

# **DESIGNING A HIGH ENGAGED AND PERFORMING ORGANISATION WITH A FOCUS ON DEVELOPING LEADERSHIP, STRUCTURE, AND NON-MONETARY REWARDS TO ENHANCE EMPLOYEE WORK ENGAGEMENT AND EMPLOYEE JOB PERFORMANCE: A CASE STUDY AT AA GROUP CO., LTD, MANDALAY, MYANMAR**

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## **Abstract**

This action research paper emphasizes the change in organisation design elements consisting of leadership, structure, and non-monetary rewards enhancing employee work engagement and employee job performance at AA Group Co., Ltd; a family-owned gold business group located in Mandalay division, Myanmar. The company has 450 manpower and is planning to develop its human capitals and restructure its business towards IPO. The survey research and ODIs are targeted employees working from different management levels at the focal company. The actual quantitative sample size is determined as 124 and the actual qualitative sample size is determined as 15. This research utilizes both quantitative and qualitative research methods within its action research framework in order to analyse and compare the situation at the focal company in both pre-ODI and post-ODI stages. This research paper accesses the initial impacts of ODIs on the leadership, structure, non-monetary rewards, employee work engagement, and employee job performance at AA Group Co., Ltd. Based on theoretical, conceptual frameworks, ODI results, there is an improvement of desired variables at AA Group Co., Ltd. This research paper also proposes a three-year logical framework (action plan) to have a sustainable development on the recent improvement of tested variables at AA Group Co., Ltd.

**Keywords:** Employee Job Performance, Employee Work Engagement, Leadership, Non-Monetary Rewards, Structure

## **1. INTRODUCTION**

AA Group Co., Ltd is surviving in the growing and dynamic Myanmar gold market. After getting the feedback about the pre-organisation assessment result, the management comes to realise that AA Group Co., Ltd has to accept the importance of change for better organisation performance. The top management has a growing realisation that a substantial change will be focused on the design of its organisation to have a competitive advantage. Currently, there is low employee work engagement and employee job performance. Thus, the top management and researcher also realises that there might be a relationship between organisation design elements, employee work engagement, and employee job performance. The more favourable organisation design elements within the organisation, the more employee engagement and job performance can be. At this point, the major challenge for AA Group Co., Ltd is redesigning its organisation in a way that employee work engagement and job performance of employees can be improved, leadership, and non-monetary rewards can be strengthened, dysfunctional aspects of a structure can be retreated and aligned. It is found out in several types of researches and reports that those three organisation elements (Leadership, Structure, and Non-Monetary Rewards) are critical drivers of employee work engagement and employee job performance. (Hewitt, 2017; Bhalla et al., 2011; Tolchinsky & Wenzl, 2014) Hence, an organisation development intervention, especially with a focus on leadership, structure, non-monetary rewards at AA Group Co., Ltd, could enhance employee work engagement and employee job performance.

### 1.1 Purpose of The Study

At AA Group Co., Ltd, there was a need for addressing organisation design elements especially on leadership, structure, and non-monetary rewards to enhance employee work engagement and employee job performance. There was a growing realisation that designing of an organisation is needed to be made for addressing those mentioned issues.

Therefore, the primary purpose and statement of this research were to determine the impact of an organisation development intervention (ODI) on organisation design elements (Leadership, Structure, Non-Monetary Rewards) to improve Employee Work Engagement and Employee Job Performance at AA Group Co., Ltd.

### 1.2 Research Questions, and Hypotheses

#### Research Questions

- 1) What is the current circumstance of employees in terms of leadership, structure, non-monetary rewards, employee work engagement, and employee job performance?
- 2) What are the appropriate ODIs on Leadership, Structure, and Non-Monetary Rewards?
- 3) What is the impact of ODI on organisation design elements (L, S, NMR), employee work engagement and employee job performance?
- 4) What is the impact between organisation design elements (L, S, NMR) and employee work engagement and the impact between organisation design elements (L, S, NMR) and employee job performance?
- 5) What is the proposed three-year logical framework for AA Group Co., Ltd for its sustainability on the positive change?

#### Research Hypotheses

**H1o:** There is no significant difference between Pre and Post of ODI on organization design element (Leadership).

**H1a:** There is a significant difference between Pre and Post of ODI on organization design element (Leadership).

- H2o:** There is no significant difference between Pre and Post of ODI on organization design element (Structure).
- H2a:** There is a significant difference between Pre and Post of ODI on organization design element (Structure).
- H3o:** There is no significant difference between Pre and Post of ODI on organization design element (Non-Monetary Rewards).
- H3a:** There is a significant difference between Pre and Post of ODI on organization design element (Non-Monetary Rewards).
- H4o:** There is no significant difference between Pre and Post of ODI on employee work engagement (Vigour).
- H4a:** There is a significant difference between Pre and Post of ODI on employee work engagement (Vigour).
- H5o:** There is no significant difference between Pre and Post of ODI on employee work engagement (Dedication).
- H5a:** There is a significant difference between Pre and Post of ODI on employee work engagement (Dedication).
- H6o:** There is no significant difference between Pre and Post of ODI on employee work engagement (Absorption).
- H6a:** There is a significant difference between Pre and Post of ODI on employee work engagement (Absorption).
- H7o:** There is no significant difference between Pre and Post of ODI on employee job performance (Task Performance).
- H7a:** There is a significant difference between Pre and Post of ODI on employee job performance (Task Performance).
- H8o:** There is no significant difference between Pre and Post of ODI on employee job performance (Contextual Performance).
- H8a:** There is a significant difference between Pre and Post of ODI on employee job performance (Contextual Performance).
- H9o:** There is no significant impact between Leadership and Employee Work Engagement after ODIs.
- H9a:** There is a significant impact between Leadership and Employee Work Engagement after ODIs.
- H10o:** There is no significant impact between Structure and Employee Work Engagement after ODIs.
- H10a:** There is a significant impact between Structure and Employee Work Engagement after ODIs.
- H11o:** There is no significant impact between Non-Monetary Rewards and Employee Work Engagement after ODIs.
- H11a:** There is a significant impact between Non-Monetary Rewards and Employee Work Engagement after ODIs.
- H12o:** There is no significant impact between Leadership and Employee Job Performance after ODIs.

- H12a:** There is a significant impact between Leadership and Employee Job Performance after ODIs.
- H13o:** There is no significant impact between Structure and Employee Job Performance after ODIs.
- H13a:** There is a significant impact between Structure and Employee Job Performance after ODIs.
- H14o:** There is no significant impact between Non-Monetary Rewards and Employee Job Performance after ODIs.
- H14a:** There is a significant impact between Non-Monetary Rewards and Employee Job Performance after ODIs.

## 2. LITERATURE REVIEW

### 2.1 Organisation Design Elements

In their book “Designing Your Organisation”, Kates and Galbraith (2010) describe “organisation design as the deliberate process of configuring structures, processes, reward systems, and people practices to create an effective organisation capable of achieving the business strategy”. There are several models and tools of the organisation design to be considered when making the organisational change effort. There are a few underlining considerations to choose a suitable model based on the extent of familiarity in which a designer toward the models and the flexibility of the models for adapting new and unconventional organisation design in future. (Cummings & Worley, 2009) In the mid-1970s, one of the organisational development consultants called Marvin Weisbord created a six-box model as a tool for diagnosing organisational effectiveness (Weisbord, 1976). He identified six key areas which must go well and be internally consistent for the organisation to succeed. In order to understand the gap in the organisation, the six areas are described in terms of Formal System ‘what is’ and Informal System ‘what ought to be’ in the below table.

	<b>Formal System (Things to be done)</b>	<b>Informal System (What really occurs)</b>
<b>Purpose</b>	Clear goal and direction	How goals are reviewed and agreed?
<b>Structure</b>	Functional, matrix, program?	How work is done or not done?
<b>Relationships</b>	What you have to deal with whom in what? What kinds of technologies are used?	How well do they deal? The relationship quality? Types of conflict management?
<b>Rewards</b>	Explicit system, what is it?	Intrinsic Rewards. How the employees feel about the Rewards?
<b>Leadership</b>	How people from the top manage? What system in practice?	How well the top manage? Normative style of management.
<b>Helpful Mechanisms</b>	Costing system. Information management. Planning. Control.	What is used currently? How practice function?

**Table 1: Elements of Weisbord’s model**

(Retrieved from Organisation Diagnosis: a workbook of theory & practice, Weisbord, 1976)

### 2.2 Employee Work Engagement

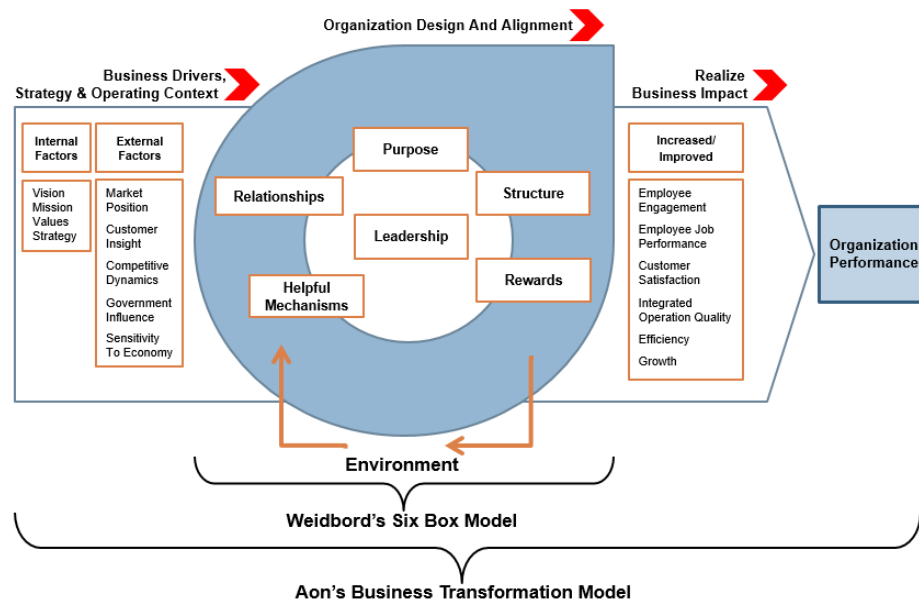
Schaufeli et al., (2002) created a different perspective of employee engagement and defined employee work engagement as a state of mind featured by vigour (mental resilience), dedication (feeling inspired and proud of one's job), and absorption (sense of concentration and willpower while performing work). Maslach (1982) defined employee engagement as "a positive antithesis of burnout". Moreover, employee engagement was defined by Schaufeli et al., (2002) as "employees' constant existence of the positive and affective state of fulfilment in their job which is characterised by vigour, dedication, and absorption (p. 74)". Furthermore, Maslach and Leiter (2008) mentioned that employees are engaged when there are "a sustainable workload, a feeling of choice and control at work, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valuable work." Three dimensions are used to characterise and measure the employee work engagement by Maslach et al., (2001), and they are vigour, dedication, and absorption.

### **2.3 Employee Job Performance**

Motowidlo (2003) defined the job performance of employees into two types; task performance and contextual performance. The task performance is usually related to the content and descriptions of the job and involves the transformation of the materials into products and services such as sales and manufacturing facilities. The contextual performance refers to a behaviour that contributes to the effectiveness of an organisation by influencing the context of psychological, social, and organisational work (Motowidlo, 2003). Besides, employee job performance is the value that organisation can expect from an individual's actions and behaviours over time (Motowidlo, 2003). Employee job performance indicates social practices that are in line with the goals of the organisation and that are under the control of an individual employee (Campbell et al., 1999). The researcher has adopted the definition of employee job performance from Motowidlo (2003), which takes into account the performance of both contextual and task.

### **2.4 Theoretical Framework**

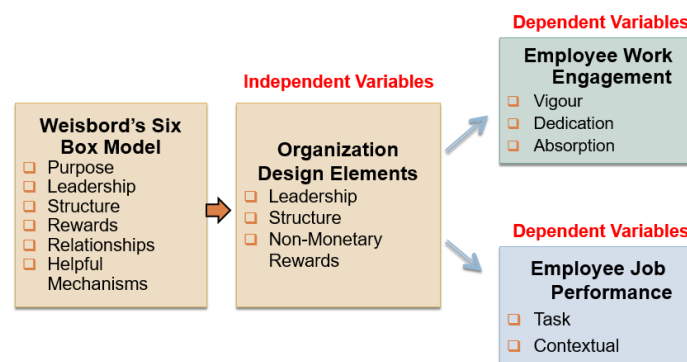
In the theoretical framework, leadership, structure, and rewards are the main drivers to develop the rest of organisation design elements such as purpose, relationships and effective mechanisms (Weisbord, 1976). Again, those selective organisation design elements are involved in influential factors of both employee work engagement and employee job performance (Aon, 2017). Therefore, the theoretical framework for this study was mainly derived from Weisbord's Six-Boxes Model and Aon's Business Transformation Model. The theoretical framework was drawn as a below figure.



**Figure 1:** The Theoretical Framework designed for this study

## 2.5 Conceptual Framework

A conceptual framework is built in order to guide the research inquiry and to structure the research and critical variables. The organisation design elements (L, S, and NMR) are treated as the independent variables, and employee work engagement and employee job performance are focused as the dependent variables. These three variables are chosen as the concentration for this thesis dissertation. As the dependent variables, vigour, dedication, and absorption are the sub-variables of employee work engagement, and task and contextual are the sub-variables of employee job performance. The proposed conceptual framework for this study is as follows:



**Figure 2:** The Conceptual Framework of the research study

## 2.6 Action Research Framework

The method of action research was used to conduct the impact of ODIs on organisation design elements (leadership, structure, and non-monetary rewards) to enhance employee work engagement and employee job performance. The action research focused not only on the practical result but also on the theoretical contribution and it was a suitable option for this social setting of a business organisation. A summary of the cyclical processes was shown in

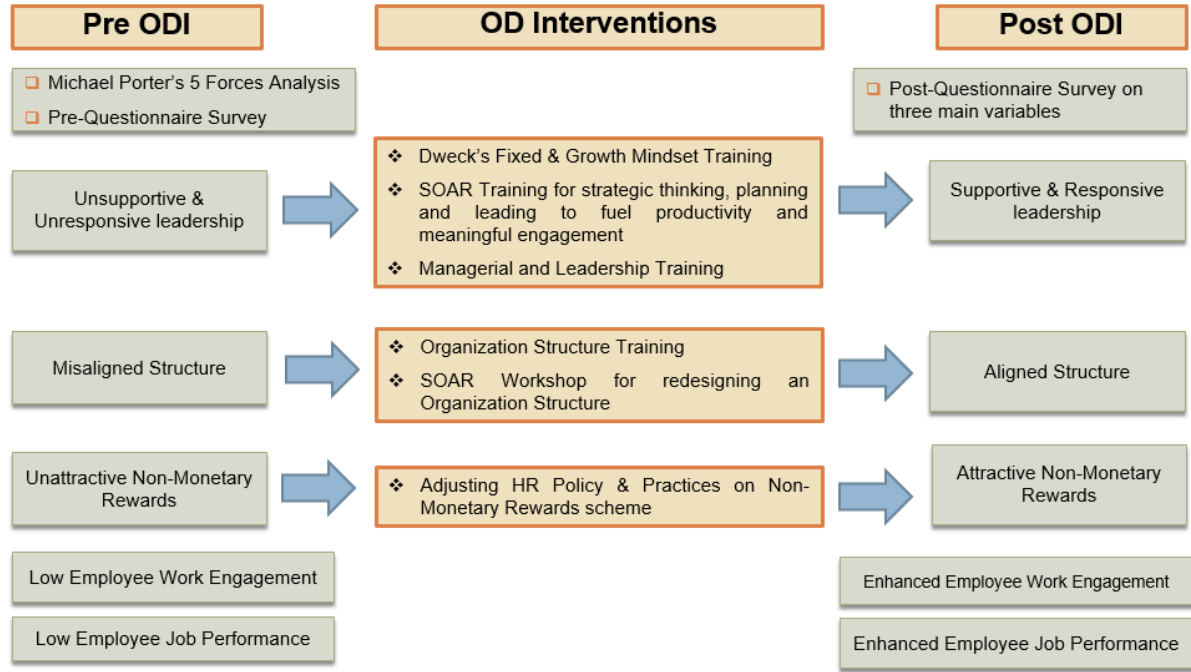


figure 3.

**Figure 3:** The Action Research Framework(Source: Own compilation, 2017)

### 3. METHODOLOGY

Details about location of your research work, sample size, tools you will be using to collect data. The research questions (RQs) and hypothesis (H) that will be explored and tested should also be listed here. Statistical analysis tools and technologies that will be used to analyse data.

#### 3.1 Pre-ODI Phase

In the Pre-ODI stage, the data gathering on the current level of organisation design elements (leadership, structure, non-monetary rewards), employee work engagement, and employee job performance were processed to explore a series of interventions needed for the enhancement of those selected factors. The data was gathered through the use of questionnaire surveys. This quantitative data was supported by the qualitative data gathered from the managerial employees with the use of individual and focus group interview techniques.

#### 3.2 ODI Phase

In order to enhance the selective organisation design elements, employee work engagement, and employee job performance, the following OD interventions were designed based on the preliminary assessment and discussion with top management on the current challenges and opportunities.

*Storytelling Workshop on restrengthening Vision, Mission and Core-Values*

All the managerial employees from Chairman to the manager level are called for the meeting where they can freely share Vision, Mission, and Core-Values of AA Group Co., Ltd by using Storytelling method. Then, all the participants will be asked on why AA Group Co., Ltd is successful up to this point and what some core values support it to be successful. And list down what are the written core values the company practices at the moment and if they can relate with the reason for the success of AA Group Co., Ltd. As the next step, the participants will discuss on what new core values can be align with the current strategy and lead AA Group Co., Ltd to sustain its success at the best. After reviewing and listing down the final selected core-values which link with mission & strategies, those will be given to HR department for creating the further performance appraisal criteria for the employees.

*Dweck's Fixed and Growth Mindset*

The exclusive customised training session on cultivating growthmind-set about Dweck's theory and his hand-on mindset quiz will be conducted by HR director at AA Group Co., Ltd. With his help, the growth mindset of employees was cultivated in order to enhance employee work engagement, employee job performance, psychological presence and characteristics of setbacks.

*SOAR Training for strategic thinking, planning and leading to fuel productivity and meaningful engagement*

The researcher arranged three uppermost management level leaders to participate in "SOAR: a positive transformational approach for strategic thinking, planning, and leading to fuel productivity and meaningful engagement" training and workshop conducted by Dr. Jacqueline Stavros at ABAC ODI Summit 2018 on 24 May 2018 in Bangkok, Thailand. Then, the same training and workshop were taught back to other 52 managerial employees by one of the upper management level leaders. The goal was to create a sense of urgency for getting the common purpose and direction for AA Group Co., Ltd.

*Managerial and Leadership Development Training*

In this section, since all managerial employees (up to assistant supervisor level) at AA Group Co., Ltd had little or no formal leadership pieces of training yet, the essential information on the theories of leadership and different types of leadership styles were given to the leaders of AA Group Co., Ltd. The tailored training on the consequences of various leadership styles was let the managerial employees to aware of their leadership styles impacting, primarily on employee work engagement, employee job performance and the organisation performance at large. The Myers-Briggs Type Indicator Assessment and the Likert System Survey were used as instruments to beware of their personality type as well as the current and future preferred leadership positioning at AA Group Co., Ltd. After the leadership training and workshops, the leadership coaching was integrated with actual role-play games on the different leadership styles and the visualisation of their effects. Moreover, all management level employees up to the assistant supervisor level were given the practical teambuilding and communication exercise and game. This exercise and game were intended to upgrade their day-to-day management practices.

*Organisation Design and Structure Training*

Before undergoing the SOAR approach on designing a suitable structure, a special lecture on the concept of structural design and types of structure, and techniques, procedures and guiding principles of SOAR were delivered to all 52 managerial employees at AA Group Co., Ltd.



### SOAR Workshop for designing a suitable structure at AA Group Co., Ltd

In this section, a popular SOAR (Strengths, Opportunities, Aspirations, and Results) method was used. At the end of the lecture, CEO and managerial employees were gathered to talk about the different lines of critical businesses and revenue streams at AA Group of Co., Ltd which are doing well and generating revenue so far. All the outcomes were written down and the main areas were highlighted to create as groups. After brainstorming a suitable structure by using SOAR framework, the most suitable organisation structure was created to continue drawing departmental workflows, job descriptions, job roles which can access the performance measurement scales for getting the actual outcomes.

### Interventions to adjust HR Policies & Practices on Non-Monetary Rewards

The researcher reviewed the existing HR Policies and practices, especially on the current non-monetary reward system in order to improve employee work engagement and employee job performance. The suggestions were given to top management after taking consideration of the managerial employees' feedback on non-monetary rewards. The attractive scheme of non-monetary rewards was provided to the employees for their best customer service, new ideas and achieving the targeted goals.

### **3.3 Post-ODI Phase**

During the Post-ODI phase, the data on the organisation design elements, employee work engagement, and employee job performance were gathered with the use of same survey instrument in Pre-ODI stage and the researcher found out that there were some improvements in the targeted variables. Then the result of the post-ODI analyses was made known to all the organisational members through the feedback and discussion sections. Then, the researcher and all the organisational members made discussions on the results of ODIs. This process of action planning, action taking and giving feedbacks was done until there was a significant improvement level of organisation design elements (leadership, structure, non-monetary rewards), employee work engagement, and employee job performance.

### **3.4 Respondents of the Study**

The primary sources of data which were used in this study came from the employees working at AA Group Co., Ltd. The total population at AA Group Co., Ltd is 450.

#### Quantitative Sample Size Determination

In this study, the researcher applied the formula to calculate the necessary sample size for a selected combination of the level of precision, confidence, and variability. The researcher used the below-simplified formula of Yamane (Yamane, 1967): When  $n$  is the sample size,  $N$  is the population size which was 450 in this study and  $e$  is the level of precision which was 0.07. Thus, the researcher got the sample size as 137 when this formula was applied. An estimated response rate was expected to be 100%, and the researcher decided to set 140 to collect the data for easy remembrance.

#### Qualitative Sample Size Determination

In a qualitative analyse, the sample size is typically required a much smaller size than that of quantitative analyse (Creswell, 1998). The researcher chose only those participants who were not only from different managerial and operational level of organisation and but also being able to express verbally and sufficiently describe the phenomenon of interest on behalf of the audience specifications and background relevance. Moreover, for getting the right sample size and saturation, for phenomenological studies, Morse (1994) claimed to have at least six. These recommendations were taken for the consideration and the qualitative sample size determination was decided as follows:

No.	Level of Management	Selected People for Survey	Type of Interview	Type of Group
1.	Corporate Level	1	In-Depth Interview	One-To-One
2	Executive Level	2	In-Depth Interview	One-To-One
3.	Functional Level	4	In-Depth Interview	One-To-One
4.	Operation Level	8	In-Depth Interview	Focus Group
<b>Total</b>		<b>15</b>		

**Table 2:** The Respondents of the study for Qualitative Research (Source: the researcher)

### 3.5 Research Instruments

In terms of the research instruments, the three significant variables were measured in this research. They were organisation design elements, employee work engagement, and employee job performance. All variables were measured with different sets of Likert scale questionnaire, one-to-one and focus group interviews and for both quantitative and qualitative, and for pre-ODI and post-ODI result as per the table on the next page.

Research Instrument	Selected Variables	Nature of Data	Number of Items	Origin	Sample Size
Robert C. Preziosi's 15-item Organizational Diagnosis Questionnaire (ODQ)	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Structure</li> <li>• Non-Monetary Rewards</li> </ul>	Quantitative	15	M. R. Weisbord's Six Box Organizational Model (1976)	140 (33.33%)
Utrecht Work Engagement Survey (UWES)	<ul style="list-style-type: none"> <li>• Vigour</li> <li>• Dedication</li> <li>• Absorption</li> </ul>	Quantitative	9	Wilmar Schaufeli and Arnold Bakker (2004)	140 (33.33%)
Job Performance Scale (JPS)	<ul style="list-style-type: none"> <li>• Task Performance</li> <li>• Contextual Performance</li> </ul>	Quantitative	12	S. A. Goodman & D. J. Svyantek (1999)	140 (33.33%)
In-Depth Interview	Overall Variables	Qualitative	10	-	15 (10%)

**Table 3:** The Research Instrument of the study (Source: the researcher)

## 4. RESULTS AND DISCUSSION

The summary statistics from the Paired- Sample t Test were presented the following table.

		Paired Differences					t	df	Sig. (2-tailed )
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
H1	<i>Post Leadership – Pre-Leadership</i>	0.81	1.132	0.102	0.612	1.014	8.000	123	0.000
H2	<i>Post Structure – Pre-Structure</i>	0.38	1.020	0.092	0.203	0.565	4.192	123	0.000
H3	<i>Post Non-monetary Rewards – Pre-Non-monetary Rewards</i>	2.13	1.184	0.106	1.923	2.344	20.077	123	0.000

**Table 4:** Paired-Sample t-Test Between Pre-ODIs and Post ODIs Situations of L, Sand NMR

#### 4.1 Hypothesis testing for Difference between Pre-ODI and Post ODI of Leadership

Null Hypothesis (H01): There is no difference between Pre-ODI and Post ODI of Leadership.  
Research Hypothesis (H1): There is a difference between Pre-ODI and Post ODI of Leadership.

From the above Table 4, the t test statistics and significance p-value were 8.000 and 0.000, respectively. The t test statistics were more significant than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no difference between Pre-ODI and Post ODI of leadership cannot be supported. This means that there was a significant difference between Pre-ODI and Post ODI of leadership. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 0.82, positive. It can be seen that the improvement of leadership style which practised after using ODIs.

#### 4.2 Hypothesis testing for Difference between Pre-ODI and Post ODI of Structure

Null Hypothesis (H02): There is no difference between Pre-ODI and Post ODI of Structure.  
Research Hypothesis (H2): There is a difference between Pre-ODI and Post ODI of Structure.

From the above Table 4, the t test statistics and significance p-value were 4.192 and 0.000, respectively. The t test statistics were more significant than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no difference between Pre-ODI and Post ODI of structure cannot be supported. This means that there was a significant difference between Pre-ODI and Post ODI of structure. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 0.38, positive. It can be seen that the improvement of structure which practised after using ODIs.

#### 4.3 Hypothesis testing for Difference between Pre-ODI and Post ODI of Non-Monetary Rewards

Null Hypothesis (H03): There is no difference between Pre-ODI and Post ODI of NMR  
Research Hypothesis (H3): There is a difference between Pre-ODI and Post ODI of NMR

From the above Table 4, the t test statistics and significance p-value were 6.801 and 0.000, respectively. The t test statistics were more significant than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no

difference between Pre-ODI and Post ODI of non-monetary rewards cannot be supported. This means that there was a significant difference between Pre-ODI and Post ODI of non-monetary rewards. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 2.14, positive. It can be seen that the improvement of non-monetary rewards which practised after using ODIs.

		Paired Differences					t	df	Sig. (2-tailed )
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
H4	<i>Post Vigour – Pre-Vigour</i>	0.621	3.227	.290	.047	1.195	2.143	123	0.034
H5	<i>Post Dedication – Pre-Dedication</i>	0.449	1.014	.091	.269	.629	4.930	123	0.000
H6	<i>Post Absorption – Pre-Absorption</i>	1.720	1.218	.109	1.504	1.937	15.727	123	0.000

**Table 5:** Paired-Sample t-Test Results between Pre-ODIs and Post ODIs Situations of EWE

#### 4.4 Hypothesis testing for Difference between Pre-ODI and Post ODI of Vigour

Null Hypothesis (H04): There is no difference between Pre-ODI and Post ODI of Vigour.

Research Hypothesis (H4): There is a difference between Pre-ODI and Post ODI of Vigour.

From the above Table 5, the t test statistics and significance p-value were 2.143 and 0.034, respectively. The t test statistics were greater than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no difference between Pre-ODI and Post ODI of vigour cannot be supported. This means that there was a significant difference between Pre-ODI and Post ODI of vigour. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 0.62, positive. It can be seen that the improvement of vigour which practised after using ODIs.

#### 4.5 Hypothesis testing for Difference between Pre-ODI and Post ODI of Dedication

Null Hypothesis (H05): There is no difference between Pre-ODI and Post ODI of Dedication.

Research Hypothesis (H5): There is a difference between Pre-ODI and Post ODI of Dedication.

From the above Table 5, the t test statistics and significance p-value were 4.930 and 0.000, respectively. The t test statistics were greater than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no difference between Pre-ODI and Post ODI of dedication cannot be supported. This means that there is a significant difference between Pre-ODI and Post ODI of dedication. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 0.45, positive. It can be seen that the improvement of dedication which perceived after using ODIs.

#### 4.6 Hypothesis testing for Difference between Pre-ODI and Post ODI of Absorption

Null Hypothesis (H06): There is no difference between Pre-ODI and Post ODI of Absorption.

Research Hypothesis (H6): There is a difference between Pre-ODI and Post ODI of Absorption.

From the above Table 5, the t test statistics and significance p-value were 15.727 and 0.000, respectively. The t test statistics were greater than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no difference between Pre-ODI and Post ODI of absorption cannot be supported. This means that there is a significant difference between Pre-ODI and Post ODI of absorption. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 1.72, positive. It can be seen that the improvement of absorption which perceived after using ODIs.

		Paired Differences					t	df	Sig. (2-tailed )
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
H7	Post Task Performance – Pre-Task Performance	0.759	0.761	0.069	0.624	0.895	11.107	123	0.000
H8	Post Contextual Performance – Pre-Contextual Performance	1.237	1.058	0.095	1.049	1.425	13.015	123	0.000

**Table 6:** Paired-Sample t-Test Results between Pre-ODIs and Post ODIs Situations of EJP

#### 4.7 Hypothesis testing for Difference between Pre-ODI and Post ODI of Task Performance

Null Hypothesis (H07): There is no difference between Pre and Post ODI of Task Performance.

Research Hypothesis (H7): There is a difference between Pre and Post ODI of Task Performance.

From the above Table 6, the t test statistics and significance p-value were 11.555 and 0.000, respectively. The t test statistics were greater than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no difference between Pre-ODI and Post ODI of task performance cannot be supported. This means that there is a significant difference between Pre-ODI and Post ODI of task performance. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 0.76, positive. It can be seen that the improvement of task performance which perceived after using ODIs.

#### 4.8 Hypothesis testing for Difference between Pre-ODI and Post ODI of Contextual Performance

Null Hypothesis (H05): There is no difference between Pre-ODI and Post ODI of Contextual Performance.

Research Hypothesis (H5): There is a difference between Pre-ODI and Post ODI of Contextual Performance.

From the above Table 6, the t test statistics and significance p-value were 13.015 and 0.000, respectively. The t test statistics were greater than the critical value at 5% significance level ( $t > 1.96$  and  $p < 0.05$ ). Therefore, the null hypothesis that there is no difference between Pre-ODI and Post ODI of contextual performance cannot be supported. This means that there is a significant difference between Pre-ODI and Post ODI of contextual performance. According to the mean gap score of pre-ODI and post-ODI, the mean gap score was 1.24, positive. It can be seen that the improvement of contextual performance which perceived after using ODIs.

#### 4.9 Hypothesis Testing for Impact of Leadership, Structure, Non-monetary Rewards on Employee Work Engagement

	Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
	Constant	3.334	0.380		8.770	0.000
H9	Leadership	-0.041	0.055	-0.057	-0.744	0.459
H10	Structure	0.132	0.053	0.194	2.509	0.013
H11	Non-Monetary Rewards	0.254	0.039	0.492	6.427	0.000
n = 124    R=0.558,    R <sup>2</sup> =0.312,    Adjusted R <sup>2</sup> =0.294,    Standard Error of Estimate =0.3558						

**Table 7:** Coefficients of Dependent Variable (Employee Work Engagement) and Independent Variables (Organisational Design Elements)

From the above Table 7, among the components for organisational design element, structure and non-monetary rewards were significant since the significance p-value was 0.013 and 0.000, respectively since less than the level of significance ( $p < 0.05$ ). However, leadership was not significant at any level of the specified interval. According to the regression coefficient of structure and non-monetary rewards, there was significantly positive related between structure and non-monetary rewards and employee work engagement. It can be said that non-monetary rewards were more significant impact than structure.

#### 4.10 Hypothesis Testing for Impact of Leadership, Structure, Non-monetary Rewards on Employee Job Performance

	Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
	Constant	4.003	0.424		9.437	0.000
H12	Leadership	-0.059	0.062	-0.081	-0.951	0.343
H13	Structure	0.066	0.059	0.097	1.129	0.261
H14	Non-Monetary Rewards	0.185	0.044	0.357	4.205	0.000
n = 124    R=0.393,    R <sup>2</sup> =0.154,    Adjusted R <sup>2</sup> =0.133,    Standard Error of Estimate =0.3969						

**Table 8:** Coefficients of Dependent Variable (Employee Job Performance) and Independent Variables (Organisational Design Element)

From the above Table 4.21, among the components for an organisational design element, non-monetary rewards were significant since the significance p-value was 0.000, since less than the level of significance ( $p < 0.05$ ). However, leadership and structure were not significant at any level of the specified interval. According to the regression coefficient of non-monetary rewards was 0.185, positive, means that there was significantly positive related between non-monetary rewards and employee job performance. It can be said that non-monetary rewards were a significant impact on employee job performance.

The summary data are show on the following table on the next page.

Research Hypotheses		Results
Hypothesis 1	There is a difference between Pre-ODI and Post ODI of Leadership.	Accepted
Hypothesis 2	There is a difference between Pre-ODI and Post ODI of Structure.	Accepted
Hypothesis 3	There is a difference between Pre-ODI and Post ODI of Non-monetary Rewards.	Accepted
Hypothesis 4	There is a difference between Pre-ODI and Post ODI of Vigour.	Accepted
Hypothesis 5	There is a difference between Pre-ODI and Post ODI of Dedication.	Accepted
Hypothesis 6	There is a difference between Pre-ODI and Post ODI of Absorption.	Accepted
Hypothesis 7	There is a difference between Pre-ODI and Post ODI of Contextual Performance.	Accepted
Hypothesis 8	There is a difference between Pre-ODI and Post ODI of Task Performance.	Accepted
Hypothesis 9	Leadership has a positive impact on employee work engagement.	Not Accepted
Hypothesis 10	The structure has a positive impact on employee work engagement.	Accepted
Hypothesis 11	Non-monetary Rewards has a positive impact on employee work engagement.	Accepted
Hypothesis 12	Leadership has a positive impact on employee job performance.	Not Accepted
Hypothesis 13	The structure has a positive impact on employee job performance.	Not Accepted
Hypothesis 14	Non-monetary Rewards has a positive impact on employee job performance.	Accepted

**Table 9:** Summaries of the Investigated Hypotheses and Results

## 5. CONCLUSION AND RECOMMENDATION

By carefully reviewing the company's current situation, findings, and outcomes of both quantitative and qualitative surveys in pre-ODI and post-ODI stages, the proposed three-year logical framework for AA Group Co., Ltd was created under respective categories with the hope of sustainability for selected organisation design elements namely leadership,

structure, and non-monetary rewards practices. The outlines of the logical framework (action plan) were summarised as follows.

- 1) Introducing A Capacity Strengthening Process particularly on Leadership, Structure, and Non-Monetary Rewards
  - Scoping and Designing Process
  - Capacity Assessment Process
  - Preparing a yearly plan of the capacity strengthening program
  - Management Review Process on the plan
  - Implementation Process
  - Evaluation and Feedback Process
- 2) Building A Supportive Workplace Culture for enhancing leadership, structure, and non-monetary rewards practices
  - Practice on 'treating employees right' culture
  - Effective Communication
  - Transparent Workplace
  - Fun Workplace
  - Encouraging debate, but not negativity at the workplace
- 3) Creating A Reinforcement Learning Environment for enhancing leadership, structure, and non-monetary rewards practices
  - Positive Reinforcement Learning Practices
  - Negative Reinforcement Learning Practices

Last but not least, the above-mentioned findings of the study, the experiment of pre-ODI and post-ODI stages, and the empirical results obviously revealed that the employee work engagement and employee job performance were significantly related to the selected organisation design elements (leadership, structure, and non-monetary rewards) at AA Group Co., Ltd. Although the activities and programs of organisation development interventions were targeted to enhance these three organisation design elements (L, S, NMRs), some elements of employee work engagement and employee job performance such as dedication, task performance, and contextual performance have been intervened in order to have a significant improvement in post-ODI stage which come together with the improvement of selected organisation design elements (L, S, NMRs). Even though there was a significant improvement between pre-ODI and post-ODIs on selected organisation design elements (L, S, NMRs), employee work engagement, and employee job performance, the improvement level of these main variables remained lower than the envisioned level by the researcher. The respondents' responded level of these three variables did not go up to 'strongly agree' category. Nonetheless, the series of execution on organisation development interventions had indeed a positive impact on employee work engagement and employee job performance at AA Group Co., Ltd in the post-ODI stage. Additionally, estimated about 75% of weaknesses and challenges at AA Group Co., Ltd were able to identify through preliminary assessment that have been presented in this study were highlighted to solve during this organisation development intervention.

This research will be beneficial for not only the focal company; AA Group Co., Ltd and its employees, but also all the stakeholders of the organisation and the field of OD at large since this action research and intervention will be useful for any interested parties. When the employees at AA Group Co., Ltd is highly engaged and perform well at their job, they will be more focus on building a stronger customer relationship and it will be goodwill for



customers. Besides, this study can favour senior management to understand better their essential role in designing an organisation for the future direction of the organisation. In term of organisation as a whole, this study will initiate a positive reinforcement on an organisation design to all level within the company. This methodology and intervention can be adaptable and generally applied in other similar gold businesses in Myanmar. As a general, this study will significantly enhance employee work engagement and employee job performance, specifically through redesigning an organisation from the gold industry sector in Myanmar. This, in turn, will maximise the standard of organisation development interventions on organisation design in Myanmar. If the organisation development interventions are well-grounded, it will strengthen the company's performance and the country can be developed sustainably.

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