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Establishing a Mindful Leadership Development Programs to Determine its Effectiveness in Reducing Employee Burnout and Improving Work Performance: A Case Study at Z&A Company, Myanmar

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Abstract

This action research aims to study to establish a Mindful Leadership Development programs to determine its effectiveness in reducing employee burnout and improving work performance at Z&A Company. In today's situation, Organizations are under pressure to perform and adapt to the changing environment, creating stress on the employees, translating to direct and indirect costs to the organization. Among the difficulties the leader of today is facing, those of adaptive challenges are especially difficult. Mindful leadership skills, mindset and practice are recognized as an effective approach to managing stress, and has benefits of attention, well-being and improve work performance which long been major concerns in organization in Myanmar. Therefore, appropriate organization development interventions were designed and conducted at the focal company. Data was collected qualitatively through observations and interviews and quantitatively through surveys at pre and post-ODI stages. The impact of ODIs was analyzed at the post ODI stage and the outcomes indicated that Mindful Leadership Development Programs have reduced Employee workplace burnout and improved work performance. In concluding the research, the results were reviewed and the author gave recommendations for the further development of the focal company.

Keywords : Mindful Leadership Development Programs Intervention, Mindful Leadership, Workplace Burnout, Work performance, Stress and Anxiety

JEL Classification Code: D22, M10, M50, M51

1. Introduction¹

In Myanmar, general access to electricity is seen as critical to its socio-economic growth, but there are several challenges that need to be overcome within the electricity sector of the country if this is to become a reality (ASHC, 2014). The Ministry of Energy and Electricity (MOEE) (Aung, 2017) is the key government agency responsible for the energy sector in Myanmar. Although the electricity

sector in Myanmar has been partially privatized under democratic governments, most operations remain in the hands of the state (MONREC, 2018). The Electric Power Generation Corporation, which is owned and managed publicly, aggregates all electrical power and passes it to the Division of Electrical Power Transmission and System Control (DEPTSC).

The current generation of electricity in Myanmar is seasonal, unreliable and contracted poorly. Approximately 65% of the electricity in Myanmar comes from high-season

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hydropower, as a result, in the dry season, with the highest demand for cooling and the lowest production of hydropower, scheduled shedding of loads is required (Hogarth, 2018). As many of the hydropower dams in Myanmar are now almost outdated and slow to respond to increased grid demand. From the point of private electricity Generation Company in Myanmar, like Z&A Company, this is a great opportunity to expand its business. Accordingly, the capacity of its management and employees needs to be enhanced in order to grasp that opportunity, Zeya & Associates Group is a Myanmar based holding company established in 1997. Today, Z&A Group employs over 363 qualified people, has a net sales amount of over 60 million US Dollar and 22 years of comprehensive experience and success stories in building brands in Myanmar. It is also one of the leading companies of electric power business sector in Myanmar with strong partnership with local and foreign organizations. Z&A group is certified ISO Certificate for Engineering Company and it mainly focused on Government Contracting and Trading business for Electrical Power Business, Independent/Small Power Plant Production, Medical Systems and Air Conditioning and Mechanical Ventilation (ACMV) Systems. Z&A group is the main contract of Electrical Equipment's Supply and installation of turnkey projects of government electric power systems and infrastructures. Z&A team delivery the best Engineering service, Procurement and Construction services for clients especially for government projects and also private sectors.

The researcher discussed with CEO of Z&A Company, the management group and other senior managers about the most Prevailing issues and problems that they want to change and improve, observations were made by checking the behavior and conduct of senior managers and other employees while they are working. Z&A Company must sustain its workforce, save money, and produce on time in order to effectively handle project management and attention to focus of completion on time because electricity is very hot line in Myanmar for implementation of shortage electricity and schedule usage electricity by hours sector by sector. Managers, in particular, are under a lot of Pressure with their staffs, negotiating with suppliers for distribution, and working with subcontractors for transmission line construction, as well as managing payment schedules to suppliers and collecting on time for receivables. The researcher found out high burnout rates inside the organization, it found that three common culprits: excessive collaboration, weak time management disciplines, and a tendency to overload the most capable with too much work. These forces not only rob employees of time to concentrate on completing complex tasks, they also crunch the downtime that is necessary for restoration. The leaders are concerned about continuous low performance and

employees talking of negative things about the company and the leaders.

1.1 Research Objectives

1) To measure the current level of mindful leadership skills, practices and mindset at Power Systems of Z&A Company.

2) To measure the current level of workplace burnout and individual work performance of management and employees at Power System of Z&A Company.

3) To establish a Mindful Leadership Development Program that incorporates mindful leadership skills, practices and mindset for managers and employees at Power Systems of Z&A Company.

3) To measure the impact of the Mindful Leadership Development Program on reducing workplace burnout and on improving individual work performance at Power Systems of Z&A Company.

1.2 Research Questions

1) What is the current level of Mindful Leadership Skills, Practices and Mindset at Power Systems of Z&A Company?

2) What is the current level of Workplace burnout on individual work performance at Power Systems of Z&A Company?

3) What statistically significant impact could a Mindful Leadership Development Program have in reducing employee and management psychological burnout?

4) What impact will a Mindful Leadership Development Program as an ODI have on the overall improvement employee and management work performance?

1.3 Research Hypothesis

H1o: Mindful leadership are not significantly increase after ODIs at Power Systems of Z&A Company.

H1a: Mindful leadership are significantly increase after ODIs at Power Systems of Z&A Company.

H2o: Workplace burnout in pre-ODIs is not significantly decrease after ODIs at Power Systems of Z&A Company.

H2a: Workplace burnout in pre-ODIs is significantly decrease after ODIs at Power Systems of Z&A Company.

H3o: Work performance in pre-ODIs is not significantly increase after ODIs at Power Systems of Z&A Company.

H3a: Work performance in pre-ODIs is significantly increase after ODIs at Power Systems of Z&A Company.

H4o: Mindful leadership has no significant relation on workplace burnout of employees at Power Systems of Z&A Company.

H4a: Mindful leadership has significant relation on workplace burnout of employees at Power Systems of Z&A

Company.

H5o: Mindful leadership has no significant relation on work performance of employees at Power Systems of Z&A Company.

H5a: Mindful leadership has significant relation on work performance of employees at Power Systems of Z&A Company.

2. Review of Literature

Leadership is an emerging interdisciplinary field and a few researches has been done on the overall leadership development program (Avolio, Avey, and Quisenberry, 2010). Over the past century, only 201 articles have been published, linked with considerably less focused on worthwhile training and leadership interventions. Leadership development programs have become commonplace over the past two decades to meet the urgent need to train enough leaders and to help improve and enhance leadership skills and abilities. Although little attention has been paid to the evaluation of these programs (Ely et al., 2010).

Leadership development programs include personal self-management skills (e.g., self-awareness, balancing conflicting demands, ability to learn and leadership values), social skills (e.g., ability to form and maintain relationships, form groups effective work skills, communication skills and ability to develop others) and job facilitation skills (e.g. management skills, the ability to think / act strategically and creatively, and the ability to initiate and implement change) (Van Velsor & McCauley, 2004).

Mindfulness describes as having complete focus on experiences that are happening in the current moment, in a non-judgmental or acknowledging (Brown & Ryan, 2003; Kabat Zinn, 1990). The explanation of mindfulness and methodology for developing mindfulness derive from traditions of eastern spiritual, that indicate the mindfulness can be develop over the usual practice of meditation and it increase in result of positive qualities such as awareness, wisdom, insight, compassion and equality (Goldstein, 2002; Kabat Zinn, 2000). On the other hand, mindfulness contains a factor define as focus on and awareness that current situation (Brown & Ryan, 2004). They depute that accepting is necessary for mindfulness, but includes the ability to full concentrate on current moment. The Kentucky inventory of mindfulness skills have 39-items instrument contrive to measure the mindfulness four elements such as observing awareness, describing awareness, acting awareness and accepting awareness without judgment. The items are marked as following: "I knew that my moods are being to change" (observe); "I am excellent to find a words to define my feeling" (describe); "When I do something my thought

wander and easily too abstracted" (acting); and "I told myself that I should not be too emotional to the way I feel" (judgment). The research outcome of this study suggest that inner experience of non-reactivity and non-judging are valuable facts, because both can be operationalizing the acceptance which was to acknowledge experience such as anxious feeling, may include failure to judge or self-criticism experience (non-judging) and failure to respond to experience (non-reactivity). Moreover, work need to classified the description and components of acceptance and its mindfulness relationship.

Mindfulness had been studied as method to approach to creating a sense of purpose and understanding existing goals. Mindfulness makes self-awareness and self-confidence within professionals (Ritchie & Bryant, 2012). Mindfulness is encouraged to helpful for the practitioners to keep clam and focus on the current purpose (Michel et al., 2014). Mindfulness is characterized by the external abilities to accept what they feel and think, without any decision to accept and focus on the Present. A mindfulness state mention that mindfulness is brain state change in short-term and followed by daily activities change. Kiken (2015) suggest that mindfulness state of frequent activities improve the developing change of symptomatic mindfulness.

Burnout is the series of indescribable of activities that lead to individual stressful (Maslach et al., 2001). And explain the exhaustion from three-dimensional point of view (1) emotional exhaustion (2) cynicism (3) minimize the personal efficacy. Emotional exhaustion determines as state of individual feels emotionally exhausted. Cynicism defines as detachment, job depersonalization, reduce the personal performance and feeling, and unable to perform the job task (Maslach et al., 1996).

People with different types of personalities proof the various degree of burnout. Example, a person without attitude controls more burnout than those who with internal attitude. Understanding and accepting the current work situation improve in dealing with burnout situation (Salanova et al., 2002). The very first symptoms of burnout in working environment indicated by an employee who being out of control over the through the problems (Wilski et al., 2015). Mindfulness support focusing on current work task by continually monitoring the external and internal work environments (Chin et al., 2019). Therefore, improving mindfulness assist the individual to accept challenges each and react without judgment (Goodman & Shorling, 2012).

High performance work systems include practices to make employee decision making, learning over activities of training and development (Jeong & Shin, 2019). They stated that this practice promotes to open participation and beneficial contributions of employees in daily work activities. Employees who have high level of mindfulness

are found to have a consistent in work outcome performance (Dane & Brummel, 2014). In this theoretical model, proof that there is positive relationship between mindfulness, burnout, work performance and the relationships are stronger with respondent's scores.

2.1 Conceptual Framework

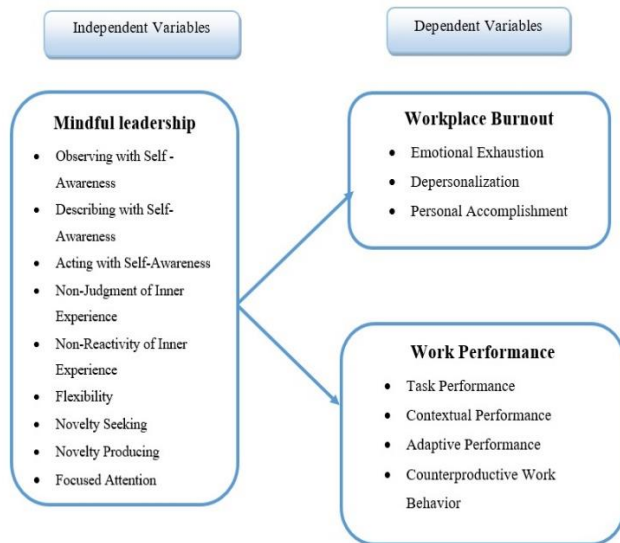


Figure 1. Conceptual Framework

3. Research Methodology

This research applied action research method which is comprised of mixed-method approach combining both qualitative and quantitative research design. Action Research Model was employed in conducting this research which focused on studying the impact of ODI on Mindful Leadership Development to reduce Employee workplace Burnout and Improving Work Performance. Quantitative data collection has made used of survey questionnaires and qualitative data was collected through observation method.

In this research, researcher used multiple method to approach the data analysis with diverse instrument for data analyzing. Because of non-parametric statistical, the researcher applies Median, Mean, Interquartile Range, St-Deviation, Paired Sample T-Test, Wilcoxon Signed Rank Test and Spearman's Rank-Order Correlation Test to approach the qualitative data analysis. This research is based on organization development intervention which have two parametric group to compare the collected data.

Mixed Method: Mixed method mention to a new research method approach that facilitates the systematic integration or mixing of quantitative and qualitative data through single investigation or ongoing research. Mixed

method constructed on the prospective data of both quantitative and qualitative methods that subsist between intricate layers of complex questions of research. The main characteristics of mixed method in this research include the following step

- 1) Collect data and analyze both qualitative and quantitative data.
- 2) Using exact process in collecting data and analyzing data relevant to each method's tradition, such as ensure in both qualitative and quantitative sample size.
- 3) Integration data while collecting data, analyzing and discussing.
- 4) Used procedure that apply qualitative and quantitative components simultaneously or sequentially with same sample or different samples
- 5) Frame up with process and procedure within theoretical model of research

The sample size of this research data analyzed was 44 respondents. The main subjects of this action research were those who was at the leadership and supervisory positions at the Power Systems of Z&A Company, and it comprised 149 people in the survey and 44 people in the organization development interventions.

4. Results and Discussion

4.1 Analysis on Demographic Profiles of Respondents

Table 1. Demographic Profile of Respondents

Gender			
Male	25.0	56.8%	
Female	19.0	43.2%	
Age			
21 - 30 years	3.0	6.8%	
31 - 40 years	29.0	65.9%	
41 - 50 years	8.0	18.2%	
51 - 60 years	4.0	9.1%	
21 - 30 years	3.0	6.8%	
Education			
Undergraduate	2.0	4.5%	
Graduate	28.0	63.6%	
Post Graduate	14.0	31.8%	
Marital Status			
Single	15.0	34.1%	
Married	29.0	65.9%	
Position			
Director	3.0	6.8%	
General Manager	4.0	9.1%	
Manager	21.0	47.7%	
Supervisor	9.0	20.5%	
Senior Staff	6.0	13.6%	
Junior Staff	1.0	2.3%	
Tenure			
Less than 1 year	3.0	6.8%	
1-2 years	8.0	18.2%	

3-4 year	4.0	9.1%
5-6 year	29.0	65.9%

4.2 Overall Mean Score of Mindful Leadership at Pre and Post ODI Stages

Table 2. Overall Mean Score of Mindful Leadership at Pre and Post ODI Stages

Mindful Leadership	Pre	Post	Pre	Post	Pre	Post
	Median		SD		Mean	
1 Overall Observe with Self Awareness	2.0	3.0	1.110	1.040	2.267	3.233
2 Overall Describe with Self Awareness	2.0	3.0	1.168	1.074	2.306	3.261
3 Overall Act with Self Awareness	2.0	3.0	1.238	1.109	2.346	3.278
4 Overall Non-Judgment of Inner Experience	2.0	3.0	1.159	1.037	2.403	3.340
5 Overall Non-Reactivity of Inner Experience	2.0	3.0	1.151	1.074	2.323	3.284
6 Overall Flexibility	2.0	3.0	1.192	1.108	2.356	3.310
7 Overall Novelty Seeking	2.0	3.0	1.148	1.067	2.301	3.261
8 Overall Novelty Producing	2.0	3.0	1.200	1.061	2.375	3.301
9 Overall Focused Attention	2.0	3.0	1.158	1.053	2.416	3.363
Overall Mindful Leadership	2.0	3.0	1.169	1.069	2.344	3.049

Note. SD: St-Deviation

According to Table 2 Pre ODI and Post ODI data analysis compare resulted describe as following. In the mindful leadership there are total nine sub-variables: the overall observe with self-awareness Pre-Median result is (2.00) and Post Median result is (3.00), there is different in median result but Pre-Mean result is (2.267) and Post Mean result is (3.233) which mean there is (0.966) different in Pre and Post ODI of mean value. Therefore, management level and employees level staffs have self-awareness in observation.

“I found mindful leadership programs, yoga, and 21 days anxiety relief naturally course very useful. I was proud of our company for providing such valuable courses during this pandemic and uncertain time. I had become more aware of what was gone on in my body and mind. Even when I was walking, I became more aware of the sensations in my body. I had become more mindful as I spoke, acted, and interact with people in my daily life. This had brought very positive changes in my everyday life. I was noticing my stress and anxiety. I was able to harness more positive energy each day and could take care of both my family and professional life” (Manager from Project Management Office)

Overall describe with self-awareness Pre-Median result is (2.00) and Post Median result is (3.00), there is different in (1.00) of Post Median increase. Overall Pre-Mean score

is (2.306) and Post Mean (3.261), there is different in Post Mean result (0.954) different in Pre and Post ODI of mean value. Therefore, management level and employees level staffs have self-awareness in describing.

“After the interventions, I had learned to articulate my thoughts and feelings simply and clearly. My mind had become much calmer and clearer and I could saw the points that I wanted to make more succinctly (General Manager from Engineering and Construction Department)”

“When I incorporated the habit of describing with awareness to my daily routine, it had been life-changing. People listened to me with respect and pay attention. I had become more aware of my thoughts, words, and the impacts that they had on real life”. (Manager from Sales and Marketing Department).

Overall act with self-awareness Pre-Median score is (2.00) and Post Median score is (3.00) there is (1.00) different in Pre and Post result. Pre-Mean score is (2.346) and Post-Mean Score is (3.278) there is (0.931) score improvement. Researcher state that management level and employee level staffs have self-awareness in observe and describe in ODI period that why in the Post ODI they know how to act with self-awareness. Therefore, act with self-awareness have improvement in Post ODI.

“I now thought twice before expressing my angered or negative thoughts at work. This had saved me from having to deal with the consequences of such negative actions. I had also stopped doing things on autopilot mode” (Project Manager from Project & Sales Department)

“I now avoided the use of electronic gadgets during meetings. I also filter the notifications that came into my system during worked hours. I was able to prioritize projects based on urgency. I also wrote things down in my to-do listed so that I don't forget important responses. I also keep a journal to become more organized and aware of my daily activities and tasks. I became more productive and felt the joy of missing out” (Assistant Manager from Project & Sales Department)

Overall non-judgment of inner experience Pre-Median result is (2.00) and Post Median result is (3.00) there is (1.00) score improvement after ODI. Pre-Mean value is (2.403) and Post Mean value is (3.340), there is a (0.937) difference between Pre ODI and Post ODI of mean value. Non-judgment of inner experience has improvement on criticize their self, do and don't, good and bad, and emotional control.

“Yes, I had criticized myself for having certain feelings and thoughts. After getting training, my mind” (Employee)

"I always evaluate myself now and then, so I can control some thoughts and feelings." (Employee)

"Yes, sometime I criticize myself, but keep to control my temper." (Employee)

"Better control of my emotions and reactions" (Employee)

"I always evaluate myself now and then, so I can control some thoughts and feelings." (Employee)

Overall non-reactivity of inner experience Pre-Median value is (2.00) and Post Median value is (3.00) there is (1.00) difference in Pre ODI and Post ODI result. Pre-Mean score is (2.323) and Post Mean score is (3.284), there is (0.960) difference between Pre ODI and Post ODI of mean value and the researcher state that overall non-reactivity of inner experience has improvement in perceive feeling, emotion without react, can pause without immediately reacting in difficult situation and feel calm of distressing and let go the thoughts or images.

"We were exposed to tools to nurture our minds during the interventions. We learned to reflect on what good was happening right now. When I faced difficult or challenging situations, I had learned to take a pause for a second before reacting immediately. I had also become aware of my emotions and feelings. I learned that taking a second to react could result in good solutions and responses" (General Manager from Engineering & Constructing Department)

"When I had distressing thoughts or images, I felt calm. I was not distracted by difficult situations" (Executive Engineer from Power Generation Department)

Overall flexibility Pre-Median result is (2.00) and Post Median result is (3.00), there is (1.00) difference in Pre ODI Median value and Post ODI Median value. Pre-Mean value is (2.356) and Post Mean value is (3.310), between Pre and Post of mean value there is (1.270) difference and overall flexibility have enhancement.

"I improved strength, balance, and flexibility" (Employee)

"Yoga improved strength, balance, and flexibility" (Employee)

"My understanding of mindfulness was that it was the individual journey. A company or business was a group of those individuals working together. Therefore, those training really impact me as an individual. I felt more attentive to what was happening around me. I felt calm and less anxious but the overall work done and efficiency was increased." (Employee)

Overall novelty seeking Pre-Median score is (2.00) and

Post Median score is (3.00) the difference is (1.00). And Pre-Mean score is (2.301) and Post Mean score is (3.261) the difference is (0.960). There is an improvement in Mean value because the management level and employee like how to pleasure in experiencing new things, investigate things and challenged intellectually.

"Yes, I was satisfied with my contribution to our company. I was enjoyed and did tasks efficiently & effectively to support all business units to meet the organization's goals." (Employee)

"I getting liked to investigate new things and challenging job" (Employee)

"New things made me more interested in the job and gave me new experiences in daily working life. And challenged job also very competitive in the organization which made us more active" (Employee)

Overall novelty producing Pre-Median value is (2.00) and Post Median value is (3.00) there is (1.00) difference in Pre ODI and Post ODI Median value. Pre-Mean score is (2.375) and Post Mean score is (3.301), there is (0.926) difference between in Pre and Post Mean value. Overall novelty producing have enhancement in generate novel ideas, novel contributions, creativity and effective idea.

"During the leadership training workshops, we learned about the new leadership skills such as transformational leadership for Covid19 crisis and insights and tools for winning customers during the Covid19 crisis. These had enabled us to generate new ideas in coping with the unprecedented challenges of the day. (Project Manager; Project Management Office)

"The leadership training workshops we received during the interventions were very precious. It provides us with essential tools to tackle the challenges of today." (Deputy Manager; Material & Supply Department)

Overall focused attention Pre-Median value is (2.00) and Post Median value is (3.00) the difference between Pre and Post Median value is (1.00). Pre-Mean value is (2.416) and Post Mean value is (3.363) the difference is (0.947) because the researcher stated that management level and employee level staffs gave attention on every filed in the organization and overall focused attention was improved in Post ODI.

"I'm aware of what was gone on in the moment and my attention was focused on what was happening now." (General Manager from MCP1)

"Participating in the ODI activities such as yoga and meditation practice for focus and productivity and yoga and meditation for concentration and mental focus had allowed us to gained more focused attention." (Assistant Engineer

from Material & Supply Department)

Overall Mindful Leadership, Pre-Median value is (2.00) and Post Median value is (3.00) there is (1.00) difference in Median value of Pre and Post. Pre-Mean value is (2.344) and Post Mean value is (3.292) the difference is (0.948). That why mindful leadership have improvement in Post ODI and organization development intervention is successful.

4.3 Overall Mean Score of Workplace Burnout at Pre and Post ODI Stages

Table 3. Overall Mean Score of Workplace Burnout at Pre and Post ODI Stages

Workplace Burnout	Pre	Post	Pre	Post	Pre	Post
	Median		SD		Mean	
1 Overall Emotional Exhaustion	3.0	2.0	1.113	1.221	3.331	2.390
2 Overall Depersonalization	3.0	2.0	1.020	1.127	3.354	2.409
3 Overall Reduced Personal Accomplishment	3.0	2.0	1.013	1.119	3.259	2.313
Overall Workplace Burnout	3.0	2.0	1.049	1.156	3.315	2.371

Note. SD: St-Deviation

In Table 3, Overall emotional exhaustion Pre-Median score is (2.00) and Post Median score is (3.00) there is (-1.00) difference in Pre and Post Median score. Pre-Mean value is (3.331) and Post Mean value is (2.390), the difference between Pre and Post Mean value is (-0.940) that mean in emotional, stress and over workload are reduce.

“During times of uncertainty and high stress, 21-days relieve anxiety naturally and a leadership development program was helpful to remember that I was not alone in how I felt. Leaders played a key role in helping to guide and support my colleagues and my staff in a kind and compassionate way and tried to propose to management worked reschedule for them” (Executive Engineer from Power Generation)

“Practicing self-compassion during this time was also important. Been honest about how I was truly feeling and remembered that if I was not feeling well, I was not only been kind to me by staying home, but you were protecting those I worked with as well. This time a high stressed, it’s easy to let frustrations got in the communication. Paused and gave me space to respond in a kind way.” (Assistant Engineer from Engineering and Construction)

Overall depersonalization Pre-Median result is (3.00) and Post Median result is (2.00) the difference value is

(-1.00). Pre-Mean score is (3.354) and Post Mean score is (2.409), the difference of Pre and Post Mean value is (-0.945), which mean depersonalization reduce after organization development intervention and client’s management, sick of work, responsible for client problems and become insensitive also reduce. Therefore, organization development intervention improved on depersonalization.

“Being a part of the ODI activities had a significant impact on my everyday life. I had been able to manage my anxiety better. I felt like I was in control of my life again.” (Assistant Manager from Projects and Sales Department)

After participating in the fun ODI activities liked the programs to deal with anxiety and stress, I felt more connected to the people I care about—my family, colleagues, clients, and suppliers. (Deputy Manager, Material & Supply Department)

Overall reduced personal accomplishment Pre-Median score is (3.00) and Post Median score is (2.00) and the difference between Pre and Post Median score is (-1.00). Pre-Mean value is (3.259) and Post Mean value is (2.313) the difference is (-0.945) which mean organization development intervention had successes in personal accomplishment in Post ODI.

“I felt that I could better connect with the clients and understand their concerns as I was better able to manage my stress and anxiety. I felt that I could better accomplish personally and at work thanked to the habits and practices I was able to gain access to during the mindful leadership ODI activities. I contribute more to my company by participating in new initiatives liked a project management office. I thought that this kind of initiative could increase efficiency. I was satisfied with my contribution. I’m happy to do tasks that were outside my scope of work” (Assistant Manager from Project & Sales Department)

Following the ODI activities, I and my colleagues were better able to saw our concerns more clearly and able to communicate these concerns to the management more effectively. The management listened to our concerns and made necessary adjustments. (Assistant Engineer, Engineering & Construction Department)

Overall workplace burnout Pre-Median score is (3.00) and Post Median score is (2.00) the difference is (-1.00). Pre-Mean value is (3.315) and Post Mean value is (2.371) the difference is (-0.943) which mean workplace burnout have development. Therefore, in the organization development intervention was positively impacted on work burnout.

4.4 Overall Mean Score of Work Performance at

Pre and Post ODI Stages

Table 4. Overall Mean Score of Work Performance at Pre and Post ODI Stages

Work Performance		Pre	Post	Pre	Post	Pre	Post
		Median		SD		Mean	
1	Overall Task performance scale	2.0	3.0	1.219	1.078	2.301	3.227
2	Overall Contextual performance scale	2.0	3.0	1.109	1.064	2.310	3.287
3	Overall Adaptive Performance	2.0	3.0	1.192	1.063	2.375	3.318
4	Overall Counterproductive work behavior scale	2.0	3.0	1.257	1.117	2.313	3.240
Overall Work Performance		2.0	3.0	1.194	1.081	2.325	3.268

Note. SD: St-Deviation

According to Table 4 Pre ODI and Post ODI data analysis compare resulted describe as following. In the work performance there are total four sub-variables: overall task performance scale Pre-Median result is (2.00) and Post Median result is (3.00), there is (1.00) different in it but Pre-Mean result is (2.301) and Post Mean result is (3.227) which mean there is (0.926) different in Pre and Post ODI of mean value. Therefore, there is task performance scale improvement in management level and employee level staffs.

“As we participate in the ODI activities, “I worked and focus on finished urgent tasks and I felt responsible for my duties. I tried to manage my time and performance by creating to-do lists. I was aware that there were certain things that were beyond my controlled.” (Executive Engineer from Engineering & Construction)

“I note that my colleagues were better able to perform the assigned jobs now. The teams became more efficient and productive as the leaders became more mindful about their actions and behavior in leading their teams” (Assistant Engineer from Engineering & Construction Department)

Overall contextual performance scale Pre-Median result is (2.00) and Post Median result is (3.00), there is different in (1.00). Overall Pre-Mean score is (2.310) and Post Mean (3.287), there is different in Post Mean result (0.977) because the research noted that staffs of management level and employee level are improvement in contextual performance of engage new tasks, challenging on work task, keeping job knowledge and skills up to date.

“Participating in the ODI activities had changed my outlook for work. I used to believe that it’s my superiors’ job to assign me new jobs and responsibilities. I found mindful leadership skills such as novelty seeking and novelty-producing concepts very aspiring. I was not afraid to take initiative in getting new tasks for myself now.” (Assistant Engineer from Engineering and Construction Department)

“Mindful leadership skills and practices that we could incorporate into our daily life was enlightening. I was grateful that the management had provided new opportunities for us to learned new skills that had significant positive impacts on both our professional and personal life. I had learned to take time for self-care by engaging in activities liked relaxation, meditation, spending time with family, and physical exercise.” (Assistant Engineer from Material & Supply Department)

Overall adaptive performance Pre-Median score is (2.00) and Post Median score is (3.00) there is (1.00) different in Pre and Post result. Pre-Mean score is (2.375) and Post Mean Score is (3.318) there is (0.943) score improvement. Researcher state that management level and employee level staffs have adapt their performance in showed resiliency, creative solution and difficulty, dealt productively with uncertain and unpredictable work situation, and adjust the work goals.

“Mindful leadership ODI activities were very useful for us. We gained insights into how leaders deal with difficult challenges under unforeseeable circumstances.” (Manager from Power Generation)

“I now understand how to deal productively with uncertain and unpredictable worked situations. I was confident that I could solve any unpredictable problem used the skill sets I learned during the ODI activities. I don’t feel stressed in managing my workload even amidst the challenges of COVID 19” (Project Manager from Material & Supply Department)

Overall counterproductive work behavior scale Pre-Median result is (2.00) and Post Median result is (3.00) there is (1.00) score improvement after ODI. Pre-Mean value is (2.313) and Post Mean value is (3.240), there is a (0.927) difference between Pre ODI and Post ODI of mean value. Counterproductive work behavior scale has improvement in negative aspects of work but problems increase in unimportant matters complain and make bigger problems at work.

“We shared our issues with the manager. The management was very kind and flexible. The compensation structure was amended. Management added travel

allowance for the site visits.” (Associate Director from Project & Sales Department)

“We felt that as we learned during the ODI activities, our leadership received our feedback with flexibility and appreciative inquiry. We felt appreciated and valued in the organization. I urged my colleagues to adopt positive thinking. I tried to communicate to the employees who engage in such behavior” (Project Manager from Project & Sales Department)

Overall Work Performance, Pre-Median value is (2.00) and Post Median value is (3.00) there is (1.00) difference in Median value of Pre and Post. Pre-Mean value is (2.325) and Post Mean value is (3.268) the difference is (0.943). That why work performance has improvement in Post ODI and organization development intervention is successful.

4.5 Pre ODI and Post ODI Paired Sample T-Test

Table 5: Pre ODI and Post ODI Paired Sample T-Test

Variable	Paired Differences			t	Sig. (2-tailed)
	Mean	SD	Std. Err Mean		
Pair 1: Pre-Post Mindful Leadership	-0.948	0.062	0.009	-101.171	0.000
Pair 2: Pre-Post Workplace Burnout	0.943	0.077	0.011	80.948	0.000
Pair 3: Pre-Post Work	-0.934	0.076	0.011	-81.368	0.000

4.6 Wilcoxon Signed Ranked Test of Variables

Table 6. Wilcoxon Signed Rank Test of Variables

Variable		N	Mean Rank	Sum of Ranks	Test Statistics	
					Z	Sig. (2-tailed)
Pair 1: Post-Pre-Mindful Leadership	Negative Ranks	0 ^a	0	0	-5.831	0
	Positive Ranks	44 ^b	22.5	990		
	Ties	0 ^c				
	Total	44				
Pair 2: Post-Pre Workplace Burnout	Negative Ranks	44 ^d	22.5	990	-5.903	0
	Positive Ranks	0 ^e	0	0		
	Ties	0 ^f				
	Total	44				
Pair 3: Post-Pre Work Performance	Negative Ranks	0 ^g	0	0	-5.857	0
	Positive Ranks	44 ^h	22.5	990		
	Ties	0 ⁱ				
	Total	44				

Hypothesis 1

H1_o: Mindful leadership are not significantly different after ODIs at Power Systems of Z&A Company.

H1_a: Mindful leadership are significantly different after

Performance

Table 5 Presented the Pre ODI and Post ODI analysis result by paired sample t-test. Pair 1: Pre-Post Mindful Leadership’s mean value is (-0.948) which mean Post ODI’s value is higher than Pre ODI value, St-Deviation value is (0.062) that describe as there is no significant problems between Pre ODI and Post ODI of Mindful Leadership. Standard Error Mean score is (0.009) and t-value is (-101.171) that mean there is no error and Sig (2-tailed) score is (0.000) that mean Pre ODI and Post ODI of Mindful Leadership is significantly difference.

Pair 2: Pre-Post Workplace Burnout’s mean value is (0.943) which mean Post ODI’s value is lower than Pre ODI value, St-Deviation value is (0.077) that defined as there is significant problems between Pre ODI and Post ODI of Workplace Burnout. Standard Error Mean score is (0.011) and t value is (80.948) that mean there is error and Sig (2-tailed) score is (0.000) that mean Pre ODI and Post ODI of Workplace Burnout is significantly difference.

Pair 3: Pre-Post Work Performance’s mean value is (-0.934) which mean Post ODI’s value is higher than Pre ODI value, St-Deviation value is (0.076) that describe as there is no significant problems between Pre ODI and Post ODI of Mindful Leadership. Standard Error Mean score is (0.011) and t value is (-81.368) that mean there is no error and Sig (2-tailed) score is (0.000) that mean Pre ODI and Post ODI of work performance is significantly difference.

ODIs at Power Systems of Z&A Company.

Based on Table 5 of Paired Sample T-Test of Pre ODI and Post ODI of Mindful Leadership Present (t = -101.171) and pair p value is 0.00 less than 0.5 (95% difference

interval confidence) and the result is statistically significant different between Pre ODI and Post ODI. In Table 6: Wilcoxon Signed Rank Test of Pre ODI and Post ODI of Mindful Leadership showed ($z = -5.831$) and pair p value is (0.000) less than 0.05 (at 95% difference interval confidence) prove that there is a statistically significant difference between Pre ODI and Post ODI. Therefore, **H1_a** is statistically significant difference between Pre ODI and Post ODI of Mindful Leadership.

Hypothesis 2

H2_o: Workplace burnout in pre-ODIs is not significantly different after ODIs at Power Systems of Z&A Company.

H2_a: Workplace burnout in pre-ODIs is significantly different after ODIs at Power Systems of Z&A Company.

According to Table 5 of Paired Sample T-Test of Pre ODI and Post ODI of Workplace Burnout Present ($t = 80.948$) and pair p value is 0.000 greater than 0.5 (95% no difference interval confidence) and the result is statistically significant different between Pre ODI and Post ODI. In Table 6: Wilcoxon Signed Rank Test of Pre ODI and Post ODI of Workplace Burnout showed ($z = -5.903$) and pair p value is (0.000) greater than 0.05 (at 95% difference interval confidence) prove that there is statistically significant difference between Pre ODI and Post ODI. Therefore, **H2_a** is statistically significant difference between Pre ODI and Post ODI of Workplace Burnout.

Hypothesis 3

H3_o: Work performance in pre-ODIs is not significantly different after ODIs at Power Systems of Z&A Company.

H3_a: Work performance in pre-ODIs is significantly different after ODIs at Power Systems of Z&A Company.

Construct on the Table 5 of Paired Sample T-Test of Pre ODI and Post ODI of Work Performance Present ($t = -81.368$) and pair p value is 0.000 less than 0.5 (95% difference interval confidence) and the result is statistically significant different between Pre ODI and Post ODI. In Table 6: Wilcoxon Signed Rank Test of Pre ODI and Post ODI of Work Performance showed ($z = -5.857$) and pair p value is (0.000) less than 0.05 (at 95% difference interval confidence) prove that there is a statistically significant difference between Pre ODI and Post ODI. Therefore, **H3_a** is a statistically significant difference between Pre ODI and Post ODI of Work Performance.

4.7 Spearman Rank Correlation Test of Mindful Leadership & Workplace Burnout

Table 7. Spearman Rank Correlation Test of Mindful Leadership and Workplace Burnout

Correlations

		MINDFUL	BURNOUT
Spearman's rho	MINDFUL	1.000	.629**
			.000
	N	44	44
BURNOUT	BURNOUT	.629**	1.000
		.000	
	N	44	44

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

Hypothesis 4

H4_o: Mindful leadership has no significant relation on workplace burnout of employees at Power Systems of Z&A Company.

H4_a: Mindful leadership has significant relation on workplace burnout of employees at Power Systems of Z&A Company.

In Table 7, Spearman Correlation analysis result showed that the ($r_s = 0.629$) and p value sig. is equal (0.000) which is less than .05 ($.000 < .05$) that means the null hypothesis is rejected. There is a statistically significant relationship between 2 variables at the .05 significant level. Therefore **H_{a4}**: Mindful Leadership and Workplace Burnout are moderately correlated and have positive influence.

4.8 Spearman Rank Correlation Test of Mindful Leadership & Work Performance

Table 8. Spearman Rank Correlation Test of Mindful Leadership and Work Performance

Correlations

		MINDFUL	PERFORMANCE
Spearman's rho	MINDFUL	1.000	.571**
			.000
	N	44	44
PERFORMANCE	PERFORMANCE	.571**	1.000
		.000	
	N	44	44

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

Hypothesis 5

H5₀: Mindful leadership has no significant relation on work performance of employees at Power Systems of Z&A Company.

H5_a: Mindful leadership has significant relation on work performance of employees at Power Systems of Z&A Company.

In Table 8, Spearman Correlation analysis result showed that the ($r_s = 0.571$) and p value sig. is equal (0.000) which is less than .05 ($.000 < .05$) that means the null hypothesis is rejected. There is a statistically significant relationship between 2 variables at the .05 significant level. Therefore

H5_a: Mindful Leadership and Work Performance are moderately correlated and have positive influence.

5. Conclusion

5.1 Summary of Findings

The purpose of this research study was a mindful leadership development program that can aim to reduce the employees' work burnout level to improve the work performance at Z&A Company. In Z&A Company, both levels of management and employees were increasing in burnout level, decreasing in work performance and work pressure from the clients. This research study aimed to reduce the burnout level and to improve work performance.

Research Question 1: What is the current level of Mindful Leadership Skills, Practices and Mindset at Power Systems of Z&A Company?

Researcher observation at Pre ODI: the researcher notices in management and employees' level have lacked of self-observing awareness because the analyzed result showed that they have weakness in sensation. However, they have good results in self-awareness describing. Moreover, management and employees did not understand self-awareness acting because the analyzed result proved that they cannot focus and be easily distracted. The analyzed data of non-judgment of inner experience result were less than Post ODI stage, which means both management and employees have weakness in describing thought and feeling. Non-reactivity of inner experience result was unsatisfied because they cannot manage emotion, calm down, and immediately reacting. Flexibility results showed that management and employees cannot be flexible because they don't know themselves to unfold things and expectations. The respondents were good at novelty seeking because investigate things and they can enjoy and pleasure the new things. The result of novelty producing was unsatisfactory because management and employees were taking old trends in engaging jobs and they cannot produce any novelty idea. Management and employees' focus attention result was higher during the Pre ODI stage. At the Pre ODI stage, the

level of mindful leadership skills, practices, and mindset were moderate.

Researcher observation at Post ODI: After ODI mindful leadership development program training, the result of mindful leadership was satisfied and the leadership development program positively impacted this research. Therefore, the Post ODI result showed that the level of mindful leadership skills, practices, and mindset was higher than Pre ODI.

Research Question 2: What is the current level of Workplace burnout on individual work performance at Power Systems of Z&A Company?

Researcher observation at Pre ODI: The analyzed result showed that management and employee got emotional exhaustion sometimes because the researcher observed they don't understand the level of mindfulness and awareness. That was why emotional exhaustion result was above average in Pre ODI stage. And they complained about their burnout to supervisor in the organization.

Researcher observation at Post ODI: Emotional exhaustion, Depersonalization and Personal accomplishment result was decreased in Post ODI. The overall Workplace burnout level was decreased in Post ODI. Even though they were working from home under the Covid19 crisis and the respondents have still had emotion, worries, anxiety, and stress, they can manage their self-control for burnout to get inner peace. Therefore, workplace burnout was positively affected by an organization development intervention.

Research Question 3: What statistically significant impact could a Mindful Leadership Development Program have in reducing employee and management psychological burnout?

The researcher proposed "The Mindful Leadership Development Programs to Determine its Effectiveness in Reducing Employee Burnout and Improving Work Performance at Z&A Company, Myanmar". In this research study, Z&A Company hired a professional trainer for a mindful leadership development program, 12 days Yoga program, and a 21 days relief anxiety naturally & work performance program to train the management and employees in the organization.

The mindful leadership development program was improved the leaderships' competency for Covid19 crisis, employee engagement, manage focus attention while work from home, time management, stress management, winning customers during the Covid19 period, and leadership's soft skill development. For example, managers and employees used mobile phones, computers, tablets, and smartwatches to check/answer messages, emails, and calls during the meetings which were disruptive to the outcomes of the meetings. After the mindful leadership development program, management and employees improved in mindful

awareness and concentrated on the current situation.

12 days Yoga program was aimed to reduce the management and employees' current stressful condition. The training program was focus on to get encourage trust, mental health, and physical well-being, mental balance, restore decompression and relaxation, mind and body balancing, heal the stress, heal post-traumatic stress, lift spirits and peace, inner peace, and mental focus attention. According to the ODI stage of the researcher observed, the respondents have exceedingly followed the instructor through the internet used by zoom application. Finally, this ODI training program was affected to reduce the burnout level.

The objective of a 21 days relief anxiety naturally & work performance program was to balance the current situation to improve the work performance for management and employees in Z&A Company. The program focused on relaxing and retuning, healing and recharge, love and kindness, feeling good and happy, understanding the workload, and improve the work performance. The data analyzed result Post ODI result showed that the respondents improved their workplace performance. Therefore, Mindful Leadership Development Program was a statistically significant impact on reducing employee and management psychological burnout.

Research Question 4: What impact will a Mindful Leadership Development Program as an ODI have on the overall improvement employee and management work performance?

Researcher observation at Pre ODI: According to the human resource department's yearly employee performance analysis data showed that their work performance was decreased because the respondents cannot manage work on time, manage main and side works, lacked time management, disengage new tasks, unchallenging new tasks, lacked skills and knowledge, poor problems solving skills, wasting unimportant matter complains, and focused on negative aspects of work.

Researcher observation at Post ODI: However, the Pre ODI result of work performance, the respondents lectured detail by the instructor during 21 days relieve anxiety naturally & work performance program. That was why the respondents' work performance improved at Post ODI. After the Post ODI period, the respondents were easier to manage their work in less time, willing to engage in challenging new job tasks, they want to improve their skills and knowledge, improve in problems solving skills, never complain about unimportant matters, and focused on the positive aspect of work. The researcher noticed that working from home was challenging for the employee who has a family. For example: while they were working from home used the internet the researcher noticed their son/daughter was playing around them and they cannot concentrate on their current work.

Nevertheless, this program guides them to improve their mindfulness, emotional control, knowledge, skills, manage work and time. Therefore, mindful leadership development program was impacted employees' improvement and managed work performance.

Overall summary of research: This research study was focused on a mindful leadership development program that can aim to reduce the employees' work burnout level to improve the work performance at Z&A Company. The analyzed data prove that mindful leadership was improved, workplace burnout level was reduced in Post ODI period and they proved that they can handle their stressful and burnout condition. And work performance also improved after ODI. Therefore, organization development intervention was significantly impacted on work performance.

5.2 Discussion of Findings Based on Research Hypotheses Testing

The empirical results of researched variables—mindful leadership skills, workplace burnout and worked performance were discussed in the following sections.

Hypothesis 1

H1₀: Mindful leadership skills, practices and mindset are not significantly increased after ODIs at Power Systems of Z&A Company.

H1_a: Mindful leadership skills, practices and mindset are significantly increased after ODIs at Power Systems of Z&A Company.

During Pre ODI, findings from qualitative and quantitative methods revealed that the employees could benefit from the enhanced mindful leadership skills. Introducing practices to improved mindful practices at work such as the disallowance of mobile phones and computers during meetings would allowed participants the opportunity have been more present and engaged. Without understanding the benefits of the mindfulness approaches, they suffered more worked burnout in the organization which contributed to lowered work performance.

The researcher chose the FFMQ model which reflected more of eastern approaches to mindfulness, and LMS which reflects more of a western approached to mindfulness, and combined them based on the relevance to the researched problem and context in designing the ODI activities. This model was a result of the combination and synthesis of the FFMQ mindfulness model, Langer mindfulness model, and mindful-related leadership models.

Paired sample t-test and Wilcoxon analyzed result showed mindful leadership was significantly impacted with organization development intervention on post ODI stage. That ODI support and improved, the respondents' mindful

skills, observation awareness, acting awareness, describing with awareness, non-judgment of the inner experience, non-reactivity of the inner experience, flexibility, novelty-seeking, novelty producing, and focused attention. Therefore, **H1a**: mindful leadership skills, practices, and mindset were significantly increased after ODI at power systems of Z&A Company.

Hypothesis 2

H2o: Psychological burnout level in Pre-ODIs is not significantly decreased after ODIs at Power Systems of Z&A Company.

H2a: Psychological burnout level in Pre-ODIs is significantly decreased after ODIs at Power Systems of Z&A Company.

During Pre ODI, determine the advantages from quantitative and qualitative to improve the worked burnout of employees at the power system of Z&A Company. Employees reported they were experiencing an increasing level of burnout due to the stress leveled they were experiencing. The managers and employees pointed out that the leaders were pushy, and they never thought on the subordinates' side and their problems. Accordingly, most of the management and employees at the power system were experiencing a high-stress leveled and reduced worked performance in the organization. There was a gaped between the customers' expectations of the company's products and services and the actual offerings and performances of the employees of the company. That gaped was getting increased day by day.

Person-Environment Fit Model, Job Characteristics Model, The Vitamin Model, The Michigan Model (ISR model- Institute of Social Research; Social Environment Model, or the Role Stress Approach), Demand Control Support Model, Transactional theories of stress Model, Effort-Reward Imbalance Model, The Cognitive Theory of Psychological Stress and Coping, Cox's Transactional Model of Occupational Stress, Demand-Skill-Support Model, Demand Induced Strain Compensation Model, Job Demands-Resources Model, Perceived Supervisor Support, Conservation of Resource Theory and Maslach Burnout Inventory (MBI) Model theories are used to design the ODI activities.

Hypothesis 2 was to measure the burnout leveled of respondents at Z&A Company. The hypothesis of workplace burnout support three sub-variables in this research studied. During the Pre ODI stage, workplace burnout result was above average in emotional exhaustion, depersonalization, and reduced personal accomplishment. After the post ODI stage, the result of workplace burnout was decreased. According to previous chapter 4.3.4 paired sample t-test and 4.3.5 Wilcoxon analyzed result showed Pre and Post ODI of workplace burnout result was a statistically significant

difference between Pre-ODI and Post ODI. Therefore **H2a**: psychological burnout leveled in Pre ODI was significantly decreased after ODI at power systems of Z&A Company.

Hypothesis 3

H3o: Individual performance level in Pre-ODIs is not significantly increased after ODIs at Power Systems of Z&A Company.

H3a: Individual performance level in Pre-ODIs is significantly increased after ODIs at Power Systems of Z&A Company.

During pre ODI, findings from qualitative and quantitative methods revealed that the employees could benefit from the enhanced worked performance. According to the four-year human resource database of employees' performance KPIs (key performance indicator), the result had declined.

Hypothesis 3 was to measure the respondents' worked performance and to improve their performance skills. There were four sub-variables supported by the worked performance. According to the previous chapter, 4.3.4 paired sample t-test and 4.3.5 Wilcoxon analyzed result showed worked performance was significantly impacted with organization development intervention at Post ODI stage. The organization development intervention was supported and improved the respondents' task performance, contextual performance, adaptive performance, and counterproductive worked behavior. Therefore, **H3a**: Individual performance leveled in Pre ODI was significantly increased after ODI at power systems of Z&A Company.

Hypothesis 4

H4o: Mindful leadership development pilot program does not impact the psychological burnout level of employees at Power Systems of Z&A Company.

H4a: Mindful leadership development pilot program significantly impacts the psychological burnout level of employees at Power Systems of Z&A Company.

Nowadays many researchers and organizations were desperately focused on mindful leadership because a mindful leader could affect the organization's development, performance, employee engagement, employees' anxiety, stressed, and created a positive aspect environment. Therefore, the researcher was trying to prove the correlation between mindful leadership and workplace burnout.

Hypothesis 4 was to measure the correlation between mindful leadership and workplace burnout. According to previous chapter 4.3.6 the Spearman rank correlation test proved that there was a statistically significant correlation between mindful leadership and workplace burnout. Therefore **H4a**: mindful leadership development pilot program significantly impacts the psychological burnout leveled of employees at power systems of Z&A Company

Hypothesis 5

H5_o: Mindful leadership development pilot program does not significantly impact the individual work performance level of employees at Power Systems of Z&A Company.

H5_a: Mindful leadership development pilot program significantly impacts the individual work performance level of employees at Power Systems of Z&A Company.

According to the above explanation, mindful leadership was very important to an organization because it could affect improved worked performance in the current global pandemic crisis. For that reason many researchers tried to prove the mindful leadership impacted on worked performance.

Hypothesis 5 was to measure the correlation between mindful leadership and worked performance. According to previous chapter 4.3.7 Spearman rank correlation test proved that there was a statistically significant relationship between mindful leadership and worked performance. Therefore **H5_a:** mindful leadership development pilot program significantly impacts the individual worked performance level of employees at power systems of Z&A Company.

5.3 Conclusion

The power system of Zeya & Associates group was one of the leading companies in the electrical power business sector in Myanmar and had strong partnerships with local and foreign organizations. As the market increased in the scope of competitiveness employees experienced an extra burden to achieve organizational goals. According to an HR four-year analysis of each employee's KPI (key performance indicator), the overall performance of senior management, middle management, and employees had declined. Therefore, the researcher proposed organizational development interventions activities aimed to establish and improved the mindfulness practices and shifted the mindset of management and managers of the power system at Z&A to help reduce burnout, stressed, emotion, and anxiety to gain efficient worked performance in the organization. The researcher provided three program interventions: mindful leadership development program, 12 days yoga program, and 21 days relieve anxiety naturally & worked performance program.

Mindful leadership development program contains: transformational leadership for the crisis, worked from home and employee engagement, time and stressed management, winning customers during the crisis, financial literacy for business leader and finally soft skill development for leader training was conducted during the 12 days. At pre ODI stage, in the organization the researcher

got information from interviews and questionnaires, the management and employee did not have mindful during daily working life because when they solve the problems, they communicated with each other with anger. But at post ODI stage they became calmer, mature, polite, and respect each other's (see following commented from the respondents).

"I felt much better prepare to deal with uncomfortable issues and I would try to apply mindfulness in my everyday life as much as I could. There were many benefits of practicing mindfulness regularly such as reduce stressed, self-control, enhanced flexibility, improved concentration, and advantages of integrating mindfulness in the workplace."

"Thanked you for giving me a chance to attend this training. The training was very useful and valuable for me during this covid19 pandemic situation. Each training lesson was not only for our daily life but also it could be meaningful and useful for the whole life if we apply that kind of practice and meditation. Thanked you again"

"After the trained program, I seemed my employee getting better to communicate with each other's and solve client problems effectively" (General Manager, Power System)

After that, the researcher introduced the twelve-day yoga program designed to reduce burnout, stress, emotions, and anxieties; which was instructed by a well-known professional yoga instructor. During the pre ODI period, the management and employees faced worked pressure and stress but from the intervention period, they had to work from home and got extra stress and anxiety from the covid19 crisis. While they working from home, they could not concentrate on the current matters. During the yoga program, they learned about the relationship between mental health physical exercise because a person who had tension their body muscles were made uncomfortable to did worked that was why they could not concentrate on work. But after the yoga training, they looked felt relaxed easy to work and they found their inner peace and Zen.

"It was good not only for the body but also for our mind with energy"

"Thanked you for these precious lessons to analyze myself. I would sure to use all of these lessons in my daily life and would do 30 minutes of meditation every day as best as I could"

"Thanked you so much for self-loved gentle yoga practice with Adriene. Today I had a Yoga lesson with Adriene and it made inhalation and exhalation and movements were so amazing fantastically making our body softened, sweating knew heartbeats, and relaxing. I really

loved this yoga.”

“During this pandemic I felt more stressed, I worried for my family also. But this yoga lesson taught me healing about stressed.”

“I faced difficulty while worked from home, I thought I still had stressed and workload but I could handle it”

Finally, for the worked performance, the researcher proposed 21 days to relieve anxiety naturally & worked performance program was exploited and trained in the organization by dr. Elisha Goldstein. This 21-day training program aimed to relax, retune, heal, recharge, felt good and felt happy to improved worked performance. During the organization development intervention, the researcher has noticed all the management levels and employees was willing to participate and kept practiced in the training program.

“As I reviewed and forgive myself for removing obstacles that have been time management of the daily practice, I moved forward to what I needed very ambitiously, inviting myself in this moment of presence to begin again. Welcomed to the lessons of the day to our guesthouse entertaining them by learned daily and getting to the right track. Thanked you so much again for encouraging us the engagement in this training”

Thereafter organizational development intervention, the analysis of the collected data, and the resultant outcomes were presented diligently at above. At the origination, the organization trained the mindfulness practices and mindset management to reduce the burnout, stress, emotion, anxieties to gained worked performance in the organization and the result showed that reduced burnout leveled and improved on worked performance. Consequently, the organizational development interventions were successful and flourishing for this dissertation and the business operation.

5.4 Recommendations for focal

According to this research, organization development intervention aimed to reduce the burnout level and improve work performance. This research analysis result proved that decreased in burnout level and improvement in mindful leadership and work performance. That was why organization development intervention was positively affected mindful leadership and work performance. In this section, the researcher provides further development on Z&A Co., Ltd.

Observe with self-awareness: Employees should always need to observe themselves. So that they can control their emotion, less in mistakes, gain mindfulness, and be

calm.

Describe with self-awareness: Employee needs to describe their feeling and emotion themselves and make others to understand it. Because working in the organization was not individually, therefore understating and respect each other can make good communication in the working environment.

Act with self-awareness: Employee doing the right thing for their emotion, which was make a positive vibe for them and their environment. For example: A mindful leader can handle all situation without showing anger.

Non-Judgment of Inner Experience: Non-judgment of inner experience is also important because some employees can respond very quickly without thinking but some are not. Because a person who rethink again and again before they respond. Therefore, overthinking and judgment cannot solve the problems and it will impact performance. The researcher suggests, before the judicial review it again and check the balance of the result.

Non-Reactivity of Inner Experience: Non-reactivity of inner experience is similar to non-judgment of inner experience. Repetitive daily work activity cannot move forward. When an employee did the same mistake again and again which was not good for the organization and but also for himself.

Flexibility: Flexibly is a kind of patient level. Working in an organization is a life challenging because there are many kinds of person, some have the positive aspects and some are not. The intervention, leadership development program taught work-life balancing. Therefore, to make positive vibes in the organization employees should have flexibility.

Novelty Seeking: Sometimes employees should not follow the old trends in the organization because in the technology era, creative new ideas are challenged intellectually among the employee in the organization. In 12 days, Yoga training, it trained the employee to get Zen, physical health, and mental health, when employee has a peaceful mind, he/she can innovate the creative idea. That has benefits for the employee and the organization. Therefore, employees concerned about mental health to become a Zen.

Novelty Producing: Employees should not wait for a better future nor stop; employees should have constantly strived for themselves improvement. A mindfulness employee can improve their knowledge, skills, and performance. Therefore, employees should improve their mental health and abilities.

Focused Attention: All management and employees should give attention to the current moment. According to leadership development program module 2, already taught the employee how to give focus attention while work from home and to engage in work tasks. And 12 days Yoga

training taught to get focus and productivity, and mental concentration focus. Therefore, researcher suggested that employees should know about work and family matters during working time and give full attention to work.

Emotional Exhaustion: During the global pandemic crisis, all employees have extra anxiety, stress, worries, and emotion. And this research intervention also cannot make to reduce employee burnout levels. The researcher suggests that employee should keep practice the 12 days Yoga at home after work because that will make you relax your mind to calm down, the employee can have a mental balance, to heal the stress and post-traumatic and to get inner peace. Therefore, employee can be calm down their work exhaustion that practice makes to become a mindful leader.

Depersonalization: Employees who have less emotional exhaustion can handle the clients' problems and they don't feel tired to go to work. And they can manage their emotion while they are communicating with clients. The researcher suggests 12 days Yoga at home because in that Yoga program mental health and physical well-being exercise to improve the mental health that can improve mindfulness.

Personal Accomplishment: A mindful employee can easily understand the work process, clients' feelings and positively influence people. That was why the researcher advised employees should have a peaceful minds and strong mental health.

Task Performance Scale: Soft skill development for a leader in Mindful leadership development program and feel-good feel happy to improve work performance taught the employee to handle work plan, time management, and work management. The researcher advised the employee should remember what was taught in the intervention the program and keep practices in daily work. Therefore, employee can improve their work performance.

Contextual Performance Scale: A mindful employee can easily manage work, challenging new tasks, and improving knowledge and skills. Nowadays, in the competitive business field employee should improve their knowledge and skills which are benefit for themselves and the organization. Therefore, the researcher suggests that employee should be up-to-date in skills and knowledge.

Adaptive Performance: Employees should have adaptation to stressful conditions, difficult situations and adversities. And also, employees should have innovative problems solution and balance the work engagement to achieve the work goals. Employees who can able to do those things, they must have up-to-date knowledge, skills, and mindfulness. That was why the researcher suggested having mindful training and upgrade the knowledge.

Counterproductive Work Behavior Scale: The researcher suggests that employees should not waste their time on unimportant matters, do not make problems greater, and should not have negative aspects. Another important

thing is the employee should leave work place's negative aspect to friend and family.

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