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Organization Development Interventions (ODI) to Improve Job Performance of Employees of a Qingdao AAA Company

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Abstract

The purpose of this study is to improve employees' job performance using OD interventions to enhance their work-life balance, supervisor-subordinate relationship, team communication, and job satisfaction at the China Qingdao AAA Company, which is a private industrial manufacturing enterprise. This action research used quantitative and qualitative methods in collecting and analyzing data. Quantitative methods used questionnaires. Data was analyzed using means, standard deviations, paired sample t-tests, multiple linear regression, and simple linear regression to evaluate employees' work-life balance, supervisor-subordinate relationship, team communication, and job satisfaction. For qualitative methods, data were collected using semi-structured interviews and open-ended questions. To understand the current situation of AAA Company in Qingdao and identify areas for improvement in research areas. Research shows that there are significant differences in work-life balance, supervisor-subordinate relationships, team communication, job satisfaction, and job performance through the implementation of ODI before and after. ODI design helps organizations improve their management work through intervention activities such as team games, group discussions, and establishing a relaxing work environment. The results of the study showed that employees experienced positive changes in their researcher factors, illustrating that ODI has a significant influence on employee job performance. Quantitative and qualitative data analysis also provided supporting evidence.

Introduction

In today's volatile economic landscape, the role of individuals in helping organizations achieve success is paramount. Employees, particularly those valued most, are the backbone of any company's capabilities lies in its employees, particularly those valued most, who contribute significantly to its growth and flourishing. It is widely acknowledged that employee job satisfaction is critical to organizational growth, as satisfied employees are more motivated and productive. However, maintaining high levels of job satisfaction and performance is a constant challenge for organizations, as these factors directly impact employee retention and overall productivity. Leaders must grasp the critical connection between employee job performance and organizational success. Factors such as dissatisfaction with career growth opportunities, salary disparities, and employee mental health issues can lead to attrition. Therefore, it falls upon leaders to address conflicts and create conducive work environments that foster job satisfaction. This entails recognizing the importance of management acknowledgment, career advancement opportunities, and organizational policies that motivate employees. Investing in employee well-being and work-life balance is essential for enhancing job satisfaction and performance. Organizations can achieve this by improving supervisor-subordinate relationships, offering attractive employee benefits, conducting regular performance reviews, and mitigating workplace stressors. Happy employees tend to be more engaged, productive, and collaborative, thereby positively impacting organizational performance. Globally, organizations increasingly recognize job satisfaction as a crucial determinant of long-term success. Economic shifts and external factors, such as the ongoing pandemic, have further underscored the importance of prioritizing employee well-being and job satisfaction. In regions like the European Union, employment happiness is a key focus area, with high job satisfaction linked to overall well-being, work-life balance, and physical and mental health. In China, where job satisfaction levels are comparatively lower, challenges such as poor leadership and management practices, inadequate work-life balance, and strained supervisor-subordinate relationships contribute to widespread workplace discontent. Cultural factors also play a significant role, with Confucianism shaping hierarchical structures and influencing employee behavior. To address these challenges, organizations must invest in vocational skills training, expand employee benefits, and improve communication channels between managers and employees. By fostering a supportive work environment that prioritizes employee well-being and professional development, organizations can enhance job satisfaction and productivity. Within the context of Qingdao AAA, a small and medium-sized private firm in China's manufacturing industry, the emphasis on employee-centric values and social responsibility underscores the company's commitment to fostering a positive work culture. By aligning organizational strategies with employee development initiatives, such as technical training programs and career advancement opportunities, Qingdao AAA aims to position itself as an industry leader while nurturing employee satisfaction and loyalty. Recognizing the intricate relationship between employee job satisfaction, organizational success, and societal well-being is imperative in today's competitive business landscape. By prioritizing employee well-being, fostering supportive work environments, and investing in professional development, organizations can cultivate a motivated and engaged workforce that drives long-term growth and success.

The Context of Variables of Qingdao AAA Company

Work-life balance significantly impacts employee well-being and productivity. When employees feel overwhelmed by work and struggle to maintain a healthy balance between their professional and personal lives, it can lead to burnout, decreased job satisfaction, and lower job performance. Implementing ODI to improve work-life balance can help alleviate stress,

boost morale, and enhance overall job performance.

The relationship between supervisors and subordinates (Supervisor-Subordinate Relationship) plays a crucial role in employee engagement and performance. A positive and supportive relationship fosters trust, communication, and collaboration, which are essential for achieving organizational goals. Conversely, strained or ineffective supervisor-subordinate relationships can lead to conflicts, decreased motivation, and reduced productivity. ODI targeted at improving this relationship can enhance communication, build trust, and create a more conducive work environment, ultimately improving job performance.

Effective communication within teams (Team Communication) is vital for coordinating tasks, sharing information, and fostering a sense of cohesion. When communication channels are open, transparent, and efficient, teams can collaborate more effectively, resolve conflicts, and achieve common objectives. Poor team communication, on the other hand, can lead to misunderstandings, decreased productivity, and increased errors. ODI focused on enhancing team communication can improve coordination, decision-making, and overall job performance.

Job satisfaction reflects employees' feelings and attitudes towards their work and the organization. Satisfied employees are more engaged, committed, and motivated to perform at their best. Conversely, low job satisfaction can result in absenteeism, turnover, and decreased productivity. ODI aimed at enhancing job satisfaction can address factors such as workload, recognition, career development opportunities, and work-life balance, thereby boosting morale and job performance.

Job performance is the culmination of various factors, including skills, knowledge, motivation, and organizational support. Improving job performance requires addressing underlying issues such as inadequate training, unclear expectations, and lack of feedback or recognition. ODI interventions targeted at enhancing job performance may include training programs, performance management systems, goal-setting initiatives, and recognition schemes. By providing employees with the necessary resources, support, and feedback, organizations can help them excel in their roles and contribute effectively to organizational success.

Statement of the Problem

The work-life imbalance among employees at Qingdao AAA Company, coupled with deficient supervisor-subordinate relationships and ineffective team communication, significantly impacts employee job satisfaction, thereby influencing their overall work performance and impeding the realization of company goals and vision. The objective of this research is to investigate the significance of the disparity between pre- and post-Organizational Diagnosis and Improvement (ODI) initiatives in terms of work-life balance, supervisor-subordinate relationships, team communication, job satisfaction, and employee job performance.

The application of the SOAR analysis and STARs model, facilitated through in-depth interviews with the management of the organization, provided the researcher with a comprehensive understanding of the existing organizational dynamics and identified areas requiring improvement within AAA Company.

The work-life imbalance experienced by employees, alongside subpar supervisor-subordinate relationships, and inadequate team communication, culminate in diminished employee engagement, diminished trust between supervisors and subordinates, ambiguous managerial directives, and suboptimal team cohesion. This study aims to assess the prevailing conditions pertaining to team leader-employee interactions, work-life equilibrium, supervisor-subordinate dynamics, team communication effectiveness, job satisfaction levels, and job performance metrics. Subsequently, an action plan will be developed and implemented to

address identified challenges and enhance organizational effectiveness.

Following the initial assessment, this study endeavours to conduct action research aimed at ameliorating work-life balance disparities, enhancing supervisor-subordinate relationships, improving job satisfaction, and ultimately enhancing job performance among employees at Qingdao AAA Company.

Qingdao AAA Company and the STAR model

The application of the STAR model to the evaluation of Qingdao AAA Company offers a structured framework for assessing and refining organizational strategies to effectively achieve its objectives. The STAR model, comprising strategy, structure, processes, rewards, and people, provides a comprehensive approach to analyzing internal organizational elements.

Strategy - Qingdao AAA Company has established short- and long-term strategic goals aligned with its mission and values. Short-term goals focus on enhancing cooperation between supervisors and subordinates and improving management trust among employees, while also addressing work-life balance challenges through policy adjustments. Long-term goals entail transitioning from a production-oriented to a technology-oriented enterprise to remain competitive and sustain growth.

Structure - The organizational structure of AAA Company features a vertical, centralized hierarchy with clear reporting lines. However, this structure poses challenges such as weakened inter-departmental communication and lack of clarity in job roles and responsibilities, leading to management delays and employee dissatisfaction.

Processes - Decision-making processes within AAA Company primarily follow a top down approach, resulting in inadequate feedback mechanisms and hindered coordination between departments. This approach contributes to unclear policies, reduced employee engagement, and decreased job performance.

Rewards - Employee incentive policies within the company are incomplete, lacking comprehensive career development plans and performance supervision. A more robust reward system aligned with organizational goals is necessary to motivate employees and foster a positive work environment.

People - The Human Resource Management department's policies focus on hiring, training, and developing employees to support organizational goals. However, challenges such as high turnover rates and inadequate skills development among migrant workers in managerial positions persist, affecting overall productivity and employee morale.

Weaknesses - Work-life balance issues arise from the lack of effective mentoring for fresh graduates and insufficient communication between employees and supervisors. Supervisor-subordinate relationships suffer from conflicts and a lack of feedback, while team communication is hindered by centralized control and inadequate role clarity.

Threats - External factors such as government regulations and cultural influences impact employee well-being and organizational dynamics. Additionally, unethical incidents and negative perceptions from competing companies pose threats to employee morale and organizational reputation.

Qingdao AAA Company and the SOAR model

SOAR analysis, an appreciative approach aimed at enhancing strategic thinking, planning, dialogue, and leadership, offers valuable insights into improving Qingdao AAA Company's operations. By aligning with the company's vision of enhancing social responsibility and bolstering employee loyalty, the analysis delves into key areas such as work-life balance, supervisor-subordinate relationships, and team communication.

Strengths - In terms of work-life balance, the company's recruitment of fresh graduates and its emphasis on employee welfare contribute positively to employee satisfaction and cooperation. Supervisor-subordinate relationships benefit from grassroots guidance, regular communication, and effective feedback mechanisms. Additionally, the organization fosters team communication through shared goals, clarity of purpose, and collaborative problem solving.

Opportunities - The Company can capitalize on opportunities such as expanding its market reach, enhancing brand recognition, and leveraging government policies to guide its development. By focusing on technological innovation and product diversification, AAA Company can bolster its competitive edge and market performance.

Aspirations - To improve work-life balance, employees are encouraged to take proactive steps to manage their workload and personal life, while the company aims to provide supportive policies and psychological counselling. Supervisor-subordinate relationships can be strengthened through mutual respect, open communication, and ongoing skills development. Furthermore, fostering a culture of teamwork and enhancing job satisfaction are integral to improving overall job performance.

Results - By aligning organizational objectives with employee satisfaction and engagement, AAA Company seeks to implement its vision and strategy effectively. Through measures aimed at reducing turnover intentions, enhancing job satisfaction, and improving the work environment, the company endeavours to achieve positive outcomes and drive sustainable growth.

Research Questions

1. What is the current situation of Qingdao AAA in terms of job satisfaction, work-life balance, supervisor-subordinate relationship, team communication, and employees' job performance?

2. What are the appropriate Organization Development Interventions (ODI) to improve employees' job satisfaction, work-life balance, supervisor-subordinate relationship, team communication, and job performance?

3. What is the significant influence of work-life balance, supervisor-subordinate relationship, and team communication on employee job satisfaction?

4. What is the significant influence of job satisfaction on job performance?

5. What are the significant differences between pre-ODI and post-ODI on employees' job satisfaction, work-life balance, supervisor-subordinate relationship, team communication, and employees' job performance?

6. What insights can be gathered and analyzed from key informants and participants during the pre-ODI (organizational diagnosis), ODI process, and post-ODI through interviews and observation?

7. What set of key strategies for human resource management and development can be proposed based on the quantitative and qualitative findings?

Research Objectives

1. To analyze the current situation of Qingdao AAA Company in terms of job satisfaction, work-life balance, supervisor-subordinate relationship, team communication, and employees' job performance.

2. To design and implement appropriate organizational development interventions (ODIs) to improve employees' job satisfaction, work-life balance, supervisor-subordinate relationship, team communication, and job performance.

3. To determine the significant influence of work-life balance, supervisor-subordinate relationship, and team communication on employee job satisfaction.

4. To determine the major influence of job satisfaction on employee job performance.

5. Determine the significant difference between pre-ODI and post-ODI on employees' job satisfaction, work-life balance, supervisor-subordinate relationship, team communication, and employee job performance.

6. To gather and analyze insight from key informants and participants during the pre-ODI (organizational diagnosis), ODI process, and post-ODI through interviews and observation.

7. Propose a set of key strategies for human resource management and development based on the quantitative and qualitative findings.

Literature Review

This section elaborates on the research variables and provides theoretical support, while also discussing the current research status concerning factors such as work-life balance, supervisors-subordinate relationship, team communication, job satisfaction, and job performance. Furthermore, the chapter proposes a theoretical framework, a conceptual framework, and designs an action research framework based on related theories, concepts, and methodologies. These frameworks elucidate intervention activities for the pre-ODI, ODI, and post-ODI phases of this action research, offering a comprehensive approach to understanding and addressing the research problem.

Work-life balance

Work-life balance, as conceptualized by Haar (2013), pertains to individuals' ability to effectively manage a myriad of responsibilities encompassing work, family, and other significant commitments. Employees navigate through various roles, including those of spouses, parents, and children, both within and beyond the confines of their employment contracts. The relationship between work-life balance and job satisfaction constitutes a nuanced interplay, characterized by fluctuations in the equilibrium between these domains. Active engagement across diverse roles within the realms of work, personal life, and society is advocated to augment job satisfaction and facilitate positive performance outcomes. Constructs such as well-being, life satisfaction, and job satisfaction are pivotal in shaping individuals' overall fulfilment (Haar et al., 2014). Hence, in endeavours to enhance employee job satisfaction, due attention should be directed towards their work-life balance.

Numerous studies examining work-life balance have produced varied findings regarding its impact on organizational outcomes. The absence of adequate work-life balance directly impacts organizational productivity and human resource development. Serving as both an intermediary and a direct determinant, work-life balance influences the interface between work and family domains, thereby molding individual work attitudes and organizational behavior, and yielding diverse outcomes in organizational perspectives (Aruldoss et al., 2021; Chaudhuri et al., 2020; Soomro et al., 2018; Sheikh, 2022; Yusuf et al., 2020).

Social Exchange Theory

Bui et al. (2016) elucidated the social exchange theory, which delineates how individuals reciprocate what they receive from others. Employees are more inclined to adopt positive work behaviors when they perceive that a company's procedures enhance their well-being or facilitate the realization of their aspirations. This theory elucidates interpersonal interactions as exchanges of resources, where individuals derive benefits and reciprocity, thereby sustaining the relationship.

Supervisor-Subordinate Relationship

Zhang et al. (2016) defined "guanxi" as the partnership between a subordinate and his or her immediate supervisor. "Guanxi" is a term of Chinese origin that refers to social links implicit relationships among individuals predicated on their shared interests, and advantages in Chinese society and workplace culture (Chen &Chen, 2012). The relationship between employees and managers in the workplace contains three different relationship qualities, namely: acquaintance relationships (friends, colleagues, and leadership relationships); stranger relationships (relationships with no personal connection) and family relationship (relationship between family members) (Sias & Shin, 2019).

A positive relationship between supervisors and subordinates also affects employees' work attitudes or behaviors towards the sense of achievement in the work process. On the contrary, the negative relationship between supervisors and subordinates leads to the subordinate's unconfident or resistant attitude and behavior to work, which directly leads to the improvement of personal and organizational performance.

The honest status of supervisor and subordinate will affect the development and growth of normal human resources and benefits of the organization, and have a relative impact on employee job satisfaction, job performance and employee turnover interion (Do et al., 2021).

Team Communication

Robbins and Coulter (2018) defined communication as the transmission and understanding of meaning, so communication is said to be successful when the meaning of the information has been transmitted and understood by the receiver exactly as the sender envisioned. Communication is a key management skill for an organization, and it can affect the work status of members of the organization. How to work? How do we develop work? What can work bring? Communication is an important condition for the rapid development of the organization and the optimization of the personal structure.

Communication competence and leadership style, effects, and relationships on job satisfaction, job motivation, and organizational commitment of employees (Mikkelson et al., 2015). It was shown that relationship orientation and effective communication were the best predictors of employee work satisfaction, job motivation.

Therefore, good team communication has an important on both the organization and the employees. Poor communication in the workplace produces an unfavourable climate for employees, not only affects employees, but also negatively affects organizational performance and development.

Leader Member Exchange Theory

The nature of the relationship between the interaction between the leader and followers is described by the leader-member exchange (Gottfredson et al., 2020). The Leader-member exchange theory holds that there are different forms of relationships between

supervisors and subordinates, and that the success of supervisor is determined by the nature of the relationship established by each subordinate. Employees in positive relationships, managers and employees form in-groups, enjoy trust, respect, and mutual support, and share information, and could participate in decision-making platforms.

The leader-member exchange theory founded employees benefit form high-quality exchange relationship in a variety of ways, including effective communication about their jobs, preferential treatment, the provision of formal and informal incentives, direct access to their immediate supervisor, and prompt performance-based feedback (Martin et al., 2016).

Job Satisfaction

Job satisfaction is an optimistic attitude toward a job that results from an assessment of job characteristics (Judge & Robbins, 2017). Job satisfaction reflects how a person feels about their work in the workplace. Satisfied employees express positive work attitudes to their jobs, but dissatisfied employees have negative attitudes. It shows that employees' work attitude determines whether they are satisfied with their work, for those who have a positive work attitude, job satisfaction will receive corresponding work rewards, such as promotion, professional skill development, and welfare increase.

Employee satisfaction is influenced by three major relationships: 1) interactions between employees and organizations, 2) the supervisor-employee relationship, and 3) relations between co-workers and employees (Tang et al., 2014). Therefore, there are numerous aspects that affect job satisfaction, including personal conditions, leadership type, work environment, colleague relationships and personal career planning, etc., that affect employee job satisfaction.

The study of Shmailan and Abdulwahab (2016) asserts that a significant correlation exists between employee performance and job satisfaction. The positive or negative correlation between job satisfaction and job performance can be understood as the relative increase or decrease in job performance while the employee's job satisfaction increases or decrease.

Job Performance

Job performance is defined as an individuals' productive outcomes in the organization in workplace when comparison to their co-worker (Torlak et al., 2021). Job performance reflects a person's performance in the organization, whether positive or negative, both the impact on the organization's goals and the consequences of a person's output within the organization.

Performance is defined as the employee's contribution to accomplishing organizational goals. High organizational work performance can promote employee cohesion, collaborative work behavior, and increase their loyalty to the organization, as well as the achievement of organizational goals (Dobre, 2013).

Two-Factor Theory

Herzberg's theory examines employee job satisfaction and job dissatisfaction, and which one influences why an employee decides to leave or stay in the company. The claimed that rewards such as money or praise, and promotions does not inspire employees; rather making their work fascinating, experiencing success in their employment, receiving acknowledgment, taking on responsibility, and the task itself do (Mopalami, 2015).

Conceptual Framework in Research

This study presents a conceptual framework with independent variables including work-life balance, supervisor-subordinate relationship, and team communication, job satisfaction as the mediating variable, and job performance as the dependent variable. Aman-UIIah et al. (2022) examined the impact of work-life balance on employee retention and attrition intention, with job satisfaction as a mediator. Their results showed that job satisfaction significantly influenced work-life balance. Tsitmideli et al. (2016) explored the elements affecting the supervisor-subordinate relationship and their effects on job satisfaction and employee performance. They found that the supervisor-subordinate relationship is the primary determinant influencing both employee performance and job satisfaction. Lindsjørn et al. (2016) analyzed the influence of teamwork quality within software teams on team performance, acquisition of knowledge, and job satisfaction. They found a strong positive impact of teamwork quality, including communication, collaboration, member balance, contribution, and moral support, on job performance. Sidabutar et al. (2020) concluded that employee performance and job satisfaction are positively correlated. Their study revealed a significant relationship between compensation, incentives, job satisfaction, and job performance, indicating that high job satisfaction can enhance job performance. The framework is as follows:

Figure 1

Conceptual framework
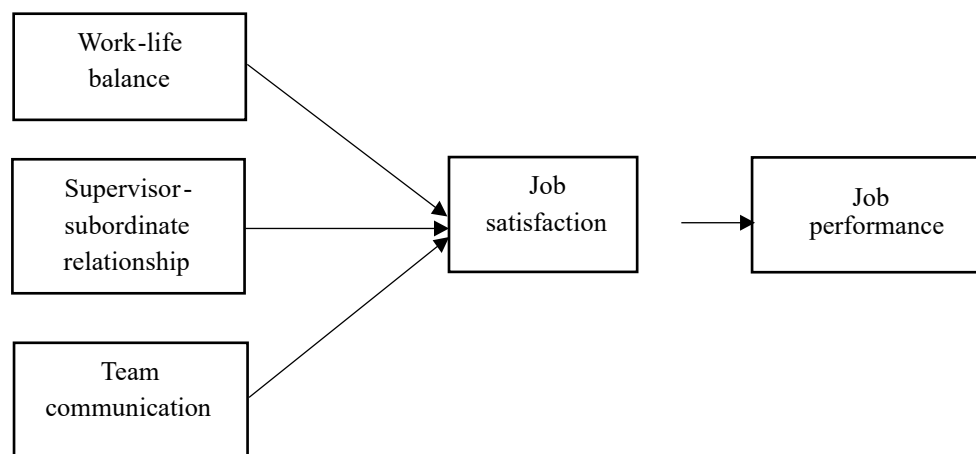
Research Methodology

H1o: There is no significant influence of work-life balance on employee job satisfaction at pre- ODI.

H1a: There is a significant influence of work-life balance on employee job satisfaction at pre- ODI.

H2o: There is no significant influence of supervisor-subordinate relationship on employee job satisfaction at pre-ODI.

H2a: There is a significant influence of supervisor-subordinate relationship on employee job satisfaction at pre-ODI.

H3o: There is no significant influence of team communication on employee job satisfaction at pre-ODI.

H3a: There is a significant influence of team communication on employee job satisfaction at pre-ODI.

H4o: There is no significant influence of job satisfaction on employee job performance at pre- ODI.

H4a: There is a significant influence of job satisfaction on employee job performance at pre- ODI.

H5o: There is no significant difference between work-life balance at pre-ODI and post-ODI.

H5a: There is a significant difference between work-life balance at pre-ODI and post-ODI.

H6o: There is no significant difference between supervisor-subordinate relationship at pre-ODI and post-ODI.

H6a: There is a significant difference between supervisor-subordinate relationship at pre-ODI and post-ODI.

H7o: There is no significant difference between team communication at pre-ODI and post-ODI.

H7a: There is a significant difference between team communication at pre-ODI and post-ODI.

H8o: There is no significant difference between job satisfaction at pre-ODI and post-ODI.

H8a: There is a significant difference between job satisfaction at pre-ODI and post-ODI.

H9o: There is no significant difference between job performance at pre-ODI and post-ODI.

H9a: There is a significant difference between job performance at pre-ODI and post-ODI.

Research Design

The research is action research using mixed method research. The quantitative data was collected through survey questionnaire from all departments and employees of Qingdao AAA company, total 140 including: one CEO, fourteen managers, and 125 front-line employees. The qualitative data was gathered from managers and front-line employees from group interview.

Population and Research Samples

The entire population of 140 employees (N=140) were respondents for the survey questionnaire at the pre-ODI stage only to test the model. The same questionnaire was used for the post-ODI with only the sample used for ODI. The pre-ODI responses of the sample were tracked for the means to be used for paired sample t-test. The sample for qualitative data used interview (pre and post ODI) composed of 30 informants (8 managers and 22 employees). Due to the limitations of the company's production management requirements, under the coordination of the human resources department and the production department, 22 employees and 8 managers were selected using employees' lunch break and off-duty time to cooperate with the researchers in implementing ODI. Through managers who participate in ODI activities, uses their daily work environment to convey the effects and significance of the activities to employees and managers who did not participate.

Research Instruments

Quantitative Research Instrument

The survey questionnaire of the study was used for pre-ODI and post-ODI. It was translated into Chinese to facilitate the respondents to answer and express their ideas correctly. In addition, the reasonable obtained a consent form, and the information of the respondents were limited to this study, and the respondent's identity remains anonymous.

Qualitative Research Instrument

The focus group used semi-structured interview to collect information from managers, and employees, on work-life balance, supervisor-subordinate relationship, team communication, job satisfaction and job performance. The interview questionnaire is:

1. What works well in your company in terms of work-life balance, supervisor-subordinate relationship, team communication, job satisfaction and job performance?

2. What do you want more of to improve (work-life balance, supervisor-subordinate relationship, team communication, job satisfaction and job performance), so choose one best.

3. What strategies or improvements do you want to improve work-life balance, supervisor-subordinate relationship, team communication, job satisfaction and job performance in one year?

Table 1

The Results of the Reliability Test

Cronbach's alpha obtained		Interpretation
Work-life balance	0.726	Moderate
Supervisor-subordinate relationship	0.848	Moderate
Team communication	0.916	High
Job satisfaction	0.893	High
Job performance	0.821	Moderate

Table 1 shows the reliability analysis results of each variable in this study. A variable is considered reliable if the obtained Cronbach's alpha value is >0.70 (Yunarsih et al., 2020). The results show that all items in the research instrument are reliable with values ranging from 0.726 to 0.916.

Validity Test

The researcher conducted an index of item objective congruence (IOC) validity test item on the questionnaire. The researcher requested invited four experts in the field of organizational management and development work in Assumption university to provide feedback using Index of them Objective Congruence (IOC) test. The validity of the questionnaire is measured by using the IOC (Index of item-objective congruence). If the expert gives "+1 points", it means that the content in the question is based on theory, and the definition of terms is also reasonable.

Table 2

The Summary of IOC Test

Summary of IOC Results		
Variable and Scale items	**Average of 5 Expert scores**	**Decision**
Q1: When there are overtime tasks, I can balance the needs of the two roles of family and work.	0.8	keep
Q2: The work hours allow me to enough time to take care of family members.	0.6	keep
Q3: After work hours, I can balance my leisure time with my work hours.	0.8	keep
Q4: My supervisor and I are happy to work together.	1	keep
Q5: My supervisor is caring me like a friend in work or life.	1	keep
Q6: My supervisor is patient and helps me deal with the problems I encounter at work.	0.8	keep
Q7: My supervisor is willing to share professional knowledge with me.	0.8	keep
Q8: I happily complete a task with my supervisor.	0.8	keep
Q9: I understand the work tasks and goals set by the supervisor.	1	keep
Q10: The supervisor understands my work plan and work deployment.	0.8	keep
Q11: My supervisor and I can reach a cooperative relationship for work.	0.8	keep
Q12: I am satisfied with possibility that company increase my salary.	1	keep
Q13: I am satisfied with the company's promotion policy.	1	keep
Q14: I am satisfied with my daily work schedule.	1	keep
Q15: I am satisfied with my current position	1	keep
Q16: I could complete the tasks assigned by the supervisor.	1	keep
Q17: I can learn new tasks quickly.	0.8	keep
Q18: I work well with supervisors and colleagues.	1	keep

Design and Implementation of ODI Work-life balance- Objectives of the ODI:

1. To raise awareness among all participants about the importance of work-life balance for individuals and organizations.

2. To facilitate participants' introduction to each other and create a relaxed atmosphere.

3. To help participants understand the expected outcomes of balancing work and life through the ODI implementation.

Activities for Work-Life Balance: Role Playing (April 26, 2 hours)

The first intervention activity is "Role Playing," where specific roles are assigned to simulate real-life scenarios. Participants gain a better understanding of front-line employees' and managers' roles and responsibilities, fostering appreciation for different job responsibilities. Participants improve their skills suitable for their roles, allowing organizations to plan for development in areas such as working hours, policies, environment, and personnel management based on the activity's results.

The researcher facilitates a "Role Playing" game where employees and managers exchange job roles, allowing each person to experience different responsibilities. Interventionists conduct "employee thinking mode training" during the role-playing, encouraging participants to consider issues from the perspective of the other party. The activity

enables participants to better understand each other's job responsibilities and work scope by trying out different roles, fostering teamwork and problem-solving skills. Participants are fully engaged in the activity, sharing suggestions and ideas related to the theme. The researchers observe active participation and focus from all participants during the event.

Supervisor-subordinate relationship-Objectives of ODI:

1. To develop supervisors' communication skills and subordinates' enthusiasm for communication.

2. To improve collaboration between supervisors and subordinates.

Activities for Supervisor-Subordinate Relationship:
Good Storytelling and Effective Skill Training:
On May 14, 2023, an interactive activity called "Good Storytelling" was conducted between employees and supervisors to facilitate effective communication. Each participant shared a short, positive work experience story, attaching personal emotions to engage colleagues. Through storytelling, participants gained insight into each other's work experiences and conditions, thus shortening the communication distance between them, and enhancing the quality of their interactions.

Effective Skill Training:
Also on May 14, 2023, a session on effective management skills was held to promote pleasant communication between supervisors and subordinates. The researcher emphasized the importance of managerial skills in the work environment and addressed topics such as improving management and employee development. Discussion points included establishing transparent management guidelines, building trust between managers and employees, and creating an equal and open working relationship. Managers were encouraged to act as "Connection Links" between senior management and lower-level employees, fostering a harmonious working environment. Front-line employees were encouraged to speak freely, offer suggestions, and actively engage in building a partnership with supervisors.

Team communication-Objectives of ODI:

1. Enhance the working relationship between employees and managers and foster a sense of cooperation.

2. Motivate team members to actively collaborate with managers in completing tasks and improve overall work performance.

Activities for Team Communication Activity: Walking Streamers
On May 22, 2023, the researcher and business managers gathered participants to explain the team building activity details, including time, location, and instructions. Emphasis was placed on the importance of a common goal, internal division of labor, and mutual trust within the team.

The "Walking Streamers" game was conducted to promote teamwork, harmony, and goal alignment among team members and supervisors. In the game, participants formed a "red streamer" into a wheel shape and had to move it from the starting point to the end point by sharing suggestions, offering reasonable ideas, and cooperating. The activity tested trust among team members and their ability to solve problems and work together. Despite initial shyness, participants assisted each other under the interventionist's guidance to complete the game. The significance of the activity lies in detecting any individualistic behavior within the team and emphasizing the importance of teamwork in overcoming challenges.

Job satisfaction-Objective of ODI:

1. To promote employees to generate positive work awareness and improve work efficiency during work.

2. To improve employees' mental state, adjust their concerns about work and life, and reduce their burden.

Activities for job satisfaction: Pleasant Working Atmosphere

On May 29, 2023, the interventionist organized participants to conduct a small discussion. Although there are 30 participants, due to limited conditions, only three managers and three employees participated. Everyone expresses their opinions and expounds some suggestions and ideas on their own work. The enterprise managers give employees constructive opinions, support, and encouragement, and conduct two-way discussions to solve common problems that arise in the work together. Enterprises follow care for employees, care for customers.

Results and Discussion

The quantitative analysis of the demographic data from 30 respondents of the questionnaire in Qingdao AAA Company. Majority of the respondents are male (73.3%) 22 employees and female comprised (26.7%) 8 employees. Most of the respondents are aged between 30-35 years old and 36-40 years with 26.7% (8 employees). Most of the respondents are job positions frontline employees with 80.0% (24 employees). Most of the respondents are year of work experience more than 5 years with 46.7% (14 employees).

Descriptive Analysis of scale items pre-ODI and post-ODI

The quantitative data analysis results of current and expected situations are presented in the table below.

Table 3

Descriptive analysis of the scale items on work-life balance

Questions	Mean Pre-ODI N=30	S.D. Pre-ODI	Descriptive rating	Mean Post-ODI N=30	S.D. Post-ODI	Descriptive Rating
When there are overtime tasks, I can balance the needs of the two roles of family and work.	3.47	.860	Agree	3.90	.995	Agree
The work hours allow me to enough time to take care of family members.	3.57	1.040	Agree	3.37	.928	Slightly disagree
After work hours, I can balance my leisure time with my work hours.	3.77	.774	Agree	4.03	.850	Agree

Table 3 shows the obtained Mean and S.D. for work-life balance at pre and post ODI stages.

In the pre-ODI stage, the item with the highest mean (3.77=Agree) is "After work hours, I can balance my leisure time with my work hours." The item with the lowest mean (3.47=Agree) is "When there are overtime tasks, I can balance the needs of the two roles of family and work." At the post-ODI stage, the item with the highest mean (4.03=Agree) is "After work hours, I can balance my leisure time with my work hours". The item with the lowest mean (3.37=slightly disagree) is "The work hours allow me to enough time to take care of family members." Following the implementation of ODI initiatives, employees still struggle to achieve a satisfactory balance between their family and work responsibilities, particularly when compared to question 1 and question 3.

Table 4

Descriptive analysis of the scale items on supervisor-subordinate relationship

Questions	Mean Pre-ODI N=30	S.D. Pre-ODI	Descriptive rating	Mean Post-ODI N=30	S.D.Post-ODI	Descriptive Rating
My supervisor and I are happy to work together.	3.90	.759	Agree	4.00	1.017	Agree
My supervisor is caring me like a friend in work or life.	3.67	.844	Agree	3.60	.770	Agree
My supervisor is patient and helps me deal with my work problems.	3.93	.740	Agree	4.17	.791	Agree
My supervisor is willing to share professional knowledge with me.	3.93	.828	Agree	4.00	.643	Agree
I happily complete a task with my supervisor.	3.93	.740	Agree	4.27	.583	Agree

Table 4 shows the obtained Mean and S.D. for supervisor-subordinate relationship at pre and post ODI stages.

In the pre-ODI stage, the item with the highest mean (3.93=Agree) is "I happily complete a task with my supervisor", "My supervisor is patient and helps me deal with my work problems." And "My supervisor is willing to share professional knowledge with me." The item with the lowest mean (3.67=Agree) is "My supervisor is caring me like a friend in work or life." At the post-ODI stage, the item with the highest mean (4.27=Agree) is "I happy complete a task with my supervisor." The item with the lowest mean (3.60=Agree) is "My supervisor is caring me like a friend in work or life."

Table 5

Descriptive analysis of the scale items on team communication

Questions	Mean Pre-ODI N=30	S.D. Pre-ODI	Descriptive rating	Mean Post-ODI N=30	S.D.Post-ODI	Descriptive Rating
I understand the work tasks and goals set by the supervisor.	3.93	.828	Agree	4.43	.504	Agree
The supervisor understands my work plan and work deployment.	3.90	.845	Agree	4.30	.702	Agree
My supervisor and I can reach a cooperative relationship for work.	3.87	.860	Agree	4.17	.874	Agree

Table 5 shows the overall mean and S.D. for team communication at pre-ODI and post-ODI stages.

In the pre-ODI stage, the item with the highest mean (3.93=Agree) is "I understand the work tasks and goals set by the supervisor." The item with the lowest mean (3.87=Agree) is "My supervisor and I can reach a cooperative relationship for work." At the post-ODI stage, the item with the highest mean (4.43=Agree) is "I understand the work tasks and goals set by the supervisor." The item with the lowest mean (4.17=Agree) is "My supervisor and I can reach a cooperative relationship for work."

Table 6

Descriptive analysis of the scale items on job satisfaction

Questions	Mean Pre-ODI N=30	S.D. Pre-ODI	Descriptive rating	Mean Post-ODI N=30	S.D.Post-ODI	Descriptive Rating
I am satisfied with possibility that company increase my salary.	3.90	.607	Agree	4.27	.640	Agree
I am satisfied with the company's promotion policy.	3.87	.629	Agree	4.17	.747	Agree
I am satisfied with my daily work schedule.	3.90	.481	Agree	4.23	.679	Agree
I am satisfied with my current position.	3.97	.615	Agree	4.23	.898	Agree

Table 6 shows the overall Mean and S.D. for job satisfaction at pre-ODI and post-ODI stages.   Within the pre-ODI stage, the item with the highest mean (3.79=Agree) is "I am satisfied with my current position." The item with the lowest mean (3.87=Agree) is "I am satisfied with the company's promotion policy." In the post-ODI stage, the item with the highest mean (4.27=Agree) is "I am satisfied with possibility that company increases my salary." The item with the lowest mean (4.17=Agree) is "I am satisfied with the company's promotion policy."

Table 7

Descriptive analysis of the scale items on job performance

Questions	Mean Pre-ODI N=30	S.D. Pre-ODI	Descriptive rating	Mean Post-ODI N=30	S.D.Post-ODI	Descriptive Rating
I can complete the tasks assigned by the supervisor.	4.07	.640	Agree	4.57	.504	Agree
I can learn new tasks quickly.	4.03	.615	Agree	4.30	.535	Agree
I work well with supervisors and colleagues.	3.97	.669	Agree	4.23	.626	Agree

Table 7 shows the overall mean and S.D. for job performance at per-ODI and post-ODI stage.   In the pre-ODI stage, the item with the highest mean (4.07=Agree) is "I can complete the tasks assigned by the supervisor." The item with the lowest mean (3.97=Agree) is "I work well with supervisor and colleagues." In the post-ODI stage, the item with the highest mean (4.57=Agree) is "I can complete the tasks assigned by the supervisor." The item with the lowest mean (4.23=Agree) is "I work well with supervisor and colleagues."

Table 8

Results of Paired Sample T-Test

Variable	Pre-ODI		Post-ODI		t	P value
	Mean	S.D.	Mean	S.D.		
Work-life balance	3.37	.850	3.77	.817	1.795	0.083
Supervisor-subordinate relationship	3.70	.750	4.10	.803	1.755	0.090
Team communication	3.77	.858	4.30	.651	2.504	0.018
Job satisfaction	3.77	.626	4.33	.661	2.984	0.006
Job performance	3.93	.640	4.40	.563	2.728	0.011
*p<0.05 **p<0.01						

Table 8 shared the obtained results for work-life balance (pre and post ODI) shows that the paired sample t-test p value (p=0.083), and t=1.795. Therefore, H5o that states "There is no significant difference between work-life balance at pre and post ODI" is failed to reject.

The obtained results for supervisor-subordinate relationship (pre and post ODI) shows that the paired sample t-test p value (p=0.090), and t=1.755. Therefore, H6o that states "There is no significant difference between supervisor-subordinate relationship at pre and post ODI" is failed to reject.

The obtained results for team communication (pre and post ODI) shows that the paired sample t-test p value (p=0.018), and t=2.504. Therefore, H7o that states "There is no significant difference between team communication at pre and post ODI" is rejected.

The obtained results for job satisfaction (pre and post ODI) shows that paired sample t-test p value (p=0.006), and t=2.984. therefore, H8o that states "There is no significant difference between job satisfaction at pre and post ODI" is rejected.

The obtained results for job performance (pre and post ODI) shows that paired sample t-test p value (p=0.011), and t=2.728. therefore, H9o that states "There is no significant difference between job performance at pre and post ODI" is rejected.

Multiple Linear Regression (pre-ODI)

The study used regression analysis to determine the influence of work-life balance, supervisor-subordinate relationship, team communication on job satisfaction at pre-ODI to test the model.

Table 9

Variable	Beta	p	VIF
Work-life balance	0.161	0.021	1.658
Supervisor-subordinate relationship	0.332	<.001	2.711
Team communication	0.390	<.001	2.191
*p<0.05 **p<0.01 VIF = 1.000			

The obtained value for R^2=0.608, mean that work-life balance, supervisor-subordinate relationship, team communication accounted for a total of 60.8% per cent of the variation in the job satisfaction. Table 9 shows the results of multiple linear regression at pre-ODI with the following results.

Work-life balance is significant with an obtained p value=0.021<0.05 and beta=0.161. Therefore H1o: Work-life balance has no influence on job satisfaction at pre-ODI is rejected. Supervisor-subordinate relationship is significant with an obtained p value<.001<0.05 and beta=0.332. Therefore H2o: Supervisor-subordinate relationship has no influence on job satisfaction at pre-ODI is rejected.

Team communication is significant with an obtained p value<.001<0.05 and beta=0.390.

Therefore H3o: Team communication has no influence on job satisfaction at pre-ODI is rejected. VIF is closed to 1, expressing work-life balance, supervisor-subordinate relationship and team communication being uncorrelated, also confirming that there is no collinearity between them.

Simple Linear Regression (pre-ODI)

The study used regression analysis to determine the influence of job satisfaction on job performance at pre-ODI to test the model.

Table 10

Variable	Beta	p	VIF
Job satisfaction	0.634	<.001	1.000
*p<0.05 **p<0.01 VIF = 1.000			
Dependent variable: Job Performance			

The obtained R^2=0.402, shows that job satisfaction accounted for a total of 40.2% per cent of the variation in the job performance.

Job satisfaction is significant with an obtained p value<.001<0.05 and beta=0.634. Therefore H4o: Job satisfaction has no influence on job performance at pre-ODI is rejected.

VIF is close to 1, there is no correlation between job satisfaction and job performance, and it also confirms that there is no collinearity between them.

Table 11

The results of Qualitative data of pre-ODI and post-ODI

Variable	Pre-ODI	Post-ODI
Work-life balance	-Increase employees relax environment and relax time. -Promotes a positive and optimistic state of mind	-Plan an employee break area -Closely relationship
Supervisor-subordinate relationship	-Supervisor's communication way -Take responsibility -Supervisors treat work, be honest and open	-Diversification and applicability of the supervisor's communication style through training and practice. - In the company's evaluation system for managers, this work is emphasized, and the sense of responsibility of the managers is monitored.
Team communication	- In the team, the division of labour is not clear, and the goals are not detailed, which leads to obstacles to collaboration. -Increase team communication mechanism, promote mutual communication between team members, increase understanding, and relieve work pressure. -Supervisors should allocate work reasonably and mobilize the enthusiasm of employees.	- Managers understand employees' ideas, respect their suggestions, and formulate effective work plans. - Modification of supervisor's communication style. -Cultivated the diversity of employees' skills and increased their passion for work.
Job satisfaction	-The company's promotion policy does not pay much attention to young employees with high education. -The promotion system and position reform need to expand the benefits for front-line production employees. -The company conducts more vocational skills training for front-line employees.	- In the personnel recruitment system, re-establish the talent policy. -The company leaders and the human resources department jointly formulated and added "Production line, new promotion guideline."

Variable	Pre-ODI	Post-ODI
Job performance	- During the busy period of work tasks, the production supervisor could not give timely feedback and problems occurred in the work. -Managers focus on communication methods and refine the message content.	-Daily "morning meeting" and "weekly meeting", managers will answer questions raised and found in detail. -Enhance managers' management capabilities and improve the cooperation of employees.

Table 11 shows the summary of pre-ODI and post-ODI work-life balance, supervisor-subordinate relationship, team communication, job satisfaction and job performance. Improve the overall job performance of company personnel through interview results and interviews with company managers and employees.

Work-life balance improves the quality of employees' relaxing environment and solves some problems that employees encounter in work and life. However, employees hope to increase the length of some holidays (for example: Mid-Autumn Festival, National Day). Regarding the relationship between supervisors and subordinates, supervisors also changed some communication patterns, gradually became humorous, and communicated candidly with subordinates. In future work, hope that the company will have a separate room in the production department dedicated to communicating with subordinates, so that it will be highly private and avoid some misunderstandings. Regarding job satisfaction, for employees, the company's improvements in training and improving their working environment have made them very satisfied. However, managers proposed to improve the level of employee recruitment, which can improve the quality of the entire employee team. In terms of work performance, improve employees' professional ethics and promote employees' sense of competition.

Table 12

Quantitative and qualitative in post-ODI

Juxtapose Quantitative and Qualitative						
Quantitative			Qualitative Themes			
	Highest Mean Question	Lowest Mean Question	Pre-ODI	Post-ODI	ODI Activity	Key ideas
Work-life balance	-After work hours, I can balance my leisure time with my work hours.	-When there are overtime tasks, I can balance the needs of the two roles of family and work.	-Understand and support employees -Decrease employees' stressful	-Relax environment -Closely relationship	-Role playing	- Meeting -Expend team workshop -Focus employees' health

| Juxtapose Quantitative and Qualitative | | | | | | |
| Quantitative | | | Qualitative Themes | | | |
	Highest Mean Question	**Lowest Mean Question**	**Pre-ODI**	**Post-ODI**	**ODI Activity**	**Key ideas**
Supervisor-subordinate relationship	-I happy complete a task with my supervisor and item3# and item 4#.	-My supervisor is caring me like a friend in work or life.	-Regular communication -General working atmosphere	-Effective communication -Build trust relationship	-Good storytelling -Effective skill training	-Support and encourage each other -Build better relationship -Improve supervisor's skills
Team communication	-The supervisor understands my work plan and work deployment.	-My supervisor and I can reach a cooperative relationship for work.	-Analyse and resolve skill -Clearly work range	-Clearly role and communication ways -Boost employee's ideas	Walking streamers	-Clearly role communication skill -Reasonable arrangement
Job satisfaction	-I am satisfied with my current position.	-I am satisfied with the company's promotion policy.	-Reward outstanding -Free working meal -Retired employee bonus	-Training programs for employees -Improve work environment in workplace	Pleasant working atmosphere	-Promotion system -Training process -Better workplace environment
Job performance	-I can complete the tasks assigned by the supervisor.	-I collaborate well with supervisors and colleagues.	-Confidence and positive energy -Positive work attitude	-Feedback on time -Appropriate communication methods for employees	Pleasant working atmosphere	-Feedback -Good communication way

Conclusions and Recommendations

Conclusion

The purpose of this study is to improve employees' job performance using ODI to enhance their work-life balance, supervisor-subordinate relationship, team communication, and job satisfaction at the China Qingdao AAA Company, which is a private industrial manufacturing enterprise.

This study found that in the quantitative study, through hypothesis analysis, it was concluded that H1o, H2o, H3o and H4o have a significant influence on pre and post ODI, and the paired sample t-test was used to compare the pre and post ODI data. It was found that only work-life balance and supervisor-subordinate relationship had no significant difference; the study highlights the distinctions in qualitative analysis between pre- and post ODI (Organizational Development Interventions) concerning work-life balance, supervisor-subordinate relationships, team communication, job satisfaction, and job performance. The intervention methods include: 1) Role-playing games; 2) Good storying telling and effective skill training; 3) Team games like "walking streamers"; 4) Creating a pleasant working atmosphere.

Work-life balance: Role-playing games facilitate front-line employees and supervisors exchanging roles, helping them understand each other's responsibilities. The "role playing" intervention involves "employee thinking mode training," where the researcher acts as a confidant, encouraging employees to discuss their needs and difficulties freely. This helps reduce work-life pressure and promotes a corporate learning atmosphere by encouraging employees to enhance their skills and knowledge.

Supervisor-subordinate relationship: Two methods were used: Good storytelling and effective skill training; Good storying telling: Front-line employees and managers share work and personal growth experiences to enhance mutual understanding, shorten distances, and improve work interactions. Effective skills training: This improves supervisors' management skills, fostering a harmonious relationship with front-line employees and improving work efficiency. Supervisors, as key figures in management, must understand employees' responsibilities and solve problems, acting as strong supporters to create a harmonious working atmosphere. Employees are encouraged to maintain active communication and collaboration with supervisors and colleagues to boost work effectiveness.

Team Communication: The "Walking streamers" game enhances team coordination, cohesion, and collaboration. Employees and supervisors cooperate in the game, which builds trust, high quality communication, and inspires suggestions for achieving team goals.

Job Satisfaction: Creating a "Pleasant working atmosphere" encourages employees to share opinions and suggestions on work-related issues. Managers provide positive and timely feedback, demonstrating support and encouragement, fostering innovative thinking, and developing a sense of belonging and pride in the organization.

On sum up, by using the ODI tools, it is conducive to improving the AAA company's employee management strategic planning, more perfecting human resource management policies, and actively completing the company's development goals.

Recommendations

In this study, the researcher provides some management suggestions directions for Qingdao AAA company.

Work-life balance:

1. The human resources department frequently communicates with employees to address any difficulties they may faces, providing assistance and solving problems on behalf of the company.

2. The company should organize more cultural activities to alleviate the physical and psychological pressure of employees at work.

Supervisor-subordinate relationship: The company supports production supervisors by empowering them to take responsibility at work.

Team communication:

1. Enhance cooperation between various teams and to improve overall company efficiency.

 2. Provides training and education platforms, host more seminars and networking events, maintain open internal communication channels, and encourage information sharing.

Job satisfaction:

1. The human resources department formulates relevant personnel welfare policies to motivate employees and create a pleasant working environment.

2. The company organizes more outdoor group activities to allow employees to enjoy leisure time and foster closer relationship between employees and managers.

Job performance:

1. Establish a working environment that satisfies employees, particularly those key positions.

2. Pay attention to employees' work trends and keep abreast of their development to ensure optimal performance.

Suggestions for Future Research

This study focused on a private enterprise with limited participants. Future research should consider different types of organizations, populations, and research methods to better understand how ODI impacts organizations across various cultural backgrounds and environments. While this study examined a private manufacturing enterprise in Qingdao, future research could include enterprises in other regions to provide insights into work-life balance, supervisor-subordinate relationship, team communication, job satisfaction, and job performance in diverse contexts. Further research in Qingdao's private manufacturing sector could explore factors like leadership styles, employee participation, and effectiveness, enhancing our understanding of organizational dynamics in these settings.

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