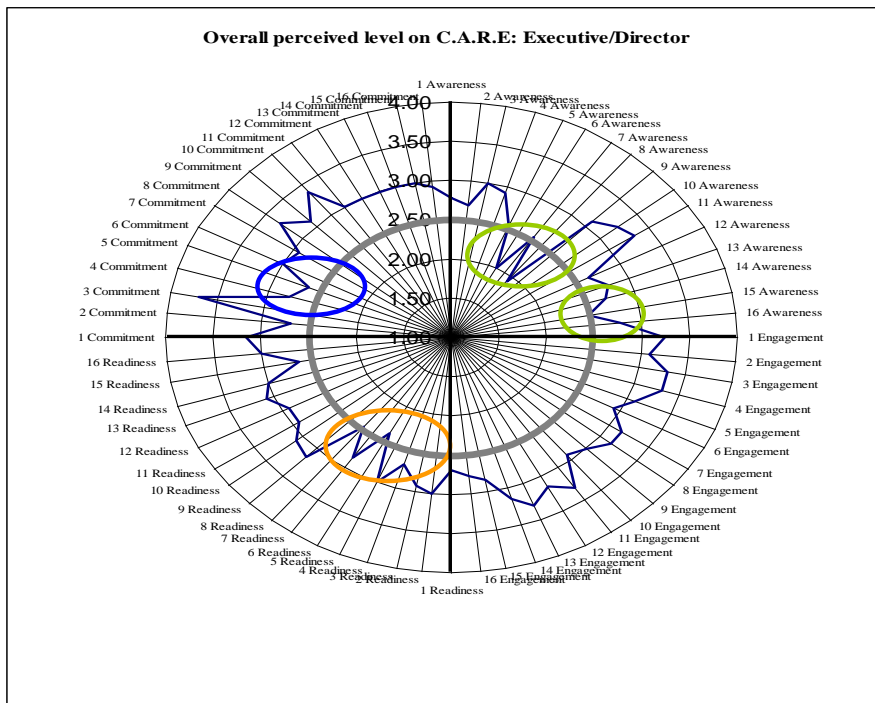


Figure 25. Spider chart on the combined results of levels of perception of C.A.R.E: Executive/Director level

## Overall levels of perception of C.A.R.E: DEPARTMENT MANAGER LEVEL

Figure 26 shows that Awareness obtained an overall mean of 2.42/ “seldom” and ranks least. Readiness obtained an overall mean =2.63/; ranks third. Commitment obtained an overall mean =2.61/; ranks second. Engagement obtained an overall mean =2.80/ often and ranks first among all variables.

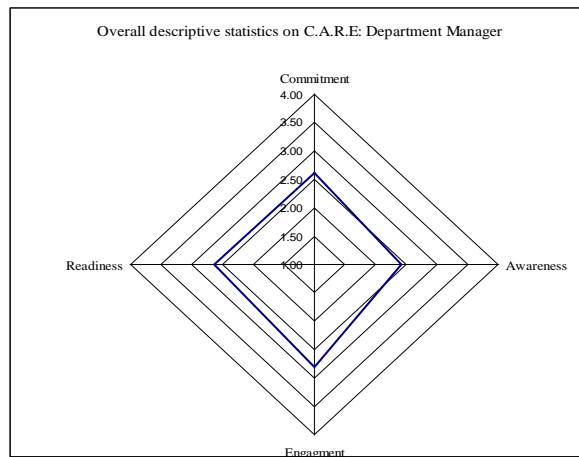


Figure 26. Spider chart of overall level of perception of C.A.R.E: Department Manager level

## Levels of perception of Commitment: DEPARTMENT MANAGER LEVEL

Figure 27 shows that the overall mean of Commitment= 2.61/ “often”. However, when looking into each specific statement about you, it was found that the following statements had lowest means.

*“I like to ask questions and learn about how effective we are in delivering innovative product & services, empowering people, demonstrating a culture of quality, communication, and internal & external collaboration” (Mean = 2.33/ seldom).*

*“I analyze data from multiple sources to find out how our organization is performing in terms of vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.05/seldom).*

*“My timely dissemination of careful resource allocation plans that support the organization’s innovative product & services, empowerment, a culture of quality, communication and collaboration” (Mean =2.43/ seldom).*

*“I give feedback to my counterparts on their contributions and support to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.50/seldom).*

*“I seek feedback from my counterparts on what’s happening within our organization to successfully promote innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration” (Mean = 2.38/ seldom).*

*“I analyze the current conditions of innovative products & services, empowerment, a culture of quality, HR practices, communication and collaboration to see if they are in line with organization vision, mission, strategy, KPIs, work processes, structure and HR practices” (Mean = 2.48/ seldom).*

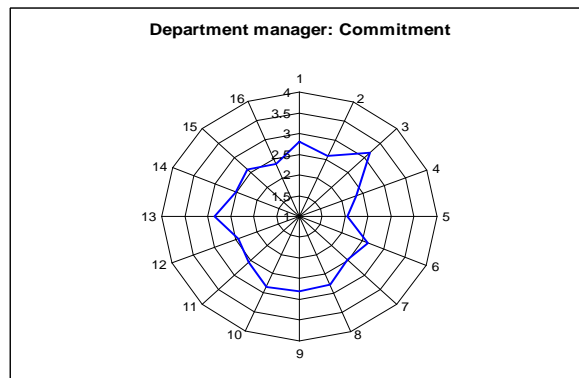


Figure 27. Spider chart of level of perception of Commitment: Department manager level

In summary, Commitment to organization contents and organization contexts in terms of analyzing, planning & designing and evaluating obtained the lowest means as opposed to other sub-variables.

### **Levels of perception of Awareness: DEPARTMENT MANAGER LEVEL**

Figure 28 shows that Awareness obtained a mean of 2.42 or “Seldom”. Further analysis show that following are categorized as “seldom”.

*“I thoughtfully consider or internalize the organizational vision, mission, strategy, structure, KPIs, work processes and HR practices to help me to be more aware” (Mean = 2.48/ seldom).*

*“I generate new ideas after I have studied the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.23/seldom).*

*“I employ or use tools (e.g., mind mapping, balance scorecard, S.W.O.T, business excellence framework, technical methodologies etc.) to stimulate idea generation on the existing vision, mission, strategy, KPIs, work processes, structure and HR practices” (Mean = 1.88/ seldom).*

*“I generate ideas after understand the organization’s current initiatives of innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration” (Mean= 2.15/ seldom).*

*“I employ or use tools (e.g. S.W.O.T, Fish Bone diagram, PDCA, etc) to organize and stimulate idea generation that support innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 1.83/ seldom)*

*“I prepare how I want to communicate to my counterparts both within and outside the organizations about the organization vision, mission, and strategy”. The mean was 2.28 or seldom based on the qualitative rating.*

*“I clearly express my understanding and interpretation to my counterparts about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.50/ seldom).*

*“I prepare how I want to communicate to my counterparts about the current conditions of organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and collaboration” (Mean = 2.38/ seldom).*

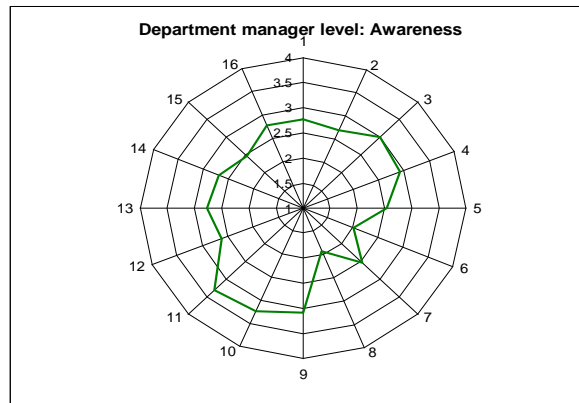


Figure 28. Spider chart of level of perception of Awareness: Department manager level

Awareness of organization contents and organization contexts in terms of generating and articulating data obtained the lowest means as compared to the other sub-variables.

### Levels of perception of Readiness: DEPARTMENT MANAGER LEVEL

Figure 29 shows that Readiness obtained an overall mean = 2.63 or “often”. Nevertheless, following statements rated as “seldom”:

*“I am excited about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.43/ seldom).*

*“I conduct a quick study on what is possible on the innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 2.48/ seldom).*

*“I network with external organizations/institution to broaden perspective and sharpen and sharpen my knowledge and skills e.g., Professional associations for enhancing the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.35/ seldom).*

*“The external networks that my counterparts and I have associated with benefited the organization’s current conditions on innovative product & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 2.50/ seldom).*

In summary, *Readiness* for organization contents and organization contexts in terms of energizing and action taking obtained the lowest means.

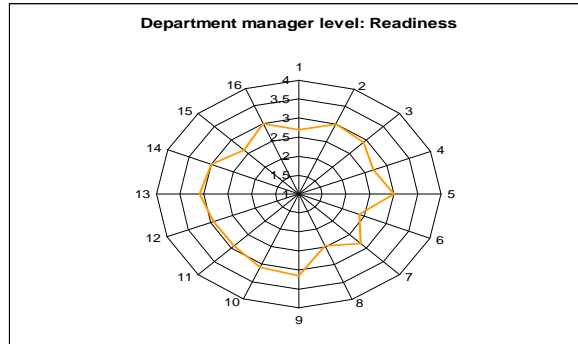


Figure 29. Spider chart of level of perception of Readiness: Department manager level

### Levels of perception of Engagement: DEPARTMENT MANAGER LEVEL

Figure 30 shows that Engagement obtained an overall mean of 2.80 or “often”. Nevertheless, the statement “I go ahead establishing new projects together with my counterparts that add value to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices without supervision from my superior/boss” obtained a mean = 2.18 /seldom). Moreover, the statement “I willingly involve counterparts to join my projects to support the organization vision, mission, and structure, KPIs, work processes and HR practices” obtained the highest mean =3.18 /often .

In summary, Engagement to organization contents and organization contexts in terms of empowering obtained lowest means compared to the results obtained for the other characteristics of Engagement.

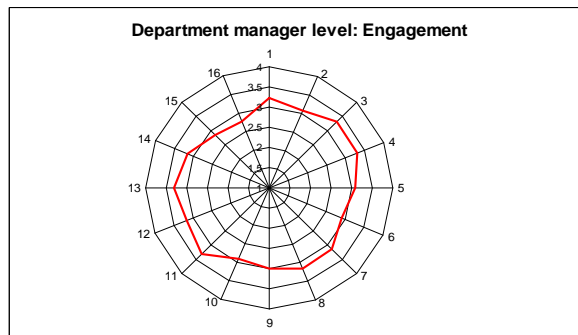


Figure 30. Spider chart of level of perception of Engagement: Department manager level

**The combined results on levels of perceptions of C.A.R.E: DEPARTMENT MANAGER LEVEL**

Figure 31 illustrates the combined results on the levels of perception of Commitment, Awareness, Readiness, and Engagement to organization contents/contexts. The colored circles (e.g., green, blue, yellow and red) highlight the areas where statistical results indicated <2.50 arbitrary levels in the Likert scale. These are focus areas where OD interventions are necessary to improve the conditions and/or situations of Commitment, Awareness, Readiness and Engagement for department manager.

Awareness of organization contents/contexts is ranked as the top priority, followed by Commitment and Engagement. Readiness for organization contents/contexts was rated as “seldom” in some areas at the level of the Department manager.

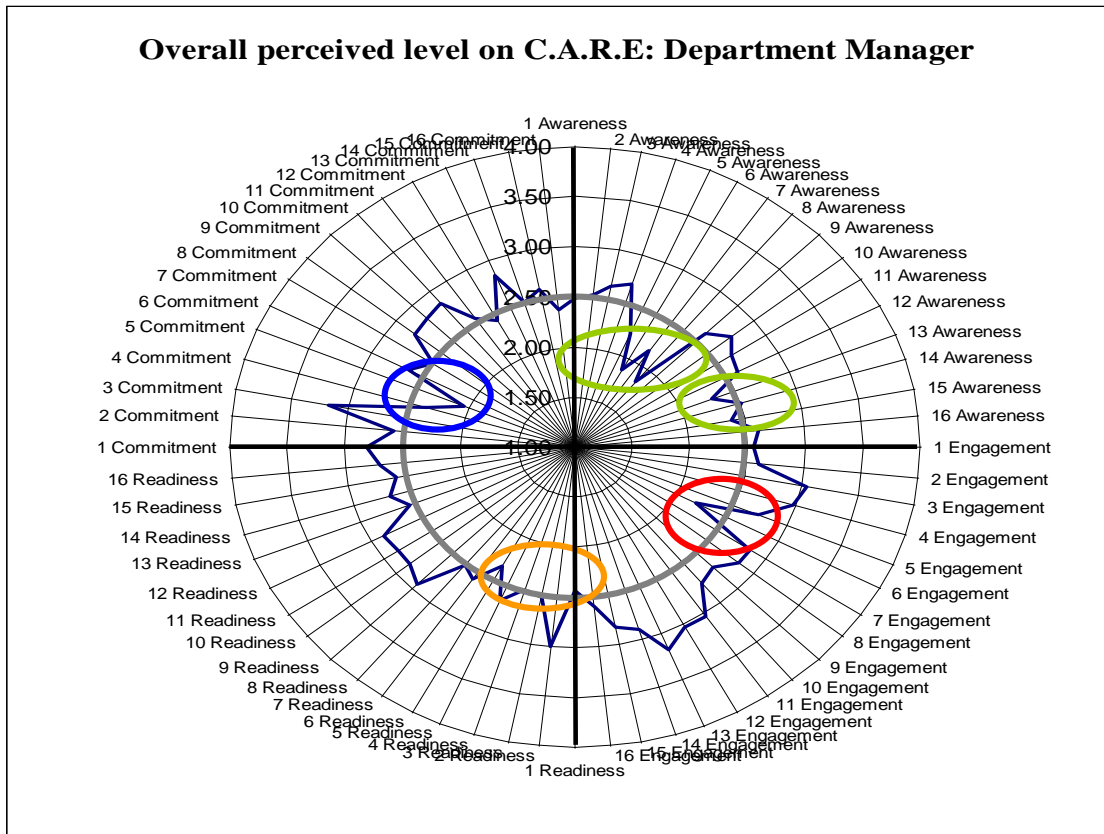


Figure 31. Spider chart of level of perception of C.A.R.E: Department manager level



### Overall levels of perception of C.A.R.E: STAFF LEVEL

Figure 32 shows that Awareness obtained an overall mean = 2.39/ seldom and is ranked the least in the group; Readiness obtained a mean = 2.55/often and is ranked third; Commitment with a mean of 2.53 is ranked second; and Engagement obtained an overall mean = 2.61/ often and ranked first among all main variables.

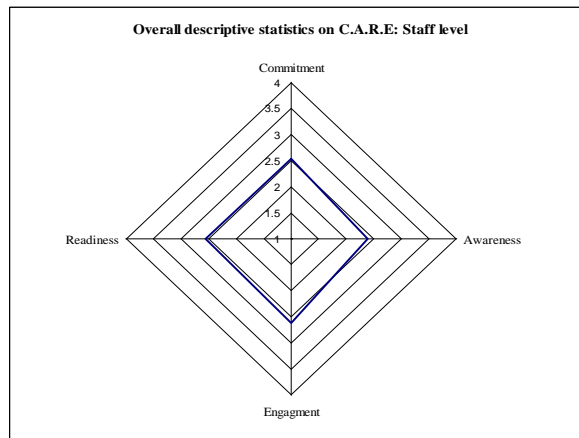


Figure 32. Spider chart of overall levels of perception of C.A.R.E: Staff level

Figure 33 shows Commitment obtained an overall mean=2.53/ “often”. The statement “I understand that innovative products & services, empowerment of people, a culture of quality; communication and internal and external collaboration are important to my organization” obtained the highest mean = 3.11 or often. Meanwhile, the following statements were rated “seldom”:

*“I periodically review and understand my organization’s vision, mission, strategy, structure, KPIs, work processes, and HR practices as a process of internalizing and understanding what role I can play in fulfilling them” (Mean = 2.42/ seldom).*

*“I analyze data from multiple sources to find out how our organization is performing in terms of vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.21/ seldom).*

*“I analyze the current conditions of innovative products & services, empowerment, a culture of quality, HR practices, communication and collaboration to see if they are in line with organization vision, mission, strategy, KPIs, work processes, structure and HR practices”(Mean = 2.43/seldom).*

*“I allocate organizational resources e.g., people, target completion dates and budgets carefully and ensure they are aligned with the current organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.43/seldom).*

*“The project plans or operational plans that I put together influence the organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and collaboration” (Mean = 2.2/ seldom).*

*“My timely dissemination of careful resource allocation plan supports the organization’s innovative product & services, empowerment, a culture of quality, communication and collaboration” (Mean = 2.32/ seldom).*

*“I regularly follow up with my counterparts to monitor how things are progressing and developing based on the organization vision, mission, strategy, work processes structure, KPIs and HR practices” (Mean = 2.44 or seldom).*

*“I give feedback to my counterparts on their contributions and support to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.42/seldom).*

*“I seek feedback from my counterparts on what’s happening within our organization to successfully promote innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration” (Mean = 2.34/seldom ).*

In summary, analyzing and planning & designing obtained lowest means compared to the other characteristics of Commitment at the Staff Level.

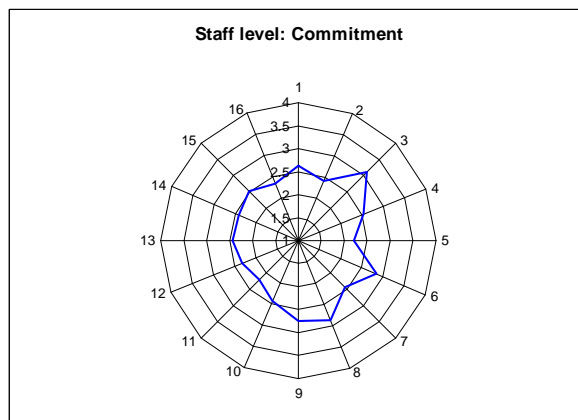


Figure 33. Spider chart of level of perception of Commitment: Staff level

### **Levels of perception of Awareness: STAFF LEVEL**

Figure 34 shows that level of perception of Awareness from the staff obtained a mean = 2.39 or “seldom” on the following statements:

*“I synthesize what I know based on what I study about the organization with current conditions of innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration to help me be more aware” (Mean = 2.48/seldom).*

*“I generate new ideas after I have studied the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = was 2.25 or seldom based on qualitative rating).*

*“I employ or use tools (e.g., mind mapping, balance scorecard, S.W.O.T, business excellence framework, technical methodologies etc.) to stimulate idea generation on the existing vision, mission, strategy, KPIs, work processes, structure and HR practices” (Mean = 1.69/ Never).*

*“I generate ideas after understand the organization’s current initiatives of innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration” (Mean = 2.25/ seldom).*

*“I employ or use tools (e.g. S.W.O.T, Fish Bone diagram, PDCA, etc) to organize and stimulate idea generation that support innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Average weighed mean =1.68/ never).*

*“I prepare how I want to communicate to my counterparts both within and outside the organizations about the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.38/seldom).*

*“I prepare how I want to communicate to my counterparts both within and outside the organizations about the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Average weighed mean = 2.31/seldom).*

*“I clearly express my understanding and interpretation to my counterparts about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.46/ seldom).*

*“I clearly express my understanding and interpretation to my counterparts about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.46 /seldom).*

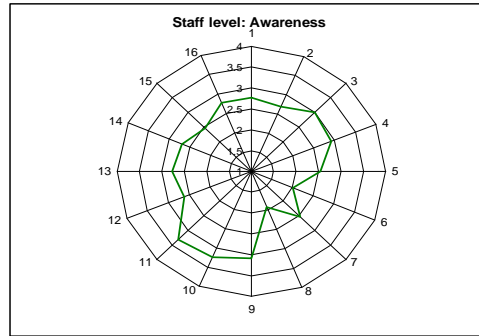


Figure 34. Spider chart of the level of perception of Awareness: Staff level

### Levels of perception of Readiness: STAFF LEVEL

Figure 35 shows that Readiness obtained an overall mean=2.55 /often. However, the following statements were rated “seldom”:

*“I am excited about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean = 2.29/ seldom).*

*“I energize and motivate my counterparts to take notice when I see cases of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration in our workplace” (Mean = 2.35/ seldom).*

*“I network with external organizations/institution to broaden perspective and sharpen and sharpen my knowledge and skills e.g., Professional associations for enhancing the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices” (Mean= 2.23/seldom).*

*“I plan and determine what additional actions are required to support the current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 2.37/ seldom).*

*“The external networks that my counterparts and I have associated with, benefited the organization’s current conditions on innovative product & services, empowerment of people, a culture of quality, communication and internal & external” (Mean = 2.29/seldom).*

*“I am satisfied with the current conditions of the organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration” (Mean = 2.50 /seldom).*

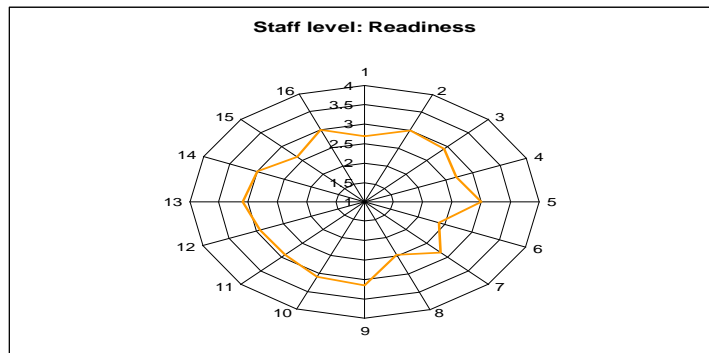


Figure 35. Spider chart of the level of perception of Readiness: Staff level

### Levels of perception of Engagement: STAFF LEVEL

Figure 36 shows that Engagement obtained an overall mean 2.61 or “often”. However, the following statements were rated “seldom”:

*“I consult with my counterparts about operational goals to ensure they align and support the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.47 / seldom).*

*“I involve my counterparts on what I wish to accomplish and succeed to which serve the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.33/ seldom).*

*“I am empowered to set my goals as long as they are aligned with organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.49 / seldom).*

*“I go ahead establishing new projects together with my counterparts that add value to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices without supervision from my superior/boss” (Mean = 2.15/seldom).*

*“I establish a standard operations procedure (S.O.P) without instructions from my superior/boss for the purpose of supporting the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.09 or seldom).*

*“I educate my counterparts to help increase their performance that add value to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices” (Mean = 2.39/seldom).*

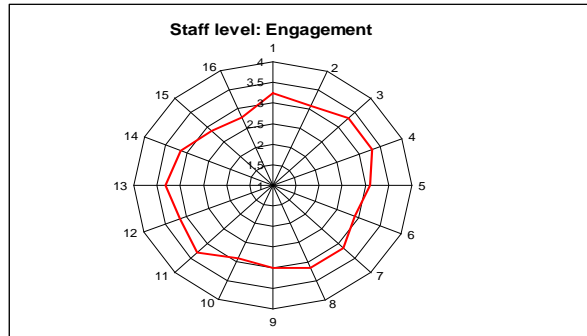


Figure 36. Spider Chart of the level of perception of Engagement: Staff level

### **The combined results on levels of perception of C.A.R.E: STAFF LEVEL**

Figure 37 shows the combined results on the levels of perception in terms of Commitment, Awareness, Readiness, and Engagement to organization contents/contexts. The colored circles (e.g., green, blue, yellow and red) highlight areas where statistical results indicated <2.50 arbitrary levels from the Likert scale. These are focus areas where OD interventions were necessary to improve the conditions and/or situations of Commitment, Awareness, Readiness and Engagement for staff level.

Awareness is ranked first priority, followed by Commitment and Engagement to organization contents and contexts. Readiness for organization contents/contexts was ranked the least.

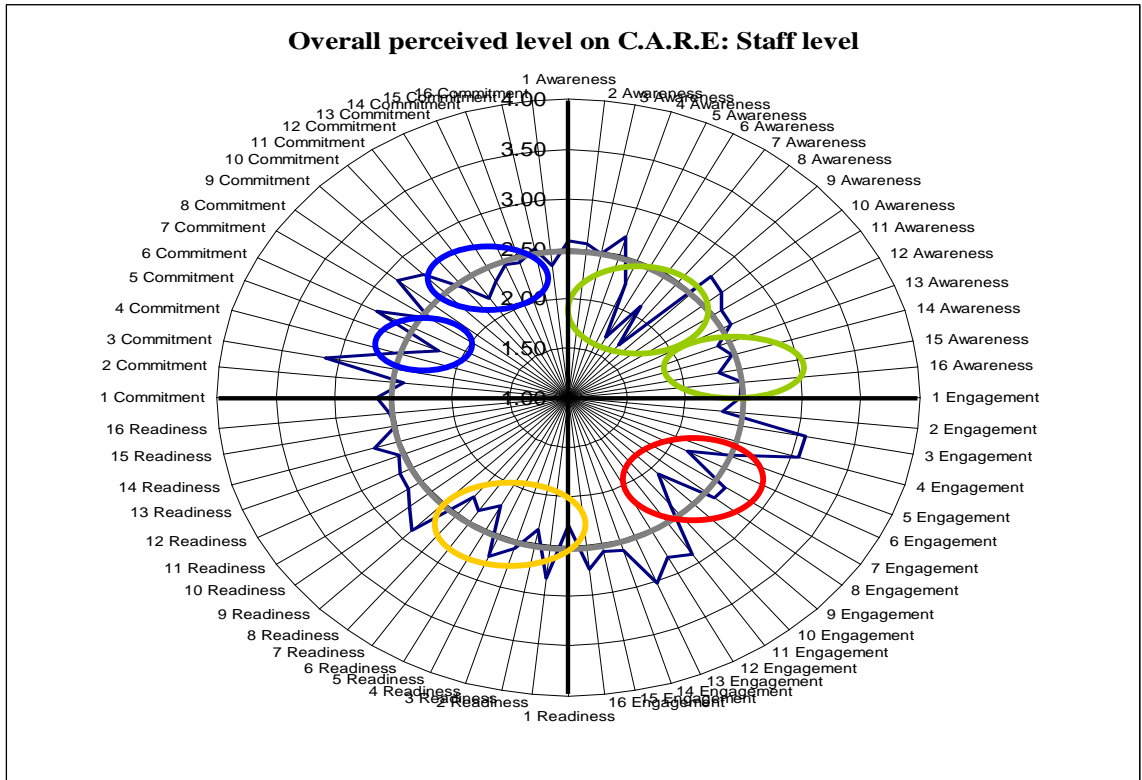


Figure 37. Spider chart of levels of perception of C.A.R.E: Staff level

**Perception difference of C.A.R.E among the respondents:  
Executive/director, Department manager and staff**

This section presents comparative data of the Perception difference levels among the executive/director, department manager and staff. Each main and sub variables were statistically compared and described.

- Commitment : accepting, analyzing, planning & designing and evaluating.
- Awareness : researching, idea generating, common understanding and articulating.
- Readiness : energizing, action taking, sustaining and benchmarking.
- Engagement : collaborating, empowering, enhancing and self managing.

**Perception differences between executive/director, department manager and staff levels on *commitment in terms of accepting***

There were four sub-variables that were tested against the research hypothesis; those were accepting, analyzing, planning and designing and evaluating.

HO: There is no significance difference between executive/director, department manager and staff levels on Commitment to organization contents and contexts in terms of *accepting*

H1: There is significance difference between executive/director, department manager and staff levels on Commitment to organization contents and contexts in terms of *accepting*

Figure 38 shows that there is no significant difference of perception in terms *accepting* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05.

*“I acknowledge that our organization has evolved is evolving and changing, such as vision, mission, strategy, KPIs, structure, work processes and HR practices”.*

*“I periodically review and understand my organization’s vision, mission, strategy, structure, KPIs, work processes, and HR practices as a process of internalizing and understanding what role I can play in fulfilling them”.*

*“I like to ask questions and learn about how effective we are in delivering innovative product & services, empowering people, demonstrating a culture of quality, communication, and internal & external collaboration”.*

The qualitative findings during the interviews reveal that there was perception difference in accepting among executive/director, department manager and staff levels when it came to the frequency of *“reviewing and understanding organization vision, mission, strategy, HR practices, work processes”* because:

The Chief operations officers (CEO) who was leading the entire organization provided updates to employees on a yearly basis, with the emphasis on introduction of new product (software) and presentation of overview qualitative summary of the financial performance as opposed to numeric summary.

The Department manager and staff levels primarily tend to focus on reviewing work processes and KPIs since these were more relevant to their work/functions, such as completion of software development projects for their clients/customers.

In conclusion, there is a significant difference of perception on Commitment in terms of accepting among the executive, director, department managers and staff, with significant value of 0.01. The HO is therefore rejected and H1 is accepted.



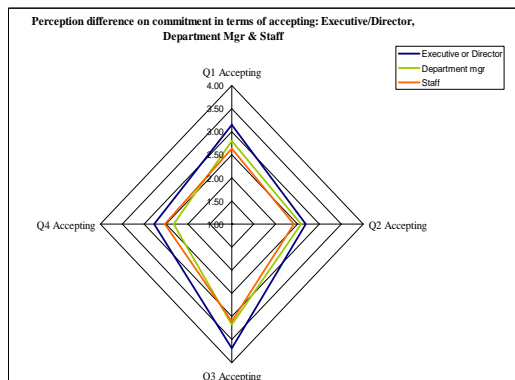


Figure 38. Perception difference on Commitment in terms of accepting among executive/director, department manager and staff levels

### Perception difference of *commitment in terms of analyzing* among the executive/director, department manager and staff levels

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Commitment in terms of *analyzing*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Commitment in terms of *analyzing*.

Figure 39 shows that there is no significant difference of perception in terms accepting among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05.

*"I analyze data from multiple sources to find out how our organization is performing in terms of vision, mission, strategy, structure, KPIs, work processes and HR practices".*

*"I believe that my own knowledge and skills contribute to the success of my organization in developing and delivering innovative product & services, empowerment of people, promoting a culture of quality, communication and collaboration".*

The interviews reveal that the department manager and staff checked the company intranet homepage to quickly learn how the company was doing in terms of product innovation. Two statements from the executive/director, department manager and staff level were statistically found to have no significant difference based on ANOVA test results of P value (Sig) greater than 0.05.

*"I analyze myself and try to understand how to increase the level of my own organizational knowledge and skills so that I can support the*

*“I analyze the current conditions of innovative products & services, empowerment, a culture of quality, HR practices, communication and collaboration to see if they are in line with organization vision, mission, strategy, KPIs, work processes, structure and HR practices”.*

The interviews reveal that department manager periodically attended some internal training provided by the company, most of which focused on technical trainings. Yearly performance feedback helps employees better analyze and identify development opportunities. Lastly, the executive/director, department manager and staff do not conduct formal check on the current conditions; however, there were a number of ad hoc cases to deal with when customer/clients found some technical issues on software programs after installation.

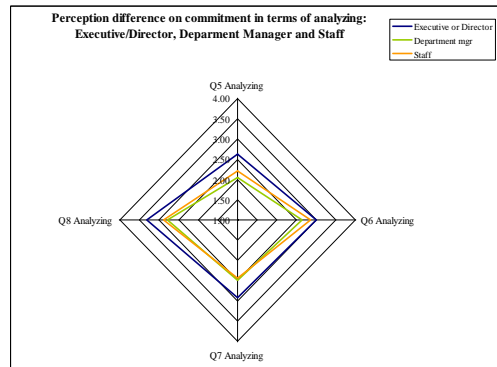


Figure 39: Perception difference on Commitment in terms of analyzing among executive/director, department manager and staff levels

In conclusion, there is a significant difference of perception on Commitment in terms of analyzing among the executive, director, department managers and staff, with sig.value of 0.012. The HO is therefore rejected and H1 is accepted.

### **Perception difference of *Commitment in terms of planning & designing* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Commitment in terms of *planning & designing*

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Commitment in terms of *planning & designing*

Figure 40 shows that there is a significant difference of perception in terms of *planning and designing* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on the three statements while one statement indicated no significant difference:

The following statements were statistically found to have indicated a significant difference between executive/director, department manager and staff levels:

*“I allocate organizational resource e.g., people, target completion dates and budgets carefully and ensure they are aligned with the current organization vision, mission, strategy, structure, KPIs, work processes, and HR practices”.*

*“The project plans or operational plans that I put together influence the organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and collaboration”.*

*“My timely dissemination of careful resource allocation plan support the organization’s innovative product & services, empowerment, a culture of quality, communication and collaboration”.*

The interviews reveal that project plans or operational plans that department managers and staff levels put together had some influence on the organization in terms of innovative products and service. Department managers were responsible for ensuring completion of software development as required by the customers while the staff level was responsible for taking actions to get things done. Project plans or operational plans tend to focus on the development of software and/or project-focused level. The allocation of organizational resources primarily was primarily related to specific projects that department manager and staff level were involved in while the executive/director level focused more on resource allocations at organization level.

One statement was statistically found to have no significant difference between executive/director, department manager and staff level on the following statements based on ANOVA test results of P value (Sig) greater than 0.05.

*“I put together project plans or business operational plans that serve the organization vision, mission, strategy, structure, KPIs, work processes, and HR processes”.*

The interviews reveal that project plans and/or operational plans were in place and these were done by the department manager while the staff level was involved in the execution or completion of the tasks to meet the project plan’s objectives and key milestones.

The Staff interviews reveal that they expected the department manager and executive/directors levels to have the primary responsibility to make project plans or business operational plans that serve the organization vision, mission, strategy,

structure, KPIs, work process and HR practices. The Staff also preferred to be kept informed of how they were doing with their assigned tasks and/projects.

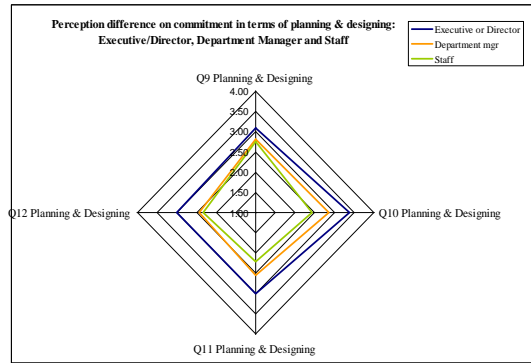


Figure 40. Perception difference on Commitment in terms of planning & designing among executive/director, department manager and staff levels

In conclusion, there is a significant difference of perception on Commitment in terms of planning & designing among the executive, director, department managers and staff, with sig.value of 0.000. The HO is therefore rejected and H1 is accepted.

### **Perception difference of *Commitment in terms of evaluating* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Commitment in terms of *evaluating*

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Commitment in terms of *evaluating*

Figure 41 shows that there is a significant difference of perception in terms of *evaluating* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on the four statements :

*“I regularly follow up with my counterparts to monitor how things are progressing and developing based on the organization vision, mission, strategy, work processes structure, KPIs and HR practices”.*

*“I give feedback to my counterparts on their contributions and support to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

*“I regularly follow up with my counterparts on the current conditions of innovative products & services, empowerment of people, a culture of quality, communication, internal and external collaboration”.*

*“I seek feedback from my counterparts on what’s happening within our organization to successfully promote innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration”.*

The interviews reveal that practices were varied when it comes to the format and frequency of monitoring progress of projects, some of which included informal talk/discussions between department manager and staff while other managers organized weekly meetings with his/her staff to check how things were progressing.

The interviews further reveal that different practices were observed in giving feedback on employee’s performance between superiors and subordinates. The practices among executives/directors and department managers were different when it comes to the process of how he/she delivered performance feedback to his/her staff, although a yearly performance feedback was carried out. The interview findings from staff level show that their superiors focused on ratings or scores during performance appraisal session while they looked for specific qualitative feedbacks from their superiors on how they were doing throughout the year in terms of both the results and the processes by which they carried out their respective works/tasks, including meeting the development skills such as communication, presentation, negotiation, problem solving, etc.

Furthermore, Staff interviews reveal that some managers organized performance feedback/appraisal every six months while other managers may conduct performance feedback/appraisal once a year. The company policy for performance appraisal was one time in a year. However, employees prefer a six month’s performance feedback to allow the managers to recognize their performance and outputs during the first six months. When appraisal is done only once a year, the managers usually focused only on the performance during the last six months of the year.. The majority of staff who were interviewed expressed almost the same concerns regarding the conduct of the performance appraisal.

Interviews with the executive/director, department managers and staff level reveal that most of them were hesitant to give feedback to their superiors. Some underlying reasons based on the interviews were the perception of the power distance between them and their superiors. Furthermore, staff members were concerned about their personal relationships and surfacing of negative perceptions from their superiors if the feedback was not well taken.

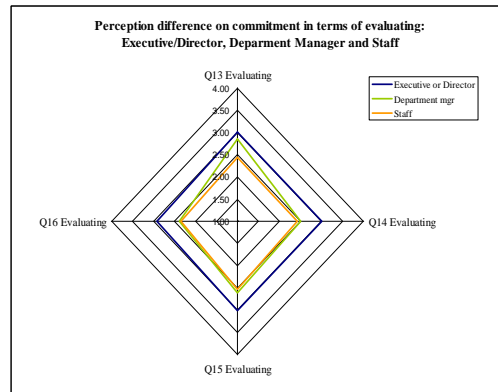


Figure 41. Perception difference on Commitment in terms of evaluating among executive/director level, department manager and staff levels

In conclusion, there is a significant difference of perception on Commitment in terms of *evaluating* among the executives, director, department managers and staff, with sig. value of 0.010. The HO is therefore rejected and H1 is accepted.

Statistically based on ANOVA test, it could be summarized as follows:

- Commitment– accepting: significant difference. . Significant value = 0.016.
- Commitment– analyzing: significant difference. Significant value = 0.012.
- Commitment– planning & designing: significant difference. Significant value =0.000.
- Commitment – evaluating: significant difference. Significant value = 0.001.

Findings based on the interviews, there was significant difference in the practices and approaches that the executive/director, department manager and staff reviewed and monitored the organization contents and contexts in terms of Commitment.

| Current Practices                                                                                                 |                                                                                        |                                                                                            |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Executive/Director                                                                                                | Department Manager                                                                     | Staff                                                                                      |
| <b>Commitment - Accepting</b>                                                                                     |                                                                                        |                                                                                            |
| Involvement of CEO/COO in the presentation of innovative products & services and financial performance reporting. | Department manager tend to focus on reviewing work processes and KPIs.                 | Staff focused on tasks and ensured predetermine timelines were being met.                  |
| <b>Commitment - Analyzing</b>                                                                                     |                                                                                        |                                                                                            |
| Competitive advantage analysis – informally done and communication was kept within authorized groups/members.     | Placed the emphasis on technical skills as key success factor for accomplishing goals. | Dependent on the company intranet as a channel for staying in touch with the organization. |

| Commitment - Planning & Designing                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Tendency to focus on resource allocation e.g., people, target and budget.<br/>Some involvements in project plans with department manager for major projects.</p> | <p>Placed the emphasis on project or operational plans. Designed short-term plan to support project-based initiatives.<br/>Primary focus was on products when it comes to planning and designing.</p>                                                                                                                                                                                         | <p>Little involvement in project or operational plan, they were expected to execute and complete tasks.<br/>Perceived that executive/director &amp; department manager were responsible for mapping out the total business plan and communicating timely</p> |
| Commitment - Evaluating                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                              |
| <p>Primary focus on financial planning and management. Focused on customer experience.<br/>Peer feedback was not formalized or given the priority.</p>              | <p>Varied practices among managers on the execution of performance evaluation, some organized informal meeting/talk while set weekly meeting.<br/>Formal performance appraisal was done twice a year while others did quarterly and/or yearly.<br/>The emphasis was on checking on progress of projects as opposed to soft skills development opportunities and career development plans.</p> | <p>Dependent on the company HR policy—expecting the company to conduct formal feedback session/appraisal formally and regularly and consistently across all business functions/units.</p>                                                                    |

**Perception difference of *Awareness in terms of researching* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on *Awareness in terms of researching*

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on *Awareness in terms of researching*

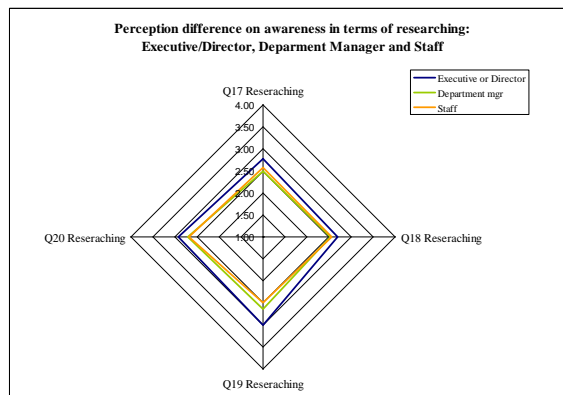
Figure 42 shows that there is no significant difference of perception in terms researching among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on the three statements while one statement indicated having significant difference:

*“I thoughtfully consider or internalize the organizational vision, mission, strategy, structure, KPIs, work processes and HR practices to help me to be more aware”.*

*“I research all matters of information received from my counterparts to help me understand the influencing factors to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

*“I reach out various sources for additional information to help me better understand the organization’s current activities related to innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

Therefore, there is high degree of consistency at all employee levels in the perception of Awareness in terms of researching. This means employees perceive that they are actually engaged in research for development. The interviews reveal that meetings of employees with the CEO/COO were mainly conducted to share information updates on new technology and/or software and on the general trends of the company’s financial performance. The majority of interviewees revealed that they came to know of the company’s standing from financial perspective. Furthermore, the interviews reveal that employees would feel more committed if they were kept informed of how well the company performs in terms of internal operations costs by department level. The respondents perceived that the company’s financial performance report was too demanding and was a challenge for them to figure out how they could best cope up with the company’s financial requirements especially in the departments where they work. The staff visits the company intranet webpage updates to get the internal company updates on people movement, promotion, financial performance, etc. However, the lag in the website updates does not always motivate them to regularly visit the site. All executive/directors and department managers usually share articles on technologies and/or software updates with the staff through publications or e-mail. The company also reimburses the expense in the acquisition of books for their knowledge and information updates.



*Figure 42: Perception difference on Awareness in terms of researching among executive/director, department manager and staff levels*



In conclusion, there is no significant difference of perception on Awareness in terms of *researching* among the executives, director, department managers and staff, with sig.value of 0.149. The HO is therefore rejected and H1 is accepted.

### **Perception difference of Awareness in terms of idea generating among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Awareness in terms of *idea generating*

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Awareness in terms of *idea generating*

Figure 43 shows that there is no significant difference of perception in terms generating among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on the four statements while one statement indicated having significant difference:

*“I generate new ideas after I have studied the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

*“I employ or use tools (e.g., mind mapping, balance scorecard, S.W.O.T, business excellence framework, technical methodologies etc.) to stimulate idea generation on the existing vision, mission, strategy, KPIs, work processes, structure and HR practices”.*

*“I generate ideas after understand the organization’s current initiatives of innovative product & services, empowerment of people, a culture of quality, communication, internal and external collaboration”.*

*“I employ or use tools (e.g. S.W.O.T, Fish Bone diagram, PDCA, etc) to organize and stimulate idea generation that support innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

Therefore, there is high degree of consistency at all employee levels in the perception of Awareness in terms of idea generating. However, when reviewing the nature of the actual responses, it was clear that at all levels, employees tend not to agree with all the above statements.

The interviews reveal that most of idea generation at executive/directors, department manager and staff levels took place around increasing innovative products (software) for their clients and customers while idea generation on improving people and process performance was not clearly evident. It was also found that majority of respondents did not use S.W.O.T, PDCA and other tools; some did not know S.W.O.T, PDCA tools while some knew these tools but were unsure about their applications.

Further interviews reveal that respondents used MicroSoft Office, Lotus Note and MSEXcel spreadsheets for project planning and tracking. While for longer-term planning, it was not clear what tools were used. Furthermore, it was not clear whether or not there was a consistent pattern in terms of the tools used for generating new ideas in response to new knowledge changes in organization strategies and directions. Finally, there was no feedback loop for customer experiences, projects and service results to be considered in the long-term planning process.

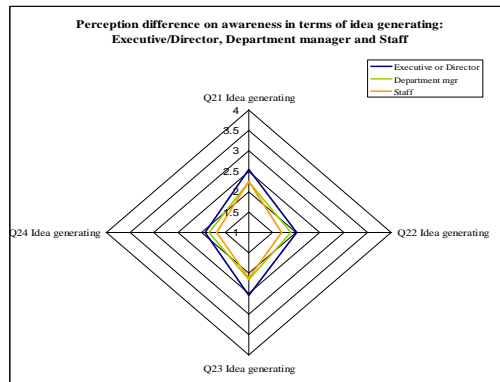


Figure 43. Perception difference on Commitment in terms of idea generating among executive/director, department manager and staff levels

In conclusion, there is no significant difference of perception on Awareness in terms of *generating* among the executives, director, department managers and staff, with sig.value of 0.153. The HO is therefore rejected and H1 is accepted.

#### **Perception difference of Awareness in terms of common understanding among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Awareness in terms of *common understanding*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Awareness in terms of *common understanding*.

Figure 44 shows that there is a significant difference of perception in terms of *common understanding* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on two statements while the remaining statements indicated no significant difference:

The following statement indicated no significant differences between executive or director, department manager and staff level:

*“I re-calibrate my understanding and interpretation about the organization vision, mission, strategy, work processes, KPIs, structure and*

*HR practices with my counterparts prior to imposing any different or creative ideas”.*

*“I experience innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration the same way as my colleagues do”.*

Therefore, there is high degree of consistency at all employee levels in the perception of Awareness in terms of common understanding. Specifically, the executive/ director level perceived a higher degree of overall understanding compared with the manager and staff level.

The interviews reveal that informal and formal meeting were arranged or scheduled prior to undertaking any tasks especially concerning software development. Despite the leveling of expectations prior to undertaking software development/programming, the considerable number of ad-hoc cases that needed quick technical solutions from customer care and programmers disrupted the conduct of these meetings.

The following statements indicated significant differences between executive or director, department manager and staff level.

*“I act in accordance with the collective common understanding of the organization vision, mission, strategy, KPIs, work processes and HR practices”.*

*“I discuss with my counterparts about my experience pertaining to the current situations of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

The interviews reveal that the majority of department managers and staff levels were passionate about technology and/or new software. Many staff members who have been working with the company for 1-3 years had the desire to upgrade their technical skills. They were told by their superiors about upgrading their skills especially when they are responsible for developing and programming new software since this knowledge is among the required core competencies in the company.

At the executive/director and department manager levels, organization or arrangement of management committee meetings were held every month while each department head, ranging from securities, insurance, IT consulting and HR to finance & accounting was expected to join/attend and update on business critical issues, such as budget for next fiscal year, new available technology, status update on existing and prospective.

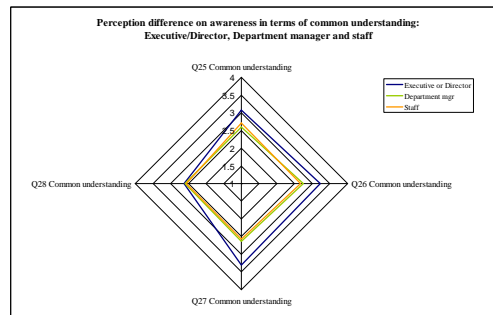


Figure 44. Perception difference on Awareness in terms of common understanding among executive/director, department manger and staff levels

In conclusion, there is significant difference of perception on Awareness in terms of *common understanding* among the executives, director, department managers and staff, with sig.value of 0.007. The HO is therefore rejected and H1 is accepted

#### **Perception difference of Awareness in terms of articulating among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Awareness in terms of *articulating*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Awareness in terms of *articulating*.

Figure 45 shows that there is no significant difference of perception in terms of *articulating* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on all statements:

*“I prepare how I want to communicate to my counterparts both within and outside the organizations about the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

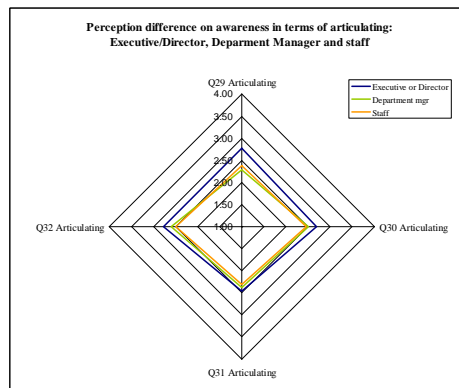
*“I clearly express my understanding and interpretation to my counterparts about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices”.*

*“I prepare how I want to communicate to my counterparts about the current conditions of organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and collaboration”.*

*“I clearly describe my experience to my counterparts about the current conditions of the organization pertaining to innovative products &*

*services, empowerment of people, a culture of quality, communication and collaboration”.*

Therefore, there is high degree of consistency at all employee levels in the perception of Awareness in terms of articulating particularly in the above statements. However, there was less consistency among the other common understanding statements. The interviews reveal that varied communication tools were used by the executive/director and department managers. Some used e-mails, informal meetings, weekly meetings, internal chat/MSN for communication with counterparts within the organization while communication outside the organization, such as customers/clients involved face-to-face meeting and PowerPoint presentation. Staff communicates to their counterparts and superiors using e-mail, internal chat/MSN, and internal web-based tracking tool (problem requirement) for monitoring the progress of projects. They are rarely concerned on how organization was doing in terms of vision, mission and strategy. The majority of respondents at staff level were not made aware of total picture of business strategy at the department level to help better understand the needs and benefits for their assigned projects.



*Figure 45. Perception difference on Awareness in terms of articulating among executive/director, department manager and staff levels*

In conclusion, there is significant difference of perception on Awareness in terms of *articulating among* the executives, director, department managers and staff, with significant value of 0.05. The HO is therefore rejected and H1 is accepted

Statistically based on ANOVA test, it could be summarized as follows:

- Awareness -Researching: significant difference. . Significant value = 0.149.
- Awareness -Idea generating: no difference. Significant value = 0.153.
- Awareness -Common understanding: significant difference. Significant value =0.007.
- Awareness –articulating: no difference. Significant value = 0.239.

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Findings from the interviews reveal that there was difference in the practices and approaches of Awareness creation for Executive/Director, Department Manager and Staff.

| Current practices                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executive/Director                                                                                                                                                                                                                                                                                                          | Department Manager                                                                                                                                                                                                                                                                                                                                                                               | Staff                                                                                                                                                                                                                                                                     |
| Awareness - Researching                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                           |
| Strategy formulations required Executive/Director to conduct customer and market analysis.                                                                                                                                                                                                                                  | Research on technical software programs are done at project level                                                                                                                                                                                                                                                                                                                                | Research is done prior to doing task.<br>Frequent visits to the company intranet for updates                                                                                                                                                                              |
| Awareness - Idea generating                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                           |
| Ideas were generated at cross functional level, but at the company level was taken place among senior management.<br>Use of Microsoft office tools i.e., excel spreadsheet, lotus notes was prevalent among executives/directors while use of internationally accepted tools, such as SWOT, PDCA, Mind Mapping were varied. | Ideas were generated within his/her functions and most pertained to technical related matter e.g., software development.<br>Use of Microsoft office tools i.e., excel spreadsheet, and Lotus note were prevalent among department managers while use of internationally recognized tools, such as SWOT, PDCA, Mind mapping were varied or unsure how to them these tools relevant to their jobs. | Some staff felt comfortable with sharing ideas while others did not—this depends on their supervisor’s management style.<br>Use of excel spreadsheet was prevalent while unknown of the applications of SWOT, PDCA, mind mapping were likely present.                     |
| Awareness - Common understanding                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                           |
| Recognized that the marketplace was competitive that Human management and development was among key critical success factor.<br>Leveling of expectations among Executive/Directors took place bi-weekly.                                                                                                                    | Ad-hoc requests were critical and given priority.<br>“Can do everything” attitude was highly observable.<br>Viewed timeline was in reactive instead of proactive mode.                                                                                                                                                                                                                           | In the know about the company’s reputation and image, but common understanding about internal operations, mission, strategies, KPIs, HR practices were varied among employees.<br>Ad-hoc cases were more critical than normal projects and quick responses were expected. |
| Awareness – Articulating                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                           |
| Articulated organization contents (e.g., mission, strategies & HR practices) and                                                                                                                                                                                                                                            | Articulated and communicated technical information to the                                                                                                                                                                                                                                                                                                                                        | Perceived themselves as not having enough experience and business knowledge; while                                                                                                                                                                                        |

|                                                                                                                                    |                                     |                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------|
| on organization contexts issues such as the quality of the delivery of innovative products and services for the customers/clients. | customers/clients and subordinates. | being aware that they can deliver top-notch software program to the clients/customers. |
|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------|

**Perception difference of *Readiness in terms of energizing* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *energizing*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *energizing*.

Figure 46 shows that there is no significant difference of perception in terms of *energizing* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on all statements:

*“I am excited about the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices”.*

*“I don’t let myself become distracted when there are changes or evolution to the organization, ranging from the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices”.*

*“I energize and motivate my counterparts to take notice when I see cases of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration in our workplace”.*

*“I conduct a quick study on what is possible on the innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

Therefore, there is high degree of consistency at all employee levels in the perception of Readiness in terms of *energizing*. Specifically, the executive/ director level perceived a higher degree of *energizing* within the organization as compared with the manager and staff level. The interviews reveal that employees, regardless of levels in the organization, were most excited about working in the organization when they were given the opportunities to accomplish new projects, to meet customer requirements, such as software programs and solving technical problems. Furthermore, there were varied practices among executives/directors and department managers on how they motivate their counterparts and subordinates to take notice of innovative products and services. Some interviewees from staff level mentioned that their superiors sometimes shared with them some articles pertaining to new technologies.

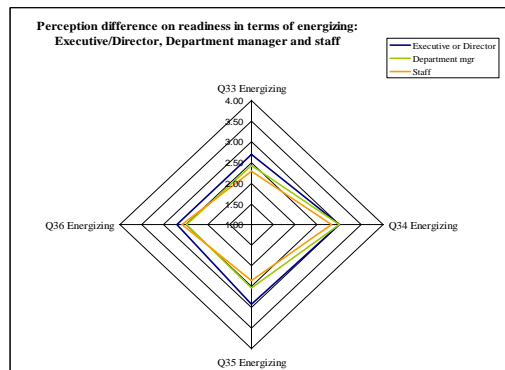


Figure 46. Perception difference on Readiness in terms of energizing among executive/director, department manager and staff levels

In conclusion, there is significant difference of perception on Readiness in terms of *energizing* among the executives, director, department managers and staff, with sig.value of 0.048. The HO is therefore rejected and H1 is accepted

### **Perception difference of Readiness in terms of action taking among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *action taking*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *action taking*.

Figure 47 shows that there is no significant difference of perception of *action taking* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on three statements:

*“When appropriate, I take actions immediately after I am informed of the organization vision, mission, strategy, KPIs, work processes, and HR practices”.*

*“I network with external organizations/institution to broaden perspective and sharpen and sharpen my knowledge and skills e.g., Professional associations for enhancing the organization vision, mission, strategy, structure, KPIs, work processes, and HR practices”.*

*“The external networks that my counterparts and I have associated with benefited the organization’s current conditions on innovative product &*

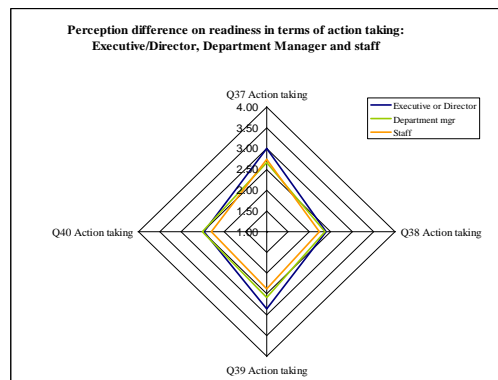


*services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

Therefore, there is high degree of consistency at all employee levels in the perception of Readiness in terms of action taking. Specifically, the executive/ director level perceived a higher degree of action within the organization as compared with the manager and staff level. The interviews reveal that all levels networked with friends and classmates from school where they studied and/or with organizations they were formerly affiliated with. Additionally, the interviewees responded that they tended to spend more time on networking or associating with internal teams, which were aimed at getting technical advices from those who were more experienced in technical and management skills. The following statement indicated a significant difference between executive or director, department manager and staff level:

*“I plan and determine what additional actions are required to support the current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

The interviews from the staff reveal that they focused on executing jobs assigned by their superiors except when they had to re-prioritize other tasks upon request of the same. The Executive/director and department managers were responsible for managing teams and projects, ensuring products and services were completed on time, and to identify new products and service opportunities.



*Figure 47. Perception difference on Readiness in terms of action taking among executive/director, department manager and staff levels*

In conclusion, there is no significant difference of perception on Readiness in terms of *action taking* among the executives, director, department managers and staff, with significant value of 0.049. The HO is therefore rejected and H1 is accepted

**Perception difference of *Readiness in terms of sustaining* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on *Readiness in terms of sustaining*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on *Readiness in terms of sustaining*.

Figure 48 shows that there is no significant difference of perception of *sustaining among* the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on three statements:

*“I maintain high working standards to support the organization vision, mission, strategy, KPIs, work processes, structure and HR practices”.*

*“I ensure the disciplines of predetermined actions to support the organization vision, mission, strategy, structure KPIs, work processes and HR practices”.*

*“The current environment of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration are partly the results of my high working standard”.*

Therefore, there is high degree of consistency at all employee levels in the perception of *Readiness in terms of sustaining*. Specifically, the executive/ director level perceived a higher degree of *sustaining* practiced within the organization as compared with the manager and staff level. The interviews reveal that high working standards were measured against customer’s feedback. Software developers or programmers consider the customer’s specifications in developing any advanced/sophisticated software program. Furthermore, software developer or programmers were to assure zero critical failure/mistake before a handover to the customer. The following statement indicated significant differences between executive pr director, department manager and staff level:

*“The current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration are the results of my individual and my group’s disciplines to make them happen”.*

The interviews reveal the need for management and discipline in the setting and meeting of deadlines. Software developers or programmers were fully aware of the expectations; however, ad-hoc cases and/or requests from internal counterparts were adversely affecting the ability to meet the deadlines as required by the customer.

The department managers being fully aware of the importance of the customer’s timelines utilized an internal web-based tracking tool to monitor the status of software

program projects. They then determined whether or not a follow-up team meeting is necessary. Furthermore, the specialists/staff also revealed that their experience in work prioritization differs with that of the department managers. Specialists/staff expected the department managers to demonstrate this skill and to help them set the priority of different software programs they must complete to meet the customer's timelines.

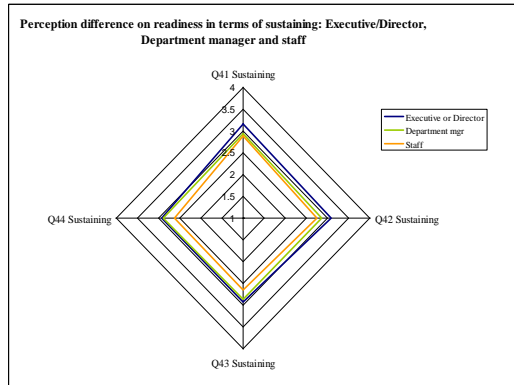


Figure 48. Perception difference on Readiness in terms of sustaining among executive/director, department manager and staff levels

In conclusion, there is a significant difference of perception on Readiness in terms of *sustaining* among the executives, director, department managers and staff, with significant value of 0.022. The HO is therefore rejected and H1 is accepted.

### **Perception difference of Readiness in terms of benchmarking among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *benchmarking*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *benchmarking*.

Figure 49 shows that there is a significant difference in the perception of *benchmarking* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on two statements:

*"I am satisfied with the current organization vision, mission, strategy, KPIs, work processes, structure and HR practices and accomplish my tasks and deliver results at the minimum expectations".*

*“I compare the current conditions of innovative product & services, empowerment of people, a culture of quality, communication and internal & external collaboration to other organizations for the purpose of identifying key opportunities for improvement and change”.*

Therefore, there is moderate degree of inconsistency at all employee levels in the perception of Engagement in terms of benchmarking. Specifically, the executive/director level perceived a higher degree of benchmarking within the organization as compared to the manager and staff level. The interviews reveal differences in the respondents’ level of satisfaction on the current conditions and quality of their work output. At the personal level, respondents felt the need to balance work and personal life, such as not having to work overtime. At professional level, respondents took pride in the growth of the organization knowing that they contributed to its progress. They also identified key opportunities for improvement such as the need to standardize the consultation processes. The following statements reveal no significant differences of the level of perception between executive or director, department manager and staff level:

*“I have desires for going beyond minimum expectations and ask my counterparts to show me how they succeed and excel to which enrich the organization vision, mission, strategy, structure, KPIs, work processes and HR practices to increase competitive advantage”.*

*“I am satisfied with the current conditions of the organization in terms of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

The interview reveal that each individual department operated independently from one another and took care of specific customers, ranging from securities, insurance, mobile phone to IT consulting business. However, customer satisfaction in the delivery of products and services was not monitored. Nevertheless, each department recognized that the ability of the company to deliver products and services like consultation were the most critical element for long-term brand building. Additional findings reveal that there is an inadequate sharing of resources and expertise internally and that the company should consider elevating technical skills and business knowledge together with the standardization of the consultation practices across the different departments.

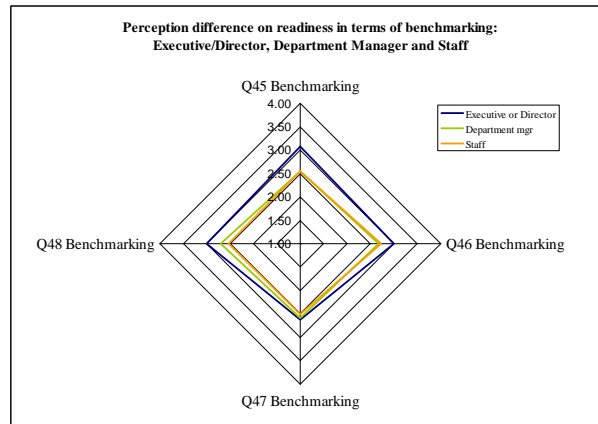


Figure 49. Perception difference on Readiness in terms of benchmarking among executive/director, department manager and staff levels

In conclusion, there is a significant difference of perception on Readiness in terms of *benchmarking* among the executives, director, department managers and staff, with significant value of 0.048. The HO is therefore rejected and H1 is accepted

Statistically based on ANOVA test, it could be summarized as follows:

- Readiness– Energizing: significant difference. . Significant value = 0.048.
- Readiness-Action taking: no significant difference. Significant value = 0.149.
- Readiness– Sustaining: significant difference. Significant value = 0.022.
- Readiness-Benchmarking: significant difference. Significant value = 0.048.

Findings based on the interviews show that there was difference in the frequency of practices and approaches on how executive/director, department manager increased Readiness for organization contents and contexts.

| Current Practices                                                                                      |                                                                                                 |                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Executive/Director                                                                                     | Department Manager                                                                              | Staff                                                                                                                             |
| Readiness - Energizing                                                                                 |                                                                                                 |                                                                                                                                   |
| Focused on differentiating products and services from the competitors--as way of motivating employees. | Willing to work long hours to meet deadlines.<br>Shared technical experience with subordinates. | Willing to working long hours with and without requests from superior.<br>Helped peers to complete if skills sets were compatible |
| Readiness - Action taking                                                                              |                                                                                                 |                                                                                                                                   |
| Executive/Director of functional team did the                                                          | Networked with friends from colleagues or former                                                | Placed the emphasis on executions or getting things                                                                               |

|                                                                                                                          |                                                                                                                                   |                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| planning for his/her teams.                                                                                              | companies/organization for some technical knowledge while networking outside industry was rare.                                   | done within timely manner.                                                         |
| <b>Readiness - Sustaining</b>                                                                                            |                                                                                                                                   |                                                                                    |
| Financially planned for employee training program and internal employee surveys.                                         | Promoted discipline to get things done, using internal tracking tools and follow-up meeting with subordinates.                    | Staff members were empowered to do things, but had difficulties meeting deadlines. |
| <b>Readiness - Benchmarking</b>                                                                                          |                                                                                                                                   |                                                                                    |
| CEO/COO and several Executives were from ex-multinational firms and continued membership in their professional networks. | Dependent on customer's feedback/inputs when things went wrong while benchmarking with world-class software programs was unclear. | Recognized that benchmarking was important for technology related matters.         |

**Perception difference of *Engagement in terms of collaborating* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *collaborating*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Readiness in terms of *collaborating*.

Figure 50 shows that there is no significant difference of perception of *collaborating* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on two statements:

*“The organization’s collaborative working environment results in the current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

*“Collective involvement of individual members and groups results in the current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

Therefore, there is high degree of consistency at all employee levels in the perception of Engagement in terms of collaborating. Specifically, the executive/ director level perceived a higher degree of collaboration within the organization as compared with the manager and staff levels. The interviews reveal that the current work environment was perceived to be friendly, much like a brother-sister environment where everyone

helps out each other. This work environment is observable in all departments (e.g., securities, insurance, mobile phone and IT business consulting) and is concretized by several practices such as birthday gifts, shared food and/or snacks during work hours; and engaging in conversations dealing with personal matters. The following statements indicated having significant differences between executive or director, department manager and staff level:

*“I consult with my counterparts about operational goals to ensure they align and support the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

*“I involve my counterparts on what I wish to accomplish and succeed to which serve the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

The interviews reveal that the executive/ director and department managers observe different consultation practices and policies whether it be on a one-on-one basis or through the use of technology such as email, mobile phone or internal chat/MSN. Respondents preferred regularly scheduled personal meetings.

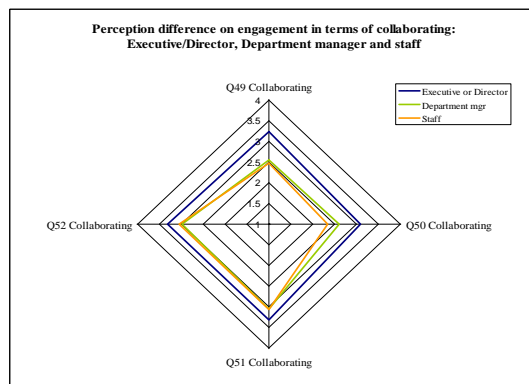


Figure 50. Perception difference on Engagement in terms of collaborating among executive/director, department manager and staff levels

In conclusion, there is a significant difference of perception on Engagement in terms of *collaborating* among the executives, director, department managers and staff, with significant value of 0.004. The HO is therefore rejected and H1 is accepted

### **Perception difference of *Engagement in terms of empowering* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Engagement in terms of *empowering*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Engagement in terms of *empowering*.

Figure 51 shows that there is a significant difference of perception of *empowering* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on all four statements :

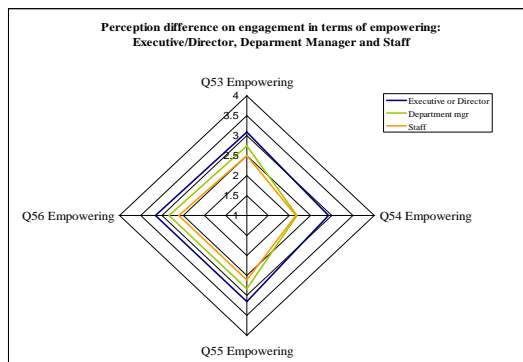
*“I am empowered to set my goals as long as they are aligned with organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

*“I go ahead establishing new projects together with my counterparts that add value to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices without supervision from my superior/boss”.*

*“Empowered teams contribute to the current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

*“The current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration are discussed with my superior prior to making decision”.*

Therefore, there is high degree of inconsistency at all employee levels in the perception of Engagement in terms of empowering specifically, the executive/ director level perceived a higher degree of empowering within the organization as compared with the manager and staff level. The interviews reveal differences staff is usually empowered to make decisions, regarding work priorities. Staff usually relies on the decisions of superiors on work priorities needing attention.





*Figure 51. Perception difference on Engagement in terms of empowering among executive/director, department manager and staff levels*

In conclusion, there is a significant difference of perception on Engagement in terms of *empowering* among the executives, director, department managers and staff, with significant value of 0.000. The HO is therefore rejected and H1 is accepted.

Perception difference of *Engagement in terms of enhancing* among the executive/director, department manager and staff levels.

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Engagement in terms of *enhancing*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Engagement in terms of *enhancing*.

Figure 52 shows that there is a significant difference of perception of *enhancing* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on three statements and one statement with no significant difference. The followings statements obtained a significant difference:

*“I establish a standard operations procedure (S.O.P) without instructions from my superior/boss for the purpose of supporting the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

*“I educate my counterparts to help increase their performance that add value to the organization vision, mission, strategy, structure, KPIs, work processes and HR practices”.*

*“I demonstrate my appreciation to my counterparts when they support the development or delivery of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration”.*

The following statement obtained significant difference:

*“The current conditions of innovative products & services, empowerment of people, a culture of quality, communication and internal & external collaboration are partly the results of peer education”.*

Therefore, there is moderate degree of consistency at all employee levels in the perception of Engagement in terms of enhancing. Specifically, the executive/ director level perceived a higher degree of enhancing within the organization as compared with the manager and staff level. The interviews reveal that enhancing is positively influenced by clear and timely communication on goals through the establishment

standard operation procedures and policies that allow them space to creatively work on their tasks. Furthermore, the interviews reveal that informal education/coaching takes place between superiors and subordinates and cross functional/departmental meetings among employees within the same level in the organization.

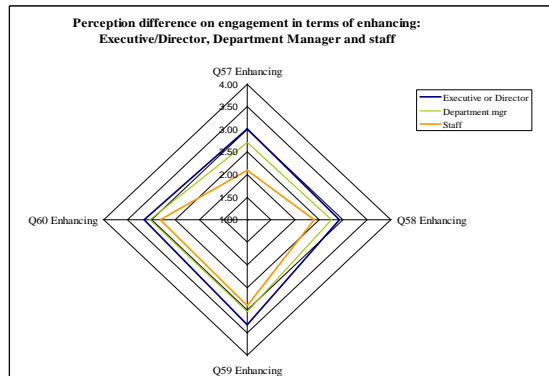


Figure 52. Perception difference on Engagement in terms of enhancing among executive/director, department manager and staff levels

In conclusion, there is a significant difference of perception on Engagement in terms of enhancing among the executives, director, department managers and staff, with significant value of 0.000. The HO is therefore rejected and H1 is accepted

### **Perception difference of *Engagement in terms of self-managing* among the executive/director, department manager and staff levels**

HO: There is no significant difference of perception among the executive/director, department manager and staff levels on Engagement in terms of *self-management*.

H1: There is a significant difference of perception among the executive/director, department manager and staff levels on Engagement in terms of *self-management*.

Figure 52 shows that there is no significant difference of perception of *self-management* among the executive/director, department manager, and staff based on ANOVA test results of P value (Sig) greater than 0.05 based on three statements:

*“I willingly involve counterparts to join my projects to support the organization vision, mission, structure, KPIs, work processes and HR practices”.*

*“My counterparts and I constantly review “what if” scenarios and in doing so, contribute positively to the current conditions of innovative*

*“My counterparts and I participate in different projects to improve and enrich the conditions of innovative product & services, empowerment of people, culture of quality, communication and internal & external collaboration”.*

The following statements indicated a significant difference of the level of perception based on ANOVA results of P values (Sig.) less than 0.05.

*“I review with my counterparts the organization vision, mission, strategy, structure, KPIs, work processes and HR practices without involvement/supervision of my superior/boss to further identify “What Ifs/What else” before determining specific sets of operational goals and actions”.*

The interviews reveal that “what if” scenarios useful in the development of software programs is utilized in various ways during fiscal business planning sessions and discussions on the selection of technology features for product development.

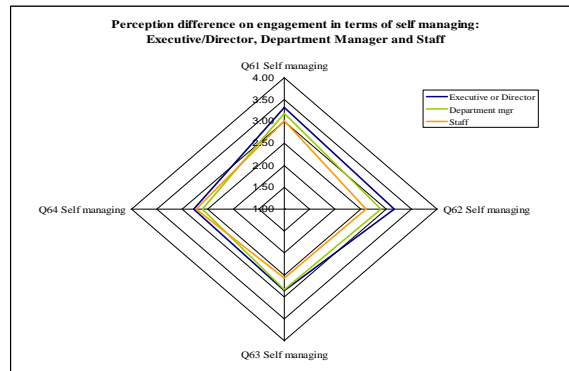


Figure 53. Perception difference on Engagement in terms of self managing among executive/director, department manager and staff levels

In conclusion, there is a significant difference of perception of *self-management* among the executives, director, department managers and staff, with significant value of 0.05. The HO is therefore rejected and H1 is accepted. Statistically based on ANOVA test, it could be summarized as follows:

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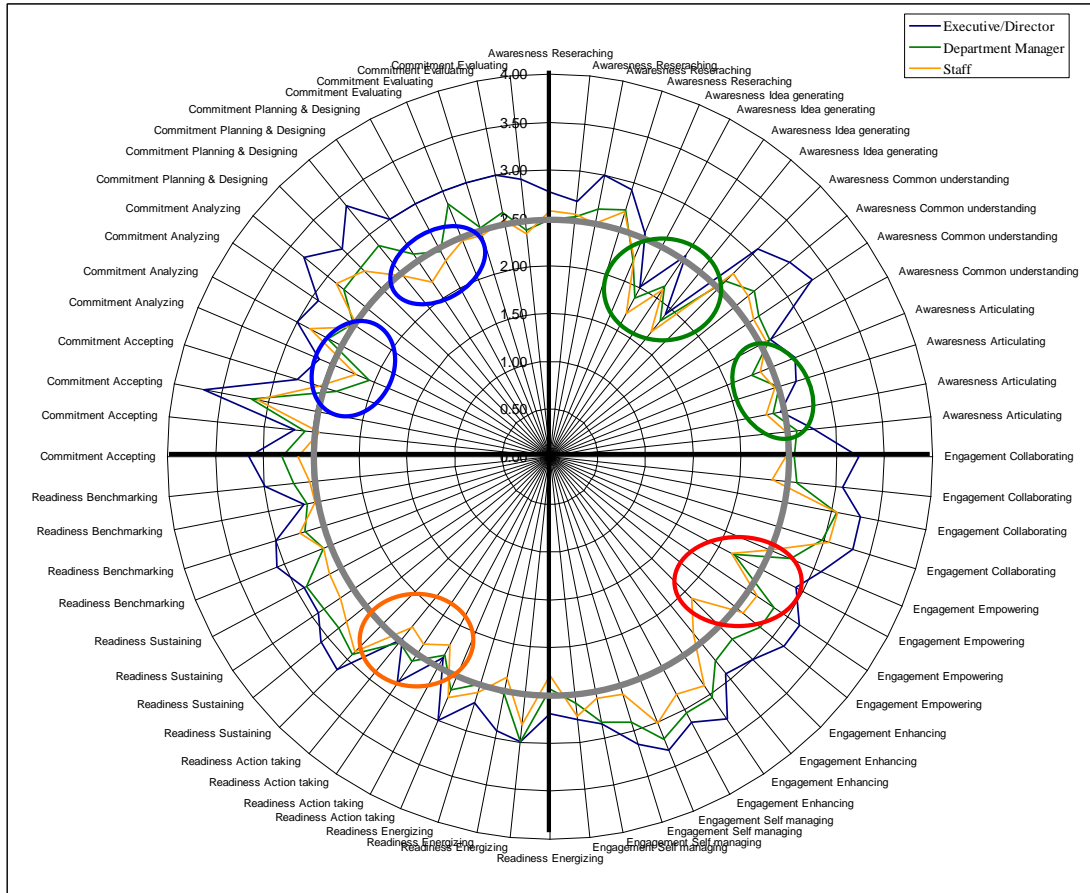
- Engagement–Collaborating: significant difference. Significant value =as 0.004.
- Engagement–Empowering: significant difference. Significant value = 0.000.
- Engagement–Enhancing: significant difference.. Significant value = 0.000.
- Engagement–Self-managing: significant difference. Significant value = 0.033.

Findings based on the interviews, there is a significant difference in the frequency of practices and approaches that executive or director, department manager employ to increase Engagement for organization contents and contexts.

| Executive/Director                                                                                                                                                                 | Department Manager                                                                                                                                                                        | Staff                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Engagement - Collaborating</b>                                                                                                                                                  |                                                                                                                                                                                           |                                                                                                                                                        |
| Facilitated cross functional leads/executives/directors to identify opportunities for growth.                                                                                      | Promoted brother/sister environment.                                                                                                                                                      | Brother/sister was perceived as collaborative work environment where everyone feels a strong sense of belonging                                        |
| <b>Engagement - Empowering</b>                                                                                                                                                     |                                                                                                                                                                                           |                                                                                                                                                        |
| Expected deliverables from direct report or teams while coaching on how to get things done.                                                                                        | Promoted personal relationship to gain truth and respects.<br>Feel responsible for getting the projects done.                                                                             | Staff is empowered within a scope of their tasks/job/project.<br>Empowerment was perceived to be limited due to the cultural influence on “hierarchy”. |
| <b>Engagement - Enhancing</b>                                                                                                                                                      |                                                                                                                                                                                           |                                                                                                                                                        |
| Allocated budgets for in-house training, most of which were used for technical skills building.                                                                                    | One-on-one coaching/on-job training was varied.<br>Communication on goals was varied.<br>Verbal compliments when staff did good works.                                                    | Peer education/best practice sharing was present, but varied among departments.                                                                        |
| Allocated budgets for in-house training, most of which aimed at technical skills building.                                                                                         | One-on-one coaching/on-job training was varied.<br>Communication on goals was varied.<br>Verbal compliments when staff did good works.                                                    | Peer education/best practice sharing was present, but varied among departments.                                                                        |
| <b>Engagement - Self-managing</b>                                                                                                                                                  |                                                                                                                                                                                           |                                                                                                                                                        |
| Involved in fiscal year plan/strategy with senior management and exercised “what if” on case by case basis and informally reviewed organization contents e.g., vision and mission. | Created departmental plan to support fiscal year plan/strategy, but the linkage to total business plan not clear<br>Willingness to involve counterparts from cross function was not clear | “I-can-help-you” attitudes were highly observable.                                                                                                     |

**The combined results on perception differences of C.A.R.E: Executive/Director, Department manager and staff**

Figure 54 illustrates differences of perception in terms of CARE. The colored circles (e.g., green, blue, yellow and red) highlight areas where statistical results indicated <2.50 arbitrary levels from the Likert scale. These are focus areas where OD interventions are necessary to improve the conditions and/or situations of Commitment, Awareness, Readiness and Engagement for staff level.



*Figure 54. Combined results on the perception differences in terms of C.A.R.E: Executive/Director, Department management and staff levels*

In summary, there was difference on the levels of perception of Commitment, Awareness, Readiness and Engagement (C.A.R.E) between Executive/Director, Department Manager and staff.

Commitment in terms of planning & designing was found to have highest degree of inconsistency between Executive/Director and Department Managers and Staff. Department management and staff perceived that planning & designing was less important. Furthermore, analyzing was found to have highest degree of consistency at all employee levels.

Awareness in terms of idea generating was found to have highest degree of consistency at all employee levels. There is a positive perception difference between Executive/Director, Department manager and Staff for common understanding. This means that all employee levels experience a high degree of common understanding in the workplace.

Readiness in terms of action taking was found to have highest degree of consistency at all employee levels. There is also a positive perception difference in benchmarking and sustaining.

Department and Staff perceived that they were not empowered while Executive/Director level perceived that it was important to empower employees. There was positive perception difference in terms of collaborating and self managing where all employee levels perceived that collaborating was important to them.

### **Correlation on the levels of perception of C.A.R.E to Organization contents and contexts: Executive/Director, Department manager and staff levels**

The Table 5 below illustrates the correlation on levels of perception of organization spirituality at Executive/Director, Department manager and staff levels

| Executive/Director level |                 |       |
|--------------------------|-----------------|-------|
| Main variables           | Correlation (y) | P     |
| Commitment               | 0.971**         | 0.000 |
| Awareness                | 0.967**         | 0.000 |
| Readiness                | 0.926**         | 0.000 |
| Engagement               | 0.979**         | 0.000 |
| Department manager       |                 |       |
| Main variables           | Correlation (y) | P     |
| Commitment               | 0.824**         | 0.000 |
| Awareness                | 0.803**         | 0.000 |
| Readiness                | 0.795**         | 0.000 |
| Engagement               | 0.780**         | 0.000 |
| Staff                    |                 |       |
| Main variables           | Correlation (y) | P     |
| Commitment               | 0.861**         | 0.000 |
| Awareness                | 0.886**         | 0.000 |
| Readiness                | 0.914**         | 0.000 |
| Engagement               | 0.827**         | 0.000 |

Note: \*\* = Significant statistically important level

Among the executives or directors, there was positive correlation in the levels of perception of Organization Spirituality in terms of C.A.R.E. When examining each main variable specifically, it was found that Engagement had highest  $y$  value of 0.979, followed by Commitment ( $y = 0.971$ ), then Awareness ( $y = 0.967$ ) and Readiness ( $y = 0.926$ ). Among department managers, there was positive correlation in the levels of perception of Organization Spirituality in terms of C.A.R.E. Commitment obtained the highest  $y$  value of 0.824, Awareness ( $y = 0.803$ ), Readiness ( $y = 0.795$ ), and Engagement ( $y = 0.780$ ). Among staff, there was positive correlation in the levels of perception of Organization Spirituality in terms of C.A.R.E. Readiness obtained the highest  $y$  value of 0.914, followed by Awareness ( $y = 0.886$ ), Commitment ( $y = 0.861$ ); and Engagement ( $y = 0.827$ ). The results also showed positive correlation between organization contents and contexts of the total  $Y$  values of 0.915\*\*.

#### **Commitment to organization contents in relation to organization contexts**

- Commitment in terms of accepting:  $y = 0.477^{**}$  = moderate positive moderate correlation between organization contents and contexts.
- Commitment in terms of analyzing:  $y = 0.638^{**}$  = moderate positive moderate correlation
- Commitment in terms of planning & designing:  $y = 0.513^{**}$  = moderate positive moderate correlation
- Commitment in terms of evaluating:  $y = 0.716^{**}$  = high positive correlation.

#### **Awareness of organization contents in relation to organization contexts**

- Awareness in terms of researching:  $y = 0.541^{**}$  = moderate positive correlation between organization contents and contexts.
- Awareness in terms of idea generating:  $y = 0.788^{**}$  = high positive correlation
- Awareness in terms of common understanding:  $y = 0.500^{**}$  moderate positive correlation
- Awareness in terms of articulating:  $y = 0.721^{**}$  = high positive correlation

#### **Readiness for organization contents in relation to organization contexts**

- Readiness in terms of energizing:  $y = 0.494^{**}$  = moderate positive correlation between organization contents and contexts.
- Readiness in terms of action taking:  $y = 0.676^{**}$  = moderate positive correlation
- Readiness in terms of sustaining:  $y = 0.529^{**}$  = moderate positive correlation
- Readiness in terms of benchmarking:  $y = 0.598^{**}$  = moderate positive

**Engagement to organization contents in relation to organization contexts**

- Engagement in terms of collaborating:  $y = 0.687$  = moderate positive correlation between organization contents and contexts.
- Engagement in terms of empowering:  $y = 0.565^{**}$  = moderate positive correlation
- Engagement in terms of enhancing:  $y = 0.428^{**}$  = moderate positive correlation
- Engagement in terms of self managing:  $y = 0.454^{**}$  = moderate positive correlation

In summary, results showed that there was strong correlation ( $y$ ) in the levels of perception organization spirituality in terms of CARE among executives, directors, department managers and staff. The hypothesis (HO) was rejected and the hypothesis (H1) was accepted. The high positive correlations suggested that the content and context of CARE characteristics were closely linked and inseparable. It was noted that when a survey respondent assigned a low rating to a context question (e.g. Engagement dimension with sub-variable Empowering), he/she also assigned a low rating to the corresponding content question to that sub-variable Empowering. Thus, content and context issues mutually complement each other and as such must be considered and treated as inseparable concerns in the formulation of ODT interventions.



## Summary of Quantitative Data

**Demographic profile:** The majority of respondents were Thai female, 21-30 years of age. Thai nationality was the majority. The majority attained Bachelor degree. Staff was the majority participating in the study

### Perceived levels

| Main variables | Executive/Director |      |     | Ranking | Main variables | All employees |      |     | Ranking |
|----------------|--------------------|------|-----|---------|----------------|---------------|------|-----|---------|
|                | M                  | S.D. | QR  |         |                | M             | S.D. | QR  |         |
| Commitment     | 3.03               | 0.58 | OFT | 2       | Commitment     | 2.58          | 0.42 | OFT | 3       |
| Awareness      | 2.71               | 0.65 | SLD | 4       | Awareness      | 2.41          | 0.43 | SLD | 4       |
| Readiness      | 2.86               | 0.66 | OFT | 3       | Readiness      | 2.59          | 0.42 | OFT | 2       |
| Engagement     | 3.11               | 0.58 | OFT | 1       | Engagement     | 2.68          | 0.43 | OFT | 1       |

| Main variables | Department Manager |      |     | Ranking | Main variables | Staff |      |     | Ranking |
|----------------|--------------------|------|-----|---------|----------------|-------|------|-----|---------|
|                | M                  | S.D. | QR  |         |                | M     | S.D. | QR  |         |
| Commitment     | 2.61               | 0.32 | OFT | 3       | Commitment     | 2.53  | 0.41 | OFT | 3       |
| Awareness      | 2.42               | 0.29 | SLD | 4       | Awareness      | 2.39  | 0.43 | SLD | 4       |
| Readiness      | 2.63               | 0.35 | OFT | 2       | Readiness      | 2.55  | 0.42 | OFT | 2       |
| Engagement     | 2.80               | 0.34 | OFT | 1       | Engagement     | 2.61  | 0.37 | OFT | 1       |

*Comparing the rankings of the levels of perception derived from the above table together with their corresponding descriptive details of CARE combining both organization contents and context implies that Engagement (collaborating, empowering, enhancing, self-management) which is ranked first (perceived by the brother-sister environment) contributes most to the level of Organization Spirituality and the alignment of the Organization context and content that enables growth by learning teams and collaboration for the delivery of service and targets. Engagement and involvement are terms that are often used interchangeably (Robbins, 2001) to describe a participative process that enables full capacity of employees and is designed to increase the level of Commitment to the organization. The presence of employee Engagement and involvement increase employee morale, motivation, productivity and satisfaction.*

On the other hand, Awareness (researching, idea generation, common understanding, articulating) which is ranked least (4) by all the members of the organization. This

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implies that the gap in the level of perception of the different members of the organization lies in the fact that they are entrusted with different responsibilities focusing on specific role delivery in the organization. The level of Awareness was also depended on the level of their authority and access to different information in the organization.

|            | Executive Director                                                                                                                                                                                           | Dept Manager                                                                                                                                                                                                                                                        | Staff                                                                                                                                                                                                                                                                                                             | All employees |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Commitment | 2<br>Business planning, with emphasis on budget planning and resource allocation were the main focuses and perceived to have effectively increase employee's Commitment, Awareness, Readiness and Engagement | 3<br>Work processes and KPIs were reviewed or monitored. Team structure and/or line of reporting influenced department manager's performance and Commitment— confusion on priority was present, effecting productivity. Unspoken stress & frustration were present. | 3<br>Focused on tasks and executions of works/projects Team structure and/or line of reporting influenced individual performance and Commitment— confusion on priority was present effecting productivity. Viewed the organization as an extension education to expand technical skills for software programming. | 3             |
| Awareness  | 4<br>Communicated high-level information e.g., financial performance, new products and services.                                                                                                             | 4<br>Focused on technical knowledge when managing subordinates.                                                                                                                                                                                                     | 4<br>Viewed Awareness as both technical and business knowledge                                                                                                                                                                                                                                                    | 4             |
| Readiness  | 3<br>Demonstrated sense of ownership to growing/driving                                                                                                                                                      | 2<br>Comfortable with technical areas while among                                                                                                                                                                                                                   | 2<br>Viewed business knowledge and skills e.g.,                                                                                                                                                                                                                                                                   | 2             |

|            |                                                                                                                                                            |                                                                                                                   |                                                                                                                   |   |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---|
|            | business and organization was presence.                                                                                                                    | managers demonstrated varied competencies of people & organization skills.                                        | negotiation, customer handing processes were important for successful software programming                        |   |
| Engagement | 1<br>Experienced varying degree of Engagement of cross functional teams/business units—giving priority to his/her own business unit/function was presence. | 1<br>Brother-Sister environment was strongly demonstrated—informal culture. Hand-on type of mangers was presence. | 1<br>Brother-Sister environment was strongly demonstrated—informal culture. Hand-on type of mangers was presence. | 1 |

### Summary of Qualitative Data

Factors that contribute significantly to Organization Spirituality: Based on open-ended questions in the questionnaire & Interview Data. This section discusses factors that contribute significantly to the Organization Spirituality with its four dimension-C.A.R.E. The quotations were taken from the responses of 92 respondents to open-ended questions in the on-line questionnaire and interviews about their best and worse experiences at the workplace. These responses were mapped in a diagnostic grid as illustrated in the Figure 55 for the researcher to examine and categorize the key positive strengths issues and potential dysfunctions. Two symbols (e.g., happy for positive experiences and unhappy faces- for negative experiences) were used to symbolize the frequency of the responses.

The diagnostic grid also qualitatively maps out the experience of the respondents in terms of C.A.R.E, either in the area of Organization content or of Organization contexts. The colored circles (e.g., green, blue, yellow and red) are used to enhance the understanding, interpretation and assessment of the areas of best and worse experience, utilizing the C.A.R.E model. The circles in solid colors mean the degree of which either best or worse experiences were strongly experienced by employees. The dotted circles mean the degree of which either best or worse experiences were moderately experienced by employees.

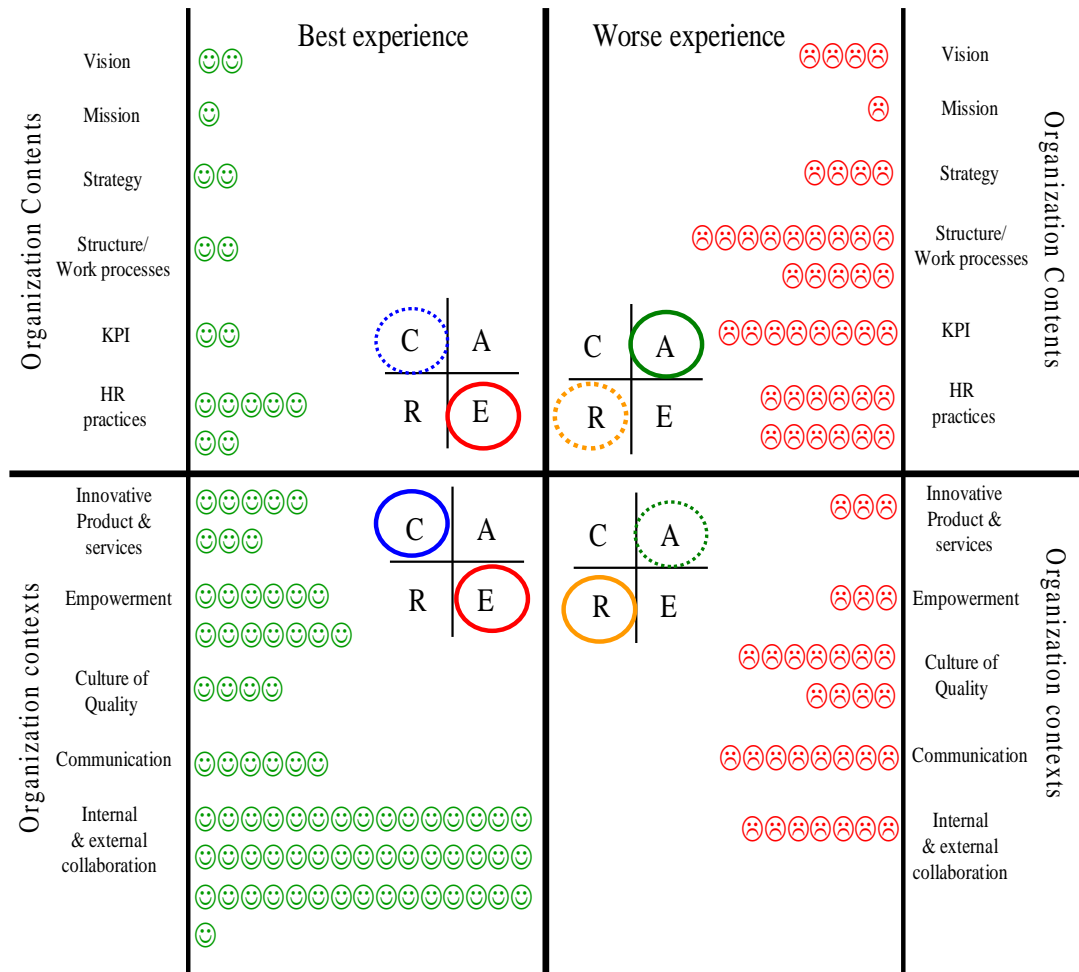


Figure 55. Diagnostic grid on best & worse experience of C.A.R.E

The following are sample responses from the open-ended questions in the questionnaire & interview:

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| Best experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Worse experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“Getting recognition on my work and contribution; and the ability to use my knowledge to create a solution that benefits my colleagues and company”.</p>                                                                                                                                                                                                                                                                                                                                                  | <p>“Sometime I find myself not in agreement with the ideas of my colleagues and superiors , although eventually , we can also reach a compromise . Another worse experience is the feeling of being under pressure in the workplace.</p>                                                                                                                                                                                                                                                                                                                     |
| <p>“Be member of the organization/company. I am aware of the actual teamwork when sometimes I may not always be right.<br/>– I have a chance to share ideas while gaining more work experience. With this, I work to achieve personal goals. There are various company activities that promote team building. Additionally, the company provides employment’s benefits both for employees and families of employees. I am happy at work everyday because my house is located very close to the office.”.</p> | <p>“My worst time was when I was bombarded with much works and I missed many deadlines. While I tried to meet the deadlines, there were many other different priorities/urgent requests; everyone seemed demanding and wanted their inquires to be prioritized without caring if I could handle them or not. Some works required careful thinking and concentration; it was impossible to finish everything in one go. This makes me wonder if they see me as a “human being”, or as a “machine”. I want to them to understand everyone has limitations”</p> |
| <p><i>“I had a chance to be involved in a project that had the most team members or it was the largest product team I could ever recall. Nearly 80% of the project members were from front securities and back securities (15 products requiring 12 teams to accomplish). My project was for CGS. One day, there was the big problem caused by our team resulting in the delay and stoppage of project temporally in order for solving problems”.</i></p>                                                    | <p>“Solving technical problems for customers, although I realized it was the problem of misusing the programs. Problems get resolved quickly. However, we need to be cautious that not every part of system error is caused by our software. Sometimes, our customer just did not accept what caused the error”</p>                                                                                                                                                                                                                                          |
| <p>“A time when I made mistakes causing some customer dissatisfaction, my superior is still helped me out”</p>                                                                                                                                                                                                                                                                                                                                                                                               | <p>“Seemingly, the company focuses on more improving profitability than improving employees’ health/well being”.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><i>“Colleagues helping each other colleague both in work and personal matters. We can consult with one another like as if we were brothers and/or sisters”.</i></p>                                                                                                                                                                                                                                                                                                                                       | <p>“A time when working with some colleagues who demonstrated the attitude “it’s your job, not mine” and not offering assistance or support as we should”.</p>                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Working with people who share the updated knowledge, soft skills; and clearly explain the work assignment”.</p>                                                                                                                                                                                                                                                                                                                                                                                           | <p>“I made critical mistakes resulting in the loss of opportunity for the company, but in the end, we were able to resolve the issues”</p>                                                                                                                                                                                                                                                                                                                                                                                                                   |

To organization contents, respondents had best experiences with HR practices while other areas, such as KPI, vision, structure/work processes and strategy were inconsistent. On the contrary, some respondents did not have best experience with structure/work processes, HR practices and Key performance Indicators (KPIs). It can

be concluded that the organization did well in promoting employee Engagement and Commitment while there was the need for the organization to focus on creating an organizational Awareness so that employees know what goes on within the organization such as change of HR practices and involvement of new KPIs. Structure/work processes had tendency to limit employees to feel “ready” due to perceived high hierarchal structure.

To organizational contexts, respondents had best experiences with the organization, especially when given to chance to collaborate with both internal and external business counterparts. Empowerment and Innovative products and services were also frequently mentioned as best experience. It can be concluded that collaboration was the strongest part; it was the desired condition for workplace by most employees. On the contrary, employees did not have good experience with “culture of quality” due to number of ad-hoc projects they were expected to accomplish.

The results of the responses as reflected in the C.A.R.E map show that best/positive experiences with organization contents and organization contexts are ENGAGEMENT and COMMITMENT while the worst experiences were those related to AWARENESS and READINESS. These qualitative results matches the results obtained from the quantitative analysis of the data as seen from the preceding discussions contexts was present as having greater level of negative/worse experience as opposed to Awareness.

### **The Proposed Organization Development & Transformation model: S = 5 [C.A.R.E]**

Scharmer’s “Theory U” (2007) suggested that “when joining an organization or when becoming involved in an organizational change or transformation, individuals’ progress through stages including: reacting, restructuring, redesigning, reframing and regenerating”. Building on this concept and analyzing the qualitative and quantitative data from the research concludes that in adopting practices of organizational spirituality, organization members go through a journey where they, significantly, either adapted themselves and adopted the organization values or found that they were able to influence them in a satisfactory way or they left the organization. The research proposes the model S = 5 [C.A.R.E] which illustrates the personal journey or transition where the organization members move from the point of entry into the organization to the point where one begins to practice organizational spirituality as defined by the movement from : I-Am, I-Care, I-Can, I-Agree & I-Do (defined below). It aims at transformational change at the personal or individual level “SELF”. The framework also provides leaders, executives, managers and supervisors with the

## **Explanation of the Model**

First, the letter “S” means the core spirituality. The acronym C.A.R.E stands for Commitment, Awareness, Readiness and Engagement. C.A.R.E. timelessly embraces the core spirituality. The number “5” represents the different stages of transformation where each person journeys throughout one’s life experiences- both professionally and personally. These stages of transformation begin at core spirit/purpose, mindset, mental, and adapted values to adapted goals. Each of these stages is inseparable or is interconnected to one another. Whenever an individual moves through these five stages of total organizational spirituality; he/she is constantly interacting with self, group, organization, community and global village.

The total C.A.R.E is an ideal/desired condition. The journey (spiral) of the C.A.R.E begins at transformational change level and/or at inner self level, so called “Core spirit and purpose”. The “Purpose” is pre-conditioned by the core spirituality/spirit.

Operationally, core spirituality/spirit and/or purpose are the stages where an individual begins with “I AM”: the point where the individual reviews one’s existence or defines his/her present state as a fully spiritual individual. As the person realizes and increases appreciation of his/her being, he/she begins assessing one’s mindsets and develops a sense of becoming: “I CARE”. It is the proper setting in advancing right/positive attitude. It is the stage where individuals revitalize and determine what positively matters to them. The “I CARE” stage also allows the individuals to discern the levels of mindset competencies and to identify key barriers that may require recalibration and elevation. It is important to be honest and to articulate these matters before one proceeds through the journey.

The “I-CAN” stage that requires the individuals to go through a series of thinking skills where a person starts to believe that he/she can make a positive difference for self and others. When one attains the “I-CAN” level, the individuals may start making choices to adapt values (I-CHOOSE) and eventually act accordingly to one’s choices and set goals for themselves.

When one reaches the “I CAN” stage , a person has also reached the “surface of sea” or the “see level” where an individual start aligning self adapted values, mental, mindset and core spirit and/or purpose while fulfilling the expectations of others’ (family, organization members, community or the global community). At the surface or see/sea level, C.A.R.E becomes very much manifested in one’s behavior. The ability and capacity to practice C.A.R.E is determined by all elements below see/sea level.

At the organization level, C.A.R.E requires human capacity building strategies, such as: on-the-job training, professional development training programs, performance management and evaluation, among many others. These strategies will provide

organization members individuals the proper competencies and/or skills that are necessary for completing tasks. In the meantime, transition change program should also be considered, such as re-arrangement of teams or structure, change of team lead and creating and a new set of corporate strategies, etc.

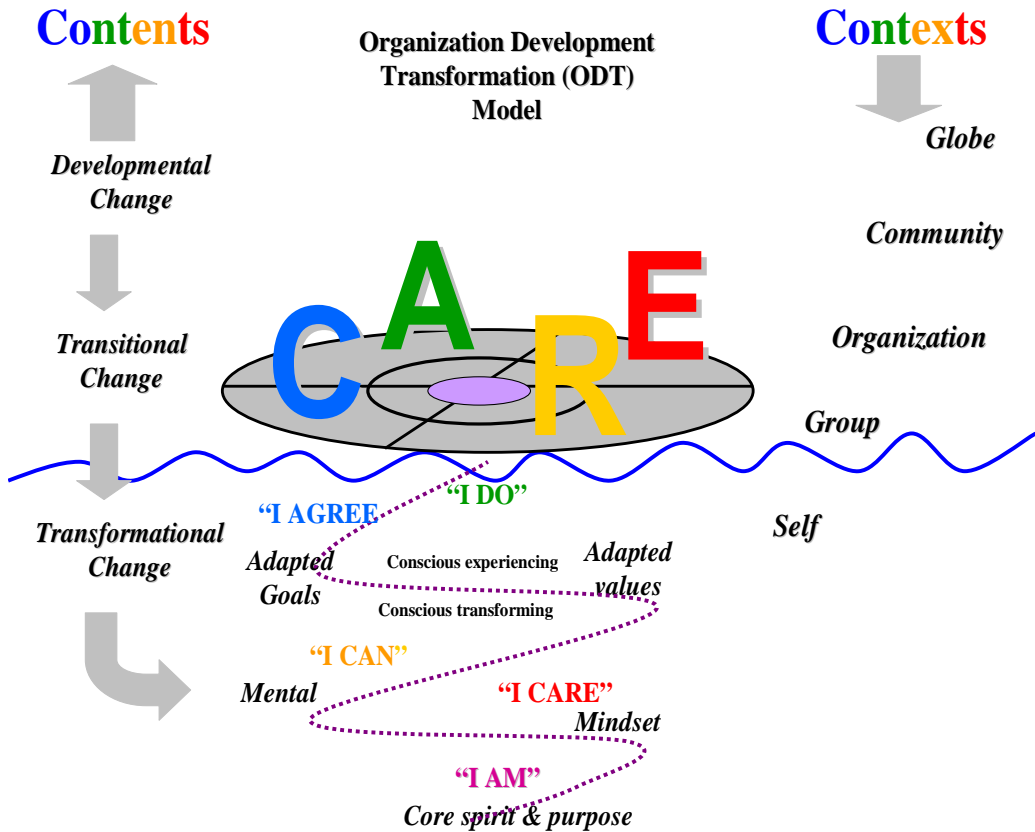


Figure 56. ODT model S = 5 [C.A.R.E]

In summary, C.A.R.E is not about skills development program. It is the movement to a desired condition requiring transformation change. Many organizations invest millions in skills developments and training programs yet they are unable to attract and retain talented employees. The organization is encouraged to respond positively and creatively nurture human core spirit by investing in creating organizations with high levels of organization spirituality characterized by C.A.R.E.



## Conclusions

The high correlations of the levels of perception of CARE reveal that Organization Spirituality is very evident in the company. The high correlation of the levels of perception of CARE variables and sub-variables reveal that Content and context issues mutually complement each other and as such must be considered and treated as inseparable concerns in the formulation of ODT interventions.

Members of the organization adapt to the practices of organizational spirituality as they go through a journey where they either significantly adapted themselves to the organizational contents and contexts or have influenced the organization in a satisfactory way. This is suggested by the data that shows that those at the executive/director levels (who composed 84% of the respondents and had been with the company for more than four years) obtained a higher degree of perception of organizational spirituality than the staff who has been employed in the company for lesser period of time.

Quantitative data analysis (mean, ANOVA and Pearson correlation) show that Engagement and Commitment obtained the highest level of perception of CARE and Awareness and Commitment obtained lesser values the levels of perception of CARE.

The results of the responses as reflected in the C.A.R.E map show that best/positive experiences with organization contents and organization contexts are ENGAGEMENT and COMMITMENT while worst experiences were those related to AWARENESS and READINESS. These qualitative results (from the open ended questions) matches the results obtained from the quantitative analysis of the data as seen from the preceding discussions contexts was present as having greater level of negative/worse experience as opposed to Awareness.

The proposed model is called the  $S = 5$  [C.A.R.E] model. It presents a journey that aims at transformational change level that takes place at the personal or individual level "SELF". It highlights the personal journey or transition where an organization member progresses from the point entry in the organization to the point of beginning to practice organizational spirituality by defining the following steps: I-Am, I-Care, I-Can, I-Agree & I-Do. The framework provides leaders, executives, managers and supervisors with the total spectrum and essence of what it takes for the organization to become fully C.A.R.E.

## Recommendations

*The research* proposes the following Organization Development Interventions (ODI) to effect a significant positive change in the levels of C.A.R.E in the organization.

## **Executive/Director Level**

### Commitment

Organization contents:

- Develop/ consolidate the company core values to create an integrated culture and organization identity and communicate.
- Consider flattening the organization structure to create integrative and flexible forms (such as process-based, project based and network-based).
- Formulate total HRD strategy e.g., succession development (as opposed to succession planning), 360 degree feedback)

Organization contexts:

- Communicate balance scorecard (outcomes) quarterly via email and follow-up by an all-employee meeting.
- Internal/external search for highly talented employees who are keen in business skills.

### Awareness

Organization contents:

- Strategy formulation embracing both internal (e.g., financial performance, learning & growth) and external focuses e.g., customer and shareholders.
- Increase communication on total organization strategy from financial performance, internal/business processes and learning & Growth.

Organization contexts:

- Maintain accuracy and relevant information in the company intranet e.g., flashback, ABC's today, HR related matters, etc.
- Consider suggestion box for employees. Management reflective approaches--re-internalize and review organization vision, mission, core values and business philosophy.

### Readiness

Organization contents:

- Job analysis-- job descriptive and job specification alignments and upgrades.

Organization contexts:

- Management review on scorecard for “quality” related cases from customers and review alignments with organization strategy.
- Increase empowerment.

### Engagement

#### Organization contents:

- Consider quality of work life program, such as flexible work hour, meditation, weekend Tam-boon and/or community development initiatives.
- All employee activities i.e., company outing and sport days should be maintained.

#### Organization contexts

- Appreciative coaching initiatives—with cross functional teams & business units. Align office colors with the company logo/identity- Yellow to increate integrative culture and identity.

## **Department Manager Level**

### Commitment

#### Organization contents:

- Increase focus on HRD e.g., business knowledge and skills development) as opposed to Human capital e.g., technical skills.
- Align performance evaluation and appraisal processes executions across all department managers.
- Fiscal-year plan at department-focus level with involvement from staff.

#### Organization contexts:

- Exercise S.W.O.T analysis at department-focused level after being made know to the organization scorecard and identify opportunities. Exercise workload and headcount

### Awareness

#### Organization contents:

- Allow direct-experience-with-customer for all managers to identify gap in terms of competencies of team members.
- Increase focus on internal work processes and standardize as a part of organization learning & knowledge management.
- Increase focus on realistic deliverables and timelines for customers.

- Consider external networks/associations to increase marketplace and industry knowledge.

Organization contexts:

- Management reflection to re-internalize and review organization vision, mission, core values and business.

### Readiness

Organization contents:

- Goal setting focuses on both business results and people results. Connect people results with the company's core competencies.
- Increase partnership with HR team to upgrade core competencies and identify development needs for subordinates/staff, including self.
- Define & Refine the quality/must-have features for customers.
- Consider "situational leadership" program for department manager.

Organization contexts:

- Management review on scorecard for "quality" related cases from customers and conduct root cause analysis and develop preventative action plan.
- Monthly on-site visit at customer for customer care team and programmer.
- Increase empowerment

### Engagement

Organization contents:

- Consider quality of work life program, such as meditation, weekend Tam-boon and/or community development initiatives.

Organization contexts

- Supervisory skills training.
- Weekly team meeting to be done consistently.
- Respect other people time—disciplines.

### **Staff Level**

#### Commitment

Organization contents:

- Develop prioritization skills—give staff opportunity to defend/ suggest priorities.
- Peer rating/feedback (360 degree) as a part of evaluation processes.

Organization contexts:

- Exercise S.W.O.T analysis
- Review customer feedback.

### Awareness

Organization contents:

- Implement “direct- experience-with- customer” to better understand the customer requirements and implications.

Organization contexts:

- Establish a communication channel, called “SharePoint” to allow employees to express/articulate/share ideas via intranet (optional)
- Consider internal/external networks/associations to increase marketplace and industry knowledge.

### Readiness

Organization contents:

- Goal setting focuses on both business results and people results. Connect people results with the company’s core competencies.
- Repeat “critical to quality (CTQ) to meet customer requirements.
- Consider “Situational leadership” program for staff.

Organization contexts:

- Self-inspection quality.
- Participate in management review—be information provider and idea sharing for resolutions.
- Monthly on-site visit at customer.

### Engagement

Organization contents:

- Consider quality of work life program, such as meditation, weekend Tam-boon initiatives and/or community development initiatives.

Organization contexts:

- Consider Job enrichment program for staff.

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