

THE IMPACT OF AI APPROACH INTEGRATED TO SOAR FRAMEWORK ON LEADERSHIP STYLE, EMPLOYEE ENGAGEMENT AND INNOVATIVE WORK BEHAVIOR : AN ACTION RESEARCH IN A FAMILY GUEST HOUSE IN SURABAYA, INDONESIA

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Abstract

This study investigates the impact of Appreciative Inquiry (AI) integrated into a Strengths-Opportunities-Aspirations-Results (SOAR) analysis, and used as an Organization Development Intervention (ODI), regarding the style of leadership, engagement of employees, and the innovative work behavior of employees, in a small lodging firm in Surabaya, Indonesia. Using an action research design, the ODI activities were carried out with 60 employees, over a six-month period. Quantitative and qualitative methods were used to explore and gather data at all levels of the organization of the firm, and thus included top managers, supervisors, coordinators, and employees. The action research was conducted in three phases: pre-ODI, process of ODI, and post-ODI. The findings reveal that leadership style was improved, employee engagement was increased, and innovative work behavior was generated.

Recommendations for further maintaining the organization's improvement include the continued use of the Organization Development Interventions (ODI) by using AI integrated into the SOAR framework in three levels. Specifically, at the Organization level, the executives should continue their willingness to involve employees in problem solving and decision making, while at the Group level, the positive results of the ODI in generating synergy for working hand-in-hand within a functional team, and between functional teams in the firm, must continue. At the Individual level, the ODI, which is directed at the organizational and group levels to create a harmonious working environment will give each employee valuable experience.

Keywords: Organization Development intervention (ODI), Appreciative Inquiry (AI) approach, Strengths-Opportunities-Aspirations-Results (SOAR) framework, Leadership Style, Employee Engagement, Innovative Work Behavior.

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INTRODUCTION

BC, a family guest house in Surabaya, has been in existence for more than 30 years. Currently, this firm faces the threat of competition with the springing up of new hotels in almost every corner of the city. At the same time there is also internal hindrance in the form of a lack of employee engagement as a result of the authoritative leadership style within the organization.

In Surabaya, there are 113 hotels and accommodation providers in the level of non-star with a total number of 5,223 rooms in 2012. Based on information from the Central Bureau of Statistics for East Java, the rate of the annual growth of visitors to Surabaya is approximately 10%. Nevertheless, the incremental rate of growth in hotels and other accommodation providers is about 20-30% yearly.

The aforementioned facts highlight the fierce competition in the lodging industry. As one of the old players of one-star hotels in Surabaya, top management of the firm must change its leadership style in order to improve employee engagement and enhance the innovative work behavior of its employees.

The Focal System

The BC Family Guest House is a non-star hotel categorized as a motel with a family atmosphere. It has 65 bedrooms and two rooms for guest meetings or gatherings. It has 60 employees led by a managing director or chief executive officer and assisted by a vice managing director and a director. This firm was established in 1986 in Surabaya, Indonesia, located within a housing district domiciled by the middle and upper-middle classes. The form of ownership is a corporation with four stockholders.

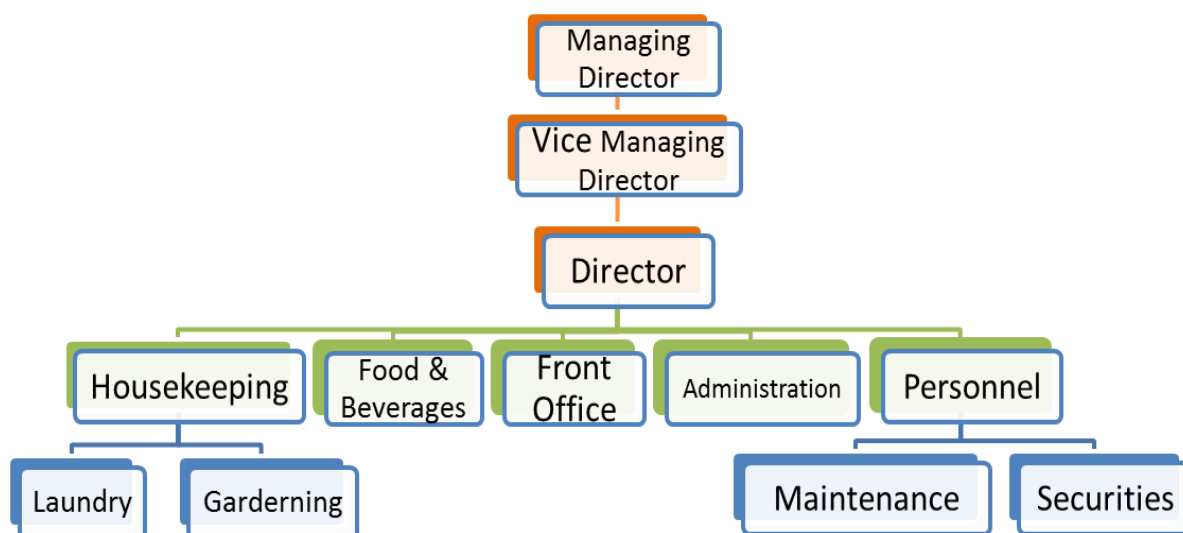


Figure 1: The Organization Chart of BC Family Guest House (Source: Corporate information)

Table 1. Summary of Top Managers & Employees (Source: Corporate information)

Number	Department	Managing Director	Vice Managing Director	Director	Supervisor	Coordinator	Employee	Total
1.	Top Managers	1	1	1	-	-	-	3
2.	FO	-	-	-	1	-	7	8
3.	HK	-	-	-	1	-	10	11
	a. Laundry	-	-	-	-	1	5	6
	b. Gardening	-	-	-	-	1	3	4
4.	F&B	-	-	-	1	-	-	1
	a. Cook	-	-	-	-	-	3	3
	b. Delivery	-	-	-	-	-	4	4
5.	Administration	-	-	-	1	-	3	4
6.	Personnel	-	-	-	1	-	-	1
	a. Maintenance	-	-	-	-	1	8	9
	b. Security	-	-	-	-	1	8	9
	Total	1	1	1	5	4	51	63

Strengths:

One major strength of the firm is its location, as it is found in the central district of the city, within a residential area occupied by middle and upper-middle class members of the community of Surabaya. As a result, the motel's visitors can reach almost any place in Surabaya with equal distance and time. Additionally, most employees have worked with the company for more than 2 years, and the labor turn over is relatively low.

Opportunities:

Surabaya is the second largest city in Indonesia, and is an industrial city where service businesses are also growing. Both domestic and international visitors come to Surabaya, with a diverse array of aims and activities. More often than not, visitors must spend the night in Surabaya, and thus require lodging. There are new emerging hotels, but there is also a demand for old style hotels and motels, which comes from loyal customers. Based on the firm's experience over the last 30 years, there are both domestic and international visitors who feel comfortable with the services of BC Family Guest House. As a lodging business, the management must

review and redefine its values, vision, and mission, to meet the expectations of loyal customers, as well as to attract new customers and meet the emerging competition.

Aspirations:

The Managing Director or CEO has high aspirations with regard to the future of the firm. The other stakeholders – the vice managing director, the director, supervisors, and employees have the same optimism. All stakeholders have a desire to see development of this company as the most preferred family guest house in Surabaya. They wish to create a valuable contribution to the visitors' perceived service quality and meet visitor expectations.

Results:

The firm's management has set some highly ambitious targets to deliver measurable and concrete results. The targets include becoming the first sought after motel in Surabaya, with an annual average occupancy rate above 70% in 2019 and the coming years. The firm also aims to increase bedroom availability by 10% within the next 5 years. In the process of achieving these

quantifiable targets, the firm must make an effort to become a famous guest house in central Surabaya and be an inspiring model to other homestays.

Research Objectives

1. To assess the present style of leadership, engagement of employees, and the level of innovative work behavior within the firm.
2. To design, develop, and implement OD interventions appropriate for the needs of the firm.
3. To determine the difference between the pre, and post ODI stages regarding the style of leadership, engagement of employees, and level of innovative work behavior within the firm.

Research Hypothesis

Hypothesis 1: There is a significant difference between the Pre-ODI and Post-ODI stages regarding Leadership Style.

Hypothesis 2: There is a significant difference between the Pre-ODI and Post-ODI stages regarding Employee Engagement

Hypothesis 3: There is a significant difference between the Pre-ODI and Post-ODI stages regarding Innovative Work Behavior

REVIEW OF THE LITERATURE

Organization Development Intervention (ODI)

Cummings and Worley (2009) described Organization Development Intervention (ODI) as a combination of actions, activities, and phenomena that aim to assist in raising the efficacy of an organization. The intervention is intended to disturb the status quo; it has the express goal of making the organization more effective.

Appreciative Inquiry (AI) approach

The AI approach suggests that inquiries should be conducted with a positive mindset

that transforms the pattern of SWOT to the model of SOAR. It allows an organization to concentrate on the future matters of the organization itself, and its stakeholders. The objective of AI is not to eliminate the discussion of problems, but rather to avoid expending energy unproductively through the thought associated with the deficit-based approach to resolving issues (Whitney & Trosten-Bloom, 2003). AI enables every person within an organization to participate in the assessment, sharing their experiences, and appraising all the tasks in the organization (Cooperrider & Whitney, 2005).

Strengths-Opportunities-Aspirations-Results (SOAR) framework

SOAR analysis is a strategic planning approach which helps organizations to focus on their current strengths and opportunities, and create a vision of their future aspirations and results (Stavros & Hinrichs, 2007; Stavros & Hinrichs, 2009). This approach integrates Appreciative Inquiry (AI) with a strategic planning framework to create a transformational process that inspires organizations to reach for their aspirations and desired results. This framework, using AI principles, reframes the traditional strategic planning of SWOT (Strengths, Weaknesses, Opportunities, and Threats) into SOAR (Strengths, Opportunities, Aspirations, and Results). SOAR continues to emerge as an effective and flexible strategic framework that fosters the energy, creativity, and engagement of the organization (Stavros & Hinrichs, 2007; Stavros & Hinrichs, 2009).

Leadership Style

Hersey, Blanchard and Johnson (1996) stated that leadership style is the pattern of behavior which all leaders practice when they

work with and through other persons. In his investigation of Leadership Models, Michael N. Phan mentioned that the process of leadership involves three elements (the leader, the follower, and the leadership

situation), and the result of interactions among those three elements (Nanus, 1995).

The fact is, each leader has a different leadership style, and recognition of that style is important to their subordinates, as style is not about how leaders view the way they behave, but how the leaders are perceived by their subordinates with regard to the way they behave (Hersey et al., 1996).

The Elements of Leadership Style (Gill, 2011) are:

- Vision, which refers to the long term direction of a firm: a broad strategic focus on what it wants to be
- Purpose, which refers to the reason for a firm's existence; it should include the product and service offerings, the customers to be served, and the operation philosophy
- Values, which involves the principles or standards that are considered important or beneficial to members of the organization
- Strategy, which refers to the plan of action designed to achieve the major or overall purpose, goal, and objectives, of the organization
- Empowerment, which involves the authority or power to influence, motivate, and inspire people, to be willing and able to do what needs to be done

Employee Engagement

Engagement of Employees (Gill, 2013) is indicated by the extent to which people within an organization more eagerly give their discretionary effort beyond doing what they must. Engaged employees show a willingness and desire to do more than they should – doing their very best and showing initiative. The Chartered Institute of Personnel and Development of the UK (2009) describes engagement of employees as the integration of commitment to the organization and its values, and employees' readiness to assist co-workers in lightening the work load. The result of engaged employees has been defined as 'a measure of the extent to which

employees put discretionary effort into their work (Towers-Perrin, 2003). Key ideas as indicators that denote employee engagement are: 1) positive demeanor toward duties, co-workers, the firm, and its managers; 2) an urge to do work – to do what should be done and show full attention to, passion for, and absorption in the job, beyond the necessary – outcomes which come from creativity and initiative.

Gebauer and Lowman (2009) describe employee engagement as having a deep and broad connection with the company that results in the willingness to go above and beyond what is expected, to help the company succeed; they also offer a framework for building engagement based on "knowing, growing, inspiring, involving, and rewarding" employees and within that framework, recommend actions for senior leaders, managers, human resource professionals, and the employees themselves.

There are five elements of Employee Engagement (Juneja, 2012):

- Commitment, which refers to the degree to which individuals associate themselves with the job, their responsibilities, and the organization's objectives.
- Motivation, which refers to the psychological processes that cause arousal, direction, and persistence, of voluntary actions that are goal oriented.
- Loyalty, which refers to the attitude of an employee, which is actively allied with his or her work.
- Trust, which refers to confidence in the attributes of a person or thing, or the truth of a statement, without evidence or investigation.
- Vision & values, which refer to the clarity of a communicated vision and the core values that give employees something to rally around.

Innovative Work Behavior

Innovative work behavior (IWB) among employees is of great significance to organizations, especially regarding their effort to

survive in the current rapidly changing business environment (Pedraza et al., 2012).

IWB does not only include generation of ideas but also bringing those ideas into reality to attain improvements that will raise individual or overall business performance. Farr and Ford (1990) defined innovative work behavior as behavior which leads to reaching the initiation and intentional introduction (within a work role, group, or organization) of new and useful ideas, processes, products, or procedures. There are four dimensions of IWB, namely opportunity exploration, idea generation, championing, and application (de Jong & Den Hartog, 2008).

According to Oukes (2010), IWB requires five elements:

-Individual, which refers to the innovation of the employee influenced by certain elements he or she is exposed to within their job

-Job, which refers to the characteristics of the work which can potentially affect the The conceptual framework illustrates how the independent variable, Appreciative Inquiry

and SOAR as an Organization Development Intervention, enhances the dependent variables of style of leadership, engagement of employees, and innovative work behavior, to sustain the business' operation in facing a changing environment.

innovative behavior of the employee

- Team, which involves idea championing and implementation which are never solitary activities

- Relationship, which refers to how far the management involves employees in decision making

- Organizational factors, which are construed as some components that exist in the organization

Based on the key findings from previous literature, the Conceptual framework is presented in figure 2.

The main purpose of this study is to determine the impact of an ODI (independent variable) on leadership style, employee engagement, and innovative work behavior (dependent variables).

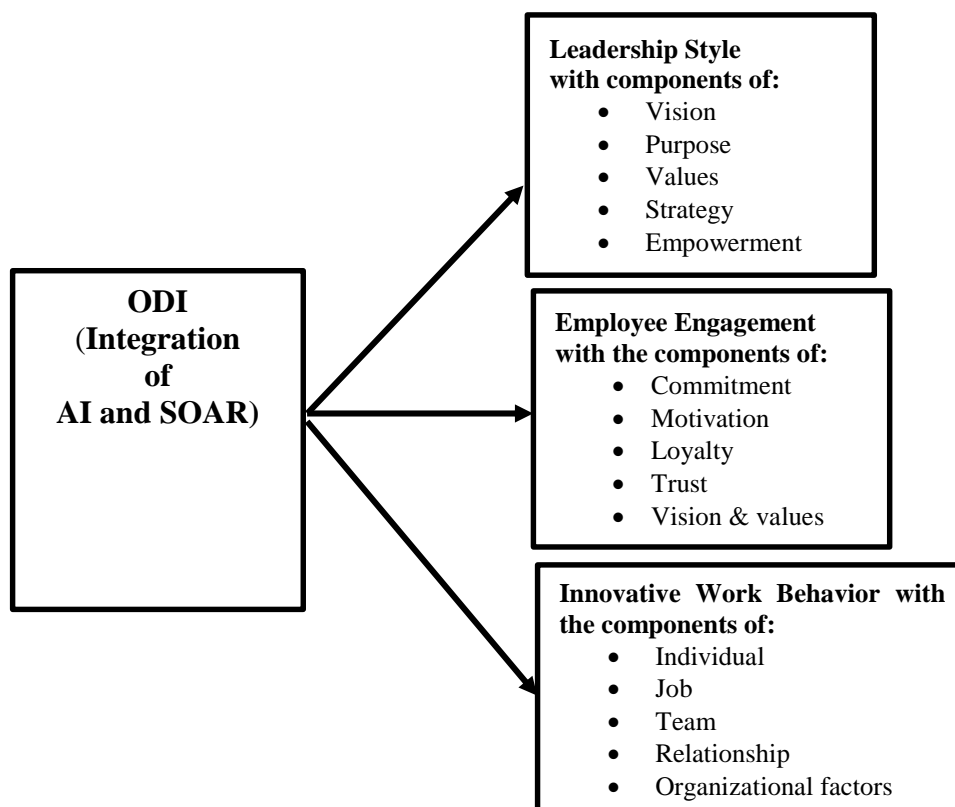


Figure 2. Conceptual Framework

Action Research Framework

There are three stages in the action research framework, as shown in figure 3: pre-ODI, ODI, and post ODI. The Pre-ODI stage aims to assess the organizational condition before the OD intervention. The ODI process uses Appreciative Inquiry and SOAR, potentially resulting in changed behavior. The post-ODI stage aims to evaluate the outcome of the ODI and thus of the action research.

RESEARCH METHODOLOGY

This study is an action research employing a quantitative and qualitative approach, collecting data before and after Organization Development Intervention (ODI). Subjects for the quantitative survey were the people involved directly in the organization’s daily operations, except the Managing Director or CEO, the Vice Managing Director, and the Director, forming a total of 60 people (Table 1). Subjects for focus group interview were representatives from each department. A one-to-one interview was also done with the Managing Director or CEO.

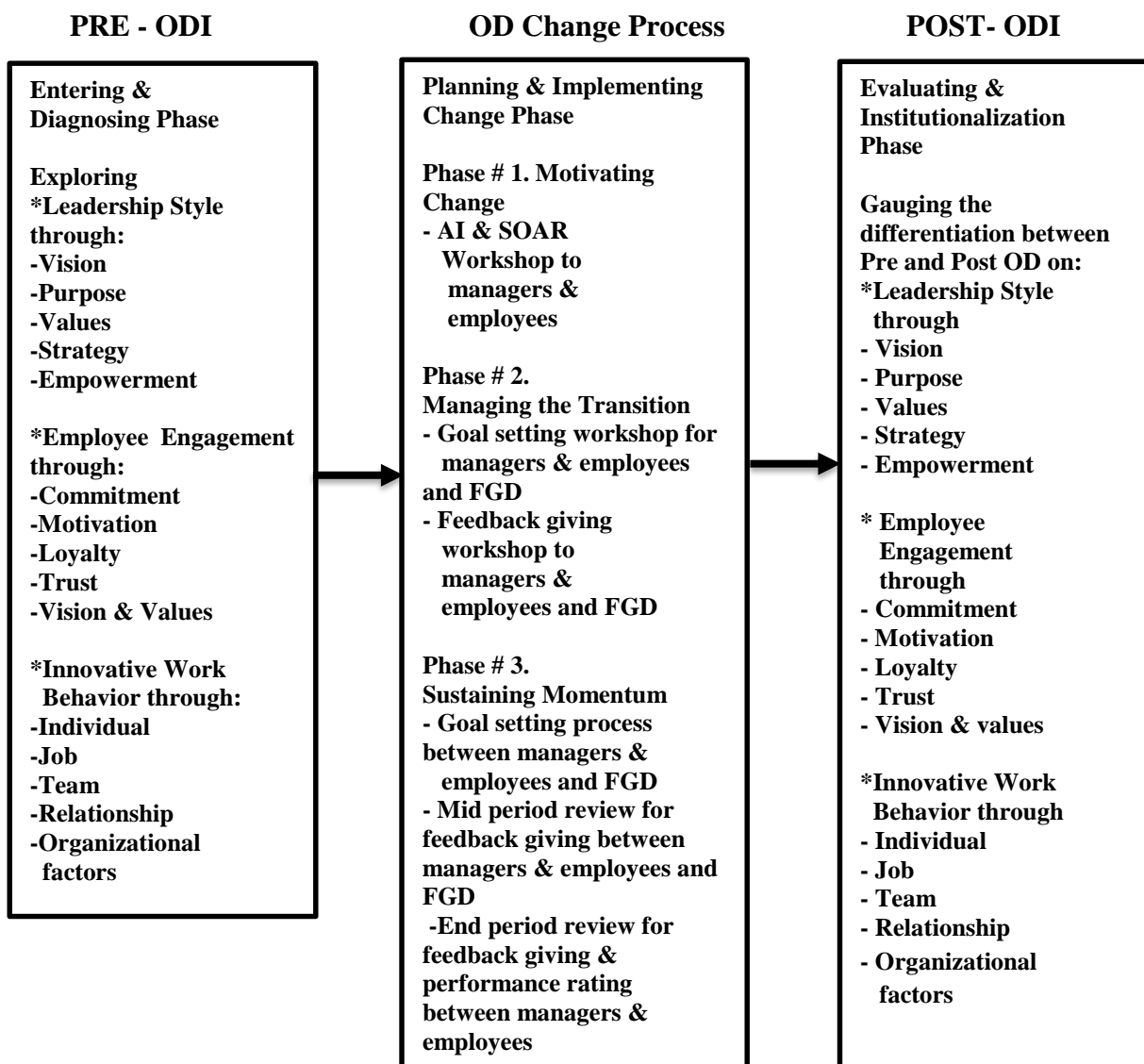


Figure 3. Action Research Framework

Data Collection Methods

There were 3 methods used in data collection: survey questionnaire, interviews, and focus group discussions. The Survey questionnaire served as the primary research tool, while the interview and focus group discussions served to support the study’s quantitative findings, and one-to-one interview with the CEO was used at the end of the process to complete the research, confirming the results of both the quantitative and qualitative tools.

The questionnaire involved 45 items. Fifteen each for Leadership Style, Employee Engagement, and Innovative Work Behavior.

Focus Group Discussion

In both the pre-ODI and post-ODI stage, 10 focus groups were created, based on the departments and sub-departments within the firm. Since this lodging firm employs 60 people, it was decided that each focus group should involve 6 persons. The 10 focus groups covered the departments of: front office, housekeeping, food & beverages, administration, personnel, and sub-departments within some departments.

ODI DESIGN PROCESS

This study carried out an Action Research Design to identify the leadership style, the level of employee engagement, and innovative work behavior in the firm. The Action Research Framework depicted in Figure 4 consists of three phases: Pre-Organization Development Intervention (Pre-ODI), Organization Development Intervention (ODI), and Post-Organization Development Intervention (Post-ODI). The planned model of change was applied commencing from the stage of Pre-ODI for identifying the firm’s situation using qualitative and quantitative methods. The next round of the qualitative and quantitative survey was implemented after the OD interventions for gathering data related to leadership style, employee engagement, and innovative work behavior. Data were then collected at the Post-ODI stage and compared with data collected in the Pre-ODI stage, to determine the effect of the Organization Development Interventions (ODI) used.

Table 2: Data Collection Methods and the Participants

Function of Participants	Data Collection Methods		
	Interview	Focus Group	Questionnaire
Top Managers	3	-	-
Supervisor	5	5	5
Coordinator	4	4	4
Employee	-	51	51
Total	12	60	60

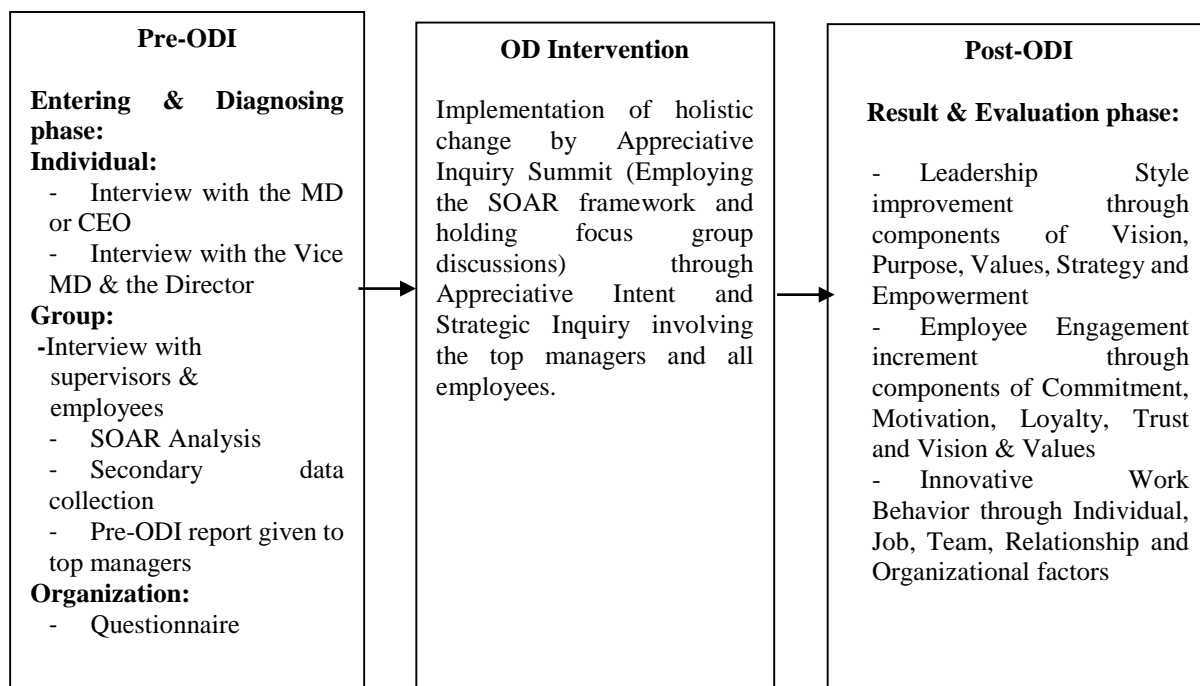


Figure 4. Model of Action Research

RESULTS AND FINDINGS

The Demographic Profile of the Respondents

The majority of respondents (32) were male (53.3%), while females made up 46.7% of the population (28). There was a wide range of ages, with the largest proportion of respondents (33.3%, 20 people) being in the 17-30 age range, followed by the 31-40 years old bracket (26.7%, 16 people). Thus, this lodging company employed workers within the productive age range, which have a higher potential ability to change when dealing with a rapidly changing environment. In terms of education, there were 4 levels: bachelor's degree graduates made up 33.3% (20 people) of respondents, while senior high school graduates made up 56.7 % (34 people) thus, the total for graduates of either bachelor's and senior high school was 90%, or 54 persons out of 60 respondents. Based on the years of service, it appeared that 65% of the respondents had been with the company for more than 5 years. In terms of position in the organization, 85% of the total employees

worked in the administrative and operational activities of the motel.

LEADERSHIP STYLE RESULTS

Pre & Post ODI and Leadership Style

Table 3 shows the paired sample t-test and Wilcoxon signed-rank test results for the dimensions of Vision, Purpose, Values, Strategy, and Empowerment under Leadership Style for the pre ODI and post ODI stages of the study. The p-values for all dimensions were less than 0.05 (<.05). The range of the percentage of improvement between the pre-ODI and post-ODI stages was between 0.11 and 0.25, with the highest improvement in vision (0.25), followed by strategy (0.16), value (0.14), purpose (0.13), and finally empowerment (0.11). Thus, there was a statistically significant improvement between the pre and post-ODI stages, supporting Hypothesis 1: There was a significant difference between the pre-ODI and post-ODI stages of the study regarding leadership style.

Table 3: Leadership Style (Paired t-Test and Wilcoxon Signed Rank Test)

Variable/Item	Before OD Intervention		After OD Intervention		Diff	t	p-Value t-test	Z-Wilcoxon	p-Value Wilcoxon	Improved %
	Mean	SD	Mean	SSD						
Leadership Style	3.97	0.31	4.59	0.74	0.62	-7.62	0.00	-5.20	0.00	0.16
Vision	3.54	0.45	4.44	0.90	0.90	-9.92	0.00	-5.68	0.00	0.25
Managers inform our hotel should be the most preferred family guest house in Sby	3.32	0.70	4.18	1.15	0.86	-0.83	-3.32	-5.58	0.00	0.26
Managers make us realize that the firm's success is in achieving the firm's goal	3.52	0.60	4.63	1.02	1.11	-9.20	0.00	-5.74	0.00	0.32
Managers involve employees' ideas, opinions & views in their decision making & problem solving	3.78	0.76	4.53	1.14	0.75	-6.95	0.00	-5.17	0.00	0.20
Purpose	4.34	0.34	4.90	0.58	0.56	-9.97	0.00	-5.66	0.00	0.13
Our hotel tries to be a motel with a family atmosphere	4.00	0.52	4.83	0.69	0.83	-7.45	0.00	-5.25	0.00	0.21
Our hotel creates a lodge for guests who need a hotel in the center of the city	4.12	0.52	4.97	0.69	0.85	-9.62	0.00	-5.97	0.00	0.21
Development of national & local economy evokes high competition in the lodging industry	4.90	0.65	4.93	0.66	0.03	-1.00	0.32	-1.00	0.32	0.32
Value	3.97	0.37	4.52	1.01	0.55	-4.55	0.00	-3.90	0.00	0.14
Accuracy & transparency are valid for all members of the firm	3.78	0.76	4.58	1.06	0.80	-6.63	0.00	-5.09	0.00	0.21
Managers put the firm's interests above their own	4.00	0.51	4.40	1.21	0.40	-2.42	0.02	-2.09	0.00	0.10
Managers prepare time periodically to talk, help & support employees	4.12	0.52	4.57	1.09	0.45	-3.18	0.00	-2.80	0.00	0.11
Strategy	3.97	0.37	4.60	0.87	0.63	-6.17	0.00	-4.81	0.00	0.16
Managers direct employees' talks & the ways to do them well	3.78	0.76	4.72	0.94	0.94	-7.44	0.00	-5.48	0.00	0.25
Managers direct, supervise & evaluate our weekly activities	4.00	0.52	4.78	0.69	0.78	-6.71	0.00	-5.00	0.00	0.20
Managers periodically give employees training to increase their skills	4.12	0.53	4.30	1.25	0.18	-1.16	0.25	-1.27	0.20	0.04

Table 3(continued)

Empowerment	4.04	0.41	4.49	0.87	0.45	-3.27	0.00	-3.17	0.00	0.11
Managers support employees' ideas & opinions in putting them into action	4.00	0.52	4.45	1.18	0.45	-2.59	0.01	-2.33	0.02	0.11
Managers delegate a part of their authority to employees regarding the ways of implementation	4.00	0.52	4.68	0.87	0.68	-4.97	0.00	-4.01	0.00	0.17
There is consistency between what the manager says & what he / she does	4.12	0.52	4.35	1.29	0.23	-1.33	0.19	-1.06	0.29	0.06

EMPLOYEE ENGAGEMENT

Pre & Post ODI and Employee Engagement

Table 4 shows the paired sample t-test and Wilcoxon signed-rank test results for the Employee Engagement Dimensions of Commitment, Motivation, Loyalty, Trust, and Vision and Values. The p-values for all dimensions were less than 0.05 (<.05), and post ODI levels for every dimension were higher than the pre ODI levels.

The percentage range of improvement was between 0.14 and 0.37, with the highest improvement in loyalty (0.37), followed by motivation (0.24), commitment (0.17), vision & value (0.15), and trust (0.14) respectively. Thus, there was a statistically significant improvement between the pre-ODI and post-ODI stages of the study, in support of Hypothesis 2: There was a significant difference between the pre and post ODI stages regarding Employee Engagement.

Table 4: Employee Engagement (Paired t-Test and Wilcoxon Signed Rank Test)

Variable/Item	Before OD Intervention		After OD Intervention		Diff	t	p-Value t-Test	Z-Wilcoxon	p-Value Wilcoxon	Improved %
	Mean	SD	Mean	SD						
Employee Engagement	3.84	0.50	4.66	0.64	0.82	-13.67	0.00	-6.61	0.00	0.21
Commitment	3.87	0.53	4.54	0.73	0.67	-12.31	0.00	-6.26	0.00	0.17
I enjoy carrying out my job	3.67	0.57	4.73	0.77	1.06	-10.33	0.00	-5.95	0.00	0.29
Managers showed the way by displaying, promoting & reinforcing the firm's shared values	4.37	0.96	4.40	0.94	0.03	-1.00	0.32	-1.00	0.32	0.01
The manager sets the objectives that must be accomplished in a given period	3.56	0.67	4.48	0.83	0.92	-9.86	0.00	-5.96	0.00	0.26
Motivation	3.89	0.54	4.84	0.70	0.95	-11.30	0.00	-6.22	0.00	0.24
As an employee I will try my best when doing my job to reach the target for an extra bonus	3.65	0.58	4.85	0.88	1.20	-9.10	0.00	-5.62	0.00	0.33

Table 4 (continued)

As an employee, I always endeavor to be on time according to my schedule	3.67	0.57	4.92	0.67	1.25	-12.53	0.00	-6.27	0.00	0.34
As an employee, I am satisfied when I can perform meaningfully for a customer	4.37	0.96	4.75	1.07	0.38	-3.43	0.00	-3.19	0.00	0.09
Loyalty	3.68	0.60	5.04	0.62	1.36	-16.21	0.00	-6.65	0.00	0.37
When working, I tend to focus on my task	3.48	0.68	5.15	0.73	1.67	-14.12	0.00	-6.55	0.00	0.48
I realize that I am responsible for the results of my own decisions & activities	4.12	0.96	5.02	0.72	0.90	-7.19	0.00	-5.19	0.00	0.22
I always carry out the work as well as I can and help colleagues since the end results are also accountable to me	3.45	0.70	4.97	0.71	1.52	-14.84	0.00	-6.55	0.00	0.44
Trust	3.90	0.55	4.43	0.87	0.53	-4.95	0.00	-4.02	0.00	0.14
As an employee, I have autonomy to make decisions related to my job	3.67	0.57	4.23	1.21	0.56	-3.20	0.02	-2.94	0.00	0.15
I feel happy working here since the rules are valid for all members of the organization	4.37	0.96	4.37	0.88	0.00	0.00	1.00	0.00	1.00	0.00
I am motivated to have experience for conducting tasks in different ways	3.67	0.57	4.68	0.77	1.01	-7.88	0.00	-5.50	0.00	0.28
Vision & Value	3.87	0.53	4.44	0.92	0.57	-5.63	0.00	-4.67	0.00	0.15
I get information regarding the firm's picture that will embody the future	3.67	0.57	4.43	1.09	0.76	-4.37	0.00	-4.02	0.00	0.21
I understand about the corporate value	4.37	0.96	4.40	1.03	0.03	-0.32	0.75	0.32	0.75	0.01
I like to be a part of something bigger than myself	3.57	0.67	4.48	0.97	0.92	-7.67	0.00	-5.33	0.00	0.26

INNOVATIVE WORK BEHAVIOR

Pre & Post ODI and Innovative Work Behavior

Table 5 shows the paired sample t-test and Wilcoxon signed-rank test results for the dimensions of individual, job, team, relationship, and organizational factors, under innovative work behavior. For these results, the p-values of all the dimensions were less than 0.05 (<.05). The post ODI levels for every dimension were higher than the pre ODI levels.

The ODI caused improvement in the dimensions of individual, job, team, relationship, and organizational factors. The range of improvement was between 0.26 and 0.61, with the highest level of improvement in “job” (0.61), followed by individual (0.56), organizational factors (0.40), team (0.38), and relationship (0.26) respectively. Thus, there was a statistically significant improvement between the pre and post-ODI stages, which supports Hypothesis 3: There was a significant difference between the pre and post ODI stages regarding innovative work behavior.

Table 5: Innovative Work Behavior (Paired t-Test and Wilcoxon Signed Rank Test)

Variable/Item	Before OD Intervention		After OD Intervention		Diff	t	p-Value t-Test	Z-Wilcoxon	p-Value Wilcoxon	Improved %
	Mean	SD	Mean	SD						
Innovative Work Behavior	3.17	0.42	4.54	0.66	1.37	-14.75	0.00	-6.68	0.00	0.43
Individual	3.04	0.39	4.74	0.63	1.70	-26.48	0.00	-6.78	0.00	0.56
I observe my job to seek any mistakes & new ways to improve	2.88	0.49	4.73	0.69	1.85	-23.66	0.00	-6.98	0.00	0.64
I know I can react fast & accurately when something is wrong	2.93	0.66	4.88	0.64	1.95	-24.27	0.00	-6.89	0.00	0.67
Before deciding to make a new order, I consider the consequences	3.30	0.67	4.60	0.85	1.30	-9.21	0.00	-5.85	0.00	0.39
Job	2.90	0.44	4.67	0.62	1.77	-27.17	0.00	-6.79	0.00	0.61
As an employee, I have limitation for generating & implementing new ideas	2.88	0.49	4.58	0.71	1.70	-17.20	0.00	-6.80	0.00	0.59
My manager adds more tasks to me that require more effort	2.88	0.49	4.67	0.70	1.79	-18.15	0.00	-6.73	0.00	0.62
I feel respected if the manager involves me in the firm's problem solving	2.93	0.66	4.75	0.88	1.82	-15.14	0.00	-6.84	0.00	0.62
Team	3.29	0.53	4.54	0.72	1.25	-11.07	0.00	-6.29	0.00	0.38
In creating innovative ideas, I will elevate my spirit to think & conduct continuously	3.30	0.67	4.58	0.74	1.28	-9.68	0.00	-5.93	0.00	0.39
I am always proactive in creating new ideas as long as all my team members are in support	3.30	0.67	4.63	0.84	1.33	-9.67	0.00	-5.83	0.00	0.40
As an employee I get information about the control system that is executed fairly	3.28	0.52	4.42	0.89	1.14	-9.10	0.00	-5.81	0.00	0.35
Relationship	3.30	0.67	4.15	1.14	0.85	-4.58	0.00	-4.09	0.00	0.26
The manger involves me in decision making as he/she knows that I am the executor	3.30	0.67	3.93	1.48	0.63	-2.79	0.01	-2.65	0.01	0.19
Managers inform us (as employees) of the vision & mission of the firm	3.30	0.67	4.28	1.23	0.98	-5.23	0.00	-4.53	0.00	0.30

Table 5 (continued)

My manager supports me in creating & implementing new ideas	3.30	0.67	4.23	1.00	0.93	0.33	0.00	-4.47	0.00	0.28
Organizational factors	3.29	0.53	4.61	0.64	1.32	-12.60	0.00	-6.54	0.00	0.40
The management's behavior faces employees for satisfying the firm's owner	3.30	0.67	4.50	0.97	1.20	-8.11	0.00	-5.42	0.00	0.36
I recognize that management encourages me to contribute ideas to improve the firm's image	3.30	0.67	4.43	1.05	1.13	-6.92	0.00	-5.27	0.00	0.34
I need in house training & workshops to enhance my skills	3.28	0.52	4.90	0.75	1.62	-14.15	0.00	-6.51	0.00	0.49

ORGANIZATION DEVELOPMENT INTERVENTION

The first phase in the OD Intervention involved a workshop for introducing the selected Choice of Appreciative Topic (ATC), with the purpose of determining the focus of inquiry. Since the total number of workers was only 60, all of the workers were involved in the workshop. The core output of the workshop was choosing the three themes for further inquiry, viz: a) to improve the leadership style of the firm; b) to increase the employee engagement of the firm; c) to create innovative work behavior among the organization's members.

The second phase of OD Intervention was the Appreciative Inquiry Summit, which was attended by all 60 employees of the firm. Appreciative interviews were conducted to

discover the strengths of the organization, and collectively envision the ideal image of the organization they wanted to co-create in the future, weave their dreams into inspirational action statements and culminate their discoveries, dreams and designs by investing in an action-oriented time-bound development plan.

Table 6 describes the OD Intervention activities, objectives, and the outcome.

The impact of the OD Intervention on the Affirmative Topic Choice (ATC) in terms of the three themes, which included Leadership Style, Employee Engagement, and Innovative Work Behavior, were examined. Details of the summary of the participants towards the three themes of the ATC before and after OD Intervention are shown in Table 7.

Table 6: OD Intervention Activities, Objectives and Outcomes

OD Intervention	Objectives	Outcomes
*SOAR Analysis	*To discover the Strengths, Opportunities, Aspirations & measurable Results in the organization	*Matrix listing SOAR
*Appreciative Topic Choice (ATC) workshop	*To select the focus of inquiry *To form the Focus Group Discussion	*Three themes are selected
*Appreciative Inquiry Summit (using SOAR framework)	*To craft a holistic one year Development Plan	*Formulated Development Plan
*Leadership Style *Employee Engagement *Innovative Work Behavior	*To determine the impact of OD Intervention in terms of Leadership Style, Employee Engagement & Innovative Work Behavior	*Comparison of Pre & Post ODI tests to show the improvement in the three selected themes

Table 7: Summary of Overall Findings

The Themes	Compare	Mean	Rating Level	Improved/ Declined	Percentage	Result of ODI
Leadership Style	Pre	3.97	Rather agree	Improved 0.62	+16%	With Impact
	Post	4.59	Agree			
Employee Engagement	Pre	3.84	Rather agree	Improved 0.82	+21%	with Impact
	Post	4.66	Agree			
Innovative Work Behavior	Pre	3.17	Rather agree	Improved 1.37	+43%	with Impact
	Post	4.54	Agree			

As shown in table 7, in the post ODI stage, the mean value for the theme of leadership style had increased by 0.62. This demonstrates that the OD Intervention improved the leadership style, replacing the old style used by the top manager for the last

30 years. The mean value for the theme of employee engagement increased by 0.82, indicating the enhanced engagement of employees in their duties and constituting evidence for the positive impact of the OD Intervention. Under the theme of innovative work behavior, the mean increased by 1.38. This indicates that the OD intervention enhanced this theme. This increase in the value of the mean denotes the successful use of the AI approach as an OD intervention for innovative work behavior.

CONCLUSION

The comparison of the quantitative and qualitative results before and after ODI implementation shows an improvement in the three variables: leadership style, employee engagement, and innovative work behavior.

The OD intervention was effective in facilitating a change in the leadership style of the CEO and top managers of a small lodging firm in Surabaya, Indonesia. The OD intervention likewise helped in improving employee engagement, and innovative work behavior. Among the results of the Organization Development Interventions were: a) top managers became more flexible and more responsive to changes in the environment; b) top managers started to involve the employees in decision making for problems which needed to be resolved; c) top managers started to disseminate the firm's vision, mission, goals, and objectives, to all employees, including ways to achieve these aims; d) the employees became more engaged in their work as a result of the change in the leadership style of the CEO; e) each employee had a new spirit to increase their involvement with their duties and to contribute innovative ideas to improve the services of the company.

Theoretical Implications

The harnessing of quantitative procedures in data collection and analysis in conjunction with the Appreciative Inquiry approach resulted in good accuracy, credibility, and reliability, of the findings. The

substantiation point to the success of AI as a planned change model in OD Intervention literature remains significantly difficult to ignore.

The use of Appreciative Inquiry (AI) integrated with the SOAR framework proved to be effective in enhancing the leadership style and empowering employees, resulting in innovative behavior. The study validated what Cooperider (2010) has previously stressed, that an Appreciative Inquiry (AI) approach can more effectively result in the development of human potential which further results in organization development and change.

Practical Implications

Appreciative Inquiry with the integration of SOAR as an OD Intervention process generates a positive atmosphere for change within the organization and inspires hope in the participants with regard to the future. The AI platform permitted the management (as one section of the firm's stakeholders) to forge an enduring symbiotic relationship with employees (as another section of the organization's stakeholders). The AI summit viewed from the firm's management perspective presented an unparalleled opportunity to interact with the employees and to understand each stakeholder's actual needs, desires, and expectations. Common ground for work, and commitment to commonly co-created goals, replaced the usual complaining and whining. Briefly stated, participation in the summit related to the AI approach constitutes part of a positive and viable OD Intervention process. Thus, generating an appreciative momentum which has come to the lodging firm as a result.

RECOMEMMENDATIONS

Based on the outcomes of the AI Summit and results of the survey before and after OD Intervention, the following suggestions are put forward:

At the Organization Level

This study was beneficial to the focal system, as the OD intervention carried out involved the introduction and implementation of an AI approach integrated into the SOAR framework, effectively improving the willingness of top managers to involve employees in problem solving and decision making, and refreshing the organization's climate, innovation strategy, and knowledge structure. The experience at the whole organization level, in implementing this process at work, builds a new perspective and level of understanding, along with a greater commitment to the well-being of the organization.

Leadership Style

It is highly recommended that top management personnel continue to be committed in promoting the shared goals formulated from the AI experience.

The effect of the AI approach integrated in the SOAR framework, which resulted in an improved leadership style, must be continued and maintained by the department supervisors, as the firm's middle managers, working coordinators and team heads. They must be committed to: a) invite their subordinates and co-workers to participate in periodic meetings within each unit for listening to others' reports, the problems they face in their daily work, gathering of ideas, and suggestions to solve the problems that exist and to arrive at appropriate decisions; b) inform everyone on matters that relate to the firm's policies, targets, rewards, and sanctions; c) guide employees who are failing to do their tasks; d) recognize employees who can achieve their target successfully and announce their achievements openly within the firm. The aforementioned commitment constitutes a change in attitude that is potentially able to sustain and develop a healthy and comfortable working environment which promises that employee engagement and innovative work behavior will continually be practiced in the future.

Employee Engagement

To survive in a highly competitive environment, employees play a key role in the success of a lodging firm. Therefore, top managers and department supervisors must continually allow their subordinates to participate in discussing and addressing the strategies that the firm needs, to maintain its competitive advantage. This is one of the efforts to maintain the leadership style improvement that has impacted positively on the morale of workers and resulted in the increased engagement of employees.

Innovative Work Behavior

With the improvement of leadership style that had a positive impact on employee engagement, workers have been inspired to seek and create various ways of working for the purpose of delivering a better service quality to fulfill the expectations of the guest house customers. This must receive special attention from managers and be provided an adequate reward and support system to ensure the continuation of innovative work behavior.

At the Group Level

The positive results of the OD intervention using the AI and SOAR approaches has generated a synergy of working hand-in-hand among the functional teams of the organization, potentially evoking championing behaviors related to discovering support and building coalitions, such as persuading and influencing other persons, and pushing and negotiating (Howell & Higgins, 1990; King & Anderson, 2002; Van de Ven, 1986). At the functional level, the integration of the AI approach in the SOAR framework delivers a thinking, planning and cooperation framework, to enable groups of workers within the firm to build team learning and work harmoniously as a team.

At the Individual Level

This study is beneficial to everyone within the organization as it resulted in personal development using an AI approach integrated into the SOAR framework. Since the firm is an open system, the OD intervention, which is directed at the organizational and group levels, will reach each and every person who works in the firm. A working environment characterized by harmonious teamwork will evoke valuable experiences for all employees.

FOR FUTURE RESEARCH

For future research, it is recommended that Appreciative Inquiry as a large-scale OD Interventional methodology, is used in combination with quantitative techniques, potentially giving credibility to the findings and calling upon other researchers to look into the possibility of investigating other industries, using the method in large scale organizations, or in a more longitudinal study.

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