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Enhancing Employee Performance through Organization Development Interventions: A Case Study of an Intellectual Property Agency in Qingdao, China

Linlin Han¹, Somchai Tantasane²

¹Corresponding Author, China. Email: 805860985@qq.com

²Lecturer, Graduate School of Business and Advanced Technology Management
Assumption University, Thailand. Email: tantasa2003@yahoo.com

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Abstract

This action research evaluates the impact of Organization Development Intervention (ODI) on employee performance at Top J Intellectual Property Agency in Qingdao, China. It focuses on key areas: knowledge, motivation, skills, attitude, and overall performance. A structured three-phase approach was employed: pre-ODI to diagnose challenges, ODI to implement interventions, and post-ODI to assess outcomes. Both qualitative and quantitative methods were integrated, using Appreciative Inquiry-based interviews and validated questionnaires reviewed by five experts for content validity. Analytical techniques included descriptive statistics and paired-sample t-test to compare pre- and post-ODI data. ODI activities, structured around training, coaching, and mentoring, aimed to enhance employee competencies. The sample included 66 employees with over six months of service, with qualitative insights from five long-term employees. Results demonstrated significant improvements across all areas, with gains in knowledge, motivation, skills, and attitude contributing to enhanced performance. Paired-sample t-test results confirmed statistically significant improvements: knowledge ($t = 7.886$, $p < 0.05$), motivation ($t = 9.581$, $p < 0.05$), skills ($t = 9.309$, $p < 0.05$), and attitude ($t = 7.796$, $p < 0.05$). These findings highlight the effectiveness of structured interventions in improving performance. This study underscores the value of targeted, evidence-based OD interventions in workforce development and performance optimization within competitive service sectors like intellectual property. By analyzing the intervention's design and impact, it provides a useful reference for similar industries seeking performance-enhancing strategies in dynamic environments. This study is limited by factors such as sample size and generalizability beyond the company, which should be considered in future research.

Keywords: Employee Performance, Employee Knowledge, Employee Skills, Employee Attitude, Employee Motivation

Introduction

Employee performance is a critical determinant of organizational success, particularly in knowledge-intensive industries such as intellectual property services. Effective employee performance directly contributes to corporate profitability, customer satisfaction, and long-term business sustainability. However, performance levels often vary significantly due to differences in employee knowledge, motivation, skills, and attitude. Research highlights that

employee motivation, training, and engagement are key factors influencing overall performance, particularly in industries requiring specialized knowledge and continuous adaptation.

In the intellectual property sector, employees require a combination of industry expertise, customer relationship management skills, and problem-solving abilities to navigate complex legal and business environments. Prior studies suggest that employee competencies, including domain knowledge, communication skills, and strategic adaptability, play a crucial role in performance outcomes. Additionally, companies must continuously invest in talent development to maintain a competitive advantage, as digital transformation and quality management directly impact knowledge-sharing and performance (Lee et al., 2021).

Scholars have identified multiple factors influencing employee performance. Employee engagement, training, and leadership effectiveness are key determinants of motivation and commitment. Meanwhile, structured training programs and mentoring play a significant role in skill enhancement and job satisfaction. Moreover, knowledge-sharing cultures within organizations have been shown to improve adaptability and work outcomes, particularly in industries undergoing rapid change (Zhao, 2013).

The past study related to enhancing employee performance mostly focused on competency and technical skills as the tangible observation to measure performance. However, the soft skills such as knowledge, motivation and attitude often overlooked from the study that are crucial elements to enhance employee performance. Therefore, it's still a gap in literature and this study hopes to fill this gap.

As competition in the intellectual property industry intensifies, organizations must adopt structured approaches to employee development. The implementation of Organization Development Interventions (ODI) has emerged as an effective strategy to enhance employee performance by systematically improving knowledge, motivation, skills, and attitude (Al-Alwan et al., 2022). This study investigates the impact of targeted OD interventions on employee performance at Top J Intellectual Property Agency, providing empirical insights into the effectiveness of structured training, coaching, and mentoring programs in fostering workforce development and optimizing organizational outcomes.

Top J Intellectual Property Agency Company is an intellectual property agency. The nature of business is to provide registration, protection, management, and consulting services for intellectual property, helping customers maintain and commercialize their innovations, supporting patent applications, paper retrieval, paper submission, focusing on the management and protection of intellectual property, including patents, trademarks, sales of copyright and related legal services.

Top J Intellectual Property Agency Company provides the services of patent agent, trademark agent, legal consultant, including cooperation with other companies for these three items. The services of the company are also involving patent application, trademark registration, copyright protection, intellectual property rights protection, market analysis, legal consultation, and licensing agreement negotiation. The company has 80 members comprised of Chief Executive Officer, Sales Director, Sales Managers and Sales Groups.

Research Questions

1. What is the current state of employee knowledge, skills, motivation, attitudes, and performance at Top J?
2. How can ODIs be designed to promote employee performance?
3. What are the significant differences between pre-ODI and post-ODI stages regarding employee knowledge, employee motivation, employee skills, employee attitude, and employee performance?
4. What recommendations can be made to improve employee performance?

Research Objectives

1. To examine the current state of employee knowledge, motivation, skills, attitude, and performance at Top J Intellectual Property Agency.
2. To design the Organization Development Interventions to promote employee performance.
3. To determine the differences between the pre-ODI stage and post-ODI stage regarding employee knowledge, employee motivation, employee skills, employee attitude, and employee performance.
4. To determine recommendations for enhancing organization enhancing employee performance of Top J Intellectual Property Agency company.

Significance of the Study

This research provides practical insights for improving employee performance through tailored interventions, addressing challenges such as declining motivation and skills. By offering innovative talent management strategies, the study supports the sustainable development of companies in the competitive intellectual property industry and contributes to broader knowledge of effective OD practices.

Literature Review**Employee Performance**

Employee performance is widely regarded as a core determinant of organizational success. High performance leads to improved service quality, customer satisfaction, and operational efficiency (Saniuk et al., 2023). Research indicates that when employees are engaged and aligned with organizational goals, their productivity increases, contributing positively to business outcomes. Organizations that integrate digital HRM systems and structured performance management frameworks report higher levels of employee motivation and alignment with company objectives, particularly in competitive service sectors like intellectual property. These findings emphasize the necessity of targeted interventions to enhance employee performance, ensuring long-term organizational growth and competitiveness (Forson et al., 2021).

Employee Knowledge

Employee knowledge is a key factor in building a competent workforce, especially in industries that demand technical expertise. Knowledge empowers employees to make informed decisions, manage clients effectively, and handle complex tasks with ease. Research highlights that organizations implementing structured knowledge management practices experience enhanced innovation and operational efficiency (Al Shraah et al., 2022). Furthermore, effective knowledge-sharing mechanisms foster continuous learning, directly influencing job performance and organizational competitiveness (Yandi & Havidz, 2022). In intellectual property services, where employees must navigate complex legal and technical information, a well-established knowledge-sharing culture is essential to maintaining service quality and sustaining a competitive edge (Lee et al., 2021).

Employee Skills

Employee skills, particularly in areas such as problem-solving, communication, and client management, play a crucial role in shaping performance outcomes. Research emphasizes that both technical and interpersonal skills are essential in today's dynamic work environment, as they enable employees to respond to client needs more effectively and build lasting professional relationships (Miao et al., 2022). Additionally, structured training and targeted coaching programs have been shown to significantly enhance employees' ability to adapt to evolving market demands (Rivaldo & Nabella, 2023). In knowledge-intensive industries such as intellectual property, developing specialized skills is critical for maintaining client trust and sustaining competitive advantages, further highlighting the importance of continuous skill-building initiatives (Straub et al., 2023).

Employee Motivation

Motivation serves as a driving force behind employee productivity and engagement. Research highlights that both intrinsic factors (e.g., job satisfaction, career growth) and extrinsic factors (e.g., compensation, work environment) play a significant role in enhancing employee commitment and reducing turnover (Kalogiannidis, 2021). Organizations that establish supportive work environments, provide clear career development paths, and recognize employee contributions see notable improvements in motivation and job performance (Yandi & Havidz, 2022). In knowledge-intensive industries like intellectual property, where employees must continuously adapt to complex demands, maintaining high motivation levels is essential for sustaining engagement and driving superior performance (Zulkifli et al., 2023).

Employee Attitude

Employee attitudes toward their work and the organization greatly influence their level of engagement and job satisfaction. Positive attitudes have been shown to correlate with higher levels of commitment, reduced absenteeism, and improved teamwork (Zeng & Zhou, 2012). Studies indicate that management styles that emphasize support, feedback, and collaboration positively impact employee attitudes, leading to a more cohesive and productive work

environment (Wang et al., 2016). This is especially relevant in intellectual property services, where team dynamics and positive attitudes toward complex tasks enhance the quality of service delivered to clients.

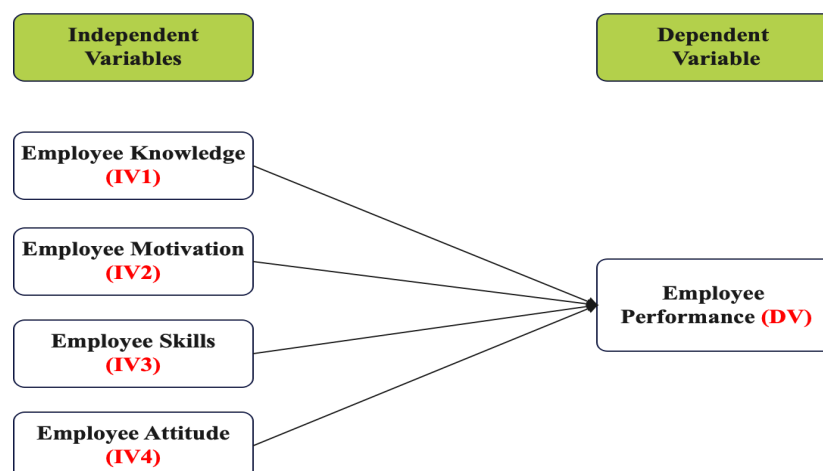
In summary, the literature establishes that knowledge, skills, motivation, and attitude yield measurable improvements in employee performance, which in turn strengthens organizational competitiveness. For companies like Top J Intellectual Property Agency, these findings highlight the critical role of these variables in building a highly capable workforce, improving client relationships, and driving sustainable growth in a competitive market. This literature review underscores the importance of understanding the alignment between these variables and employee performance, providing a theoretical foundation for evaluating their impact within the scope of this study.

Conceptual Framework

The study was designed to understand the factors influences of employee knowledge, employee motivation, employee skills and employee attitude on the employee performance aligned with the literature review. The Conceptual Framework of the study is shown in Figure 1.

Figure 1

Conceptual Framework



Source: Construct by researchers

The independent variables are the input actively operated or selected by the researchers, which affect the observed result. The dependent variable is the variable that is observed or measured in the study and is the result when the independent variable changes. The dependent variable is the main interest that the researchers wish to explain or predict.

Based on these literature reviews, the researchers propose conceptual framework which contains four independent variables which are employee knowledge, employee motivation, employee skills and employee attitude including one dependent variable which is

employee performance. Applying organizational development interventions, the researchers aim to significantly improve all independent and dependent variables.

Research Hypotheses

The hypotheses were designed to provide a clear framework for statistical testing, ensuring objectivity in assessing whether interventions produced a significant difference between pre- and post-ODI stages.

H1: There is a significant difference between pre-ODI stage and post-ODI stage of employee knowledge.

H2: There is a significant difference between pre-ODI stage and post-ODI stage of employee motivation.

H3: There is a significant difference between pre-ODI stage and post-ODI stage of employee skills.

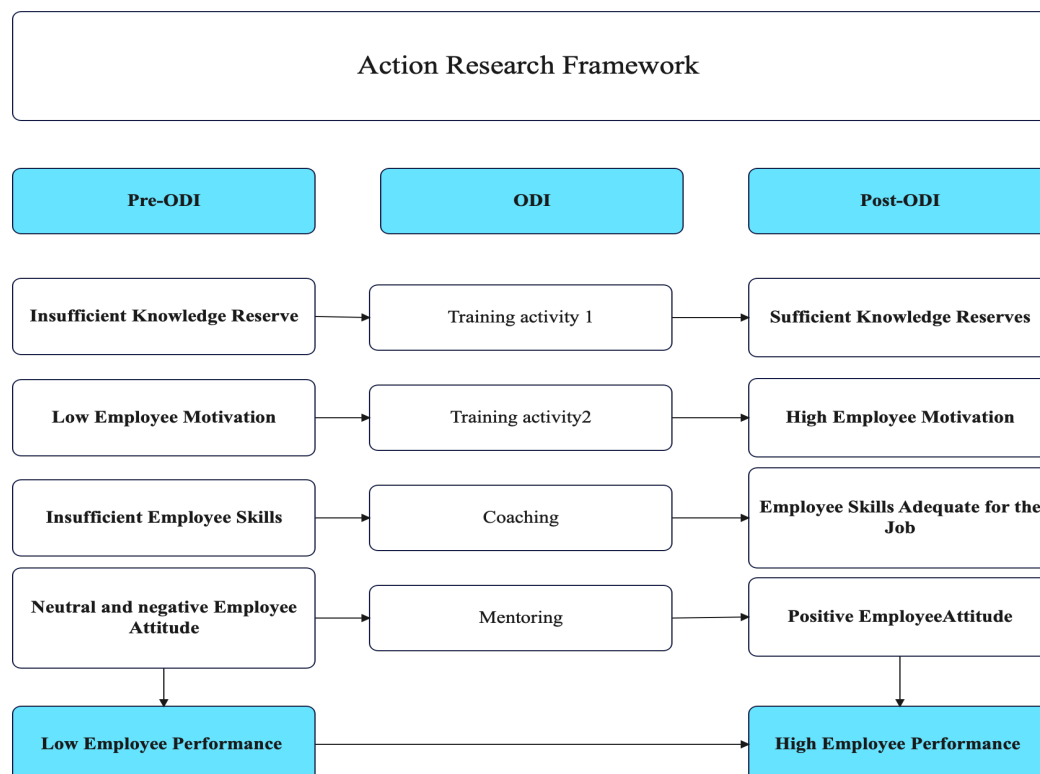
H4: There is a significant difference between pre-ODI stage and post-ODI stage of employee attitude.

H5: There is a significant difference between pre-ODI stage and post-ODI stage of employee performance.

Action Research Framework

Figure 2

Action Research Framework



Note: Construct by researchers

To enhance employee knowledge, motivation, skills, and attitudes, this ODI integrates training, coaching, and mentoring to create a structured and continuous development framework.

Training – Employees participate in online knowledge-based training and group-based motivation exercises to ensure up-to-date expertise and engagement (Wang et al. ,2022).

Coaching – Interactive coaching sessions focus on customer communication, skill application, and problem-solving through experiential learning and peer practice (Zeng & Zhou, 2012).

Mentoring – The mentoring program includes peer mentoring for knowledge sharing, and step-ahead mentoring where experienced employees guide newcomers in professional and psychological development (Yang & Long, 2006).

This action research was divided into pre-ODI, ODI, and post-ODI. The study framework is shown in Figure 2. In the pre-ODI stage, the current situation of employee performance was tested by interview and questionnaire. For intellectual property sales companies, addressing gaps and improving performance through organizational development interventions such as training, coaching, and mentoring requires careful gathering of insights from key informants. To effectively develop and implement these ODIs, the researchers conducted deep-interviews.

In the ODI stage, designing interventions based on the current situation, organizational diagnosis, and statement of the problems, including coaching, mentoring and training. The OD interventions were implemented for employee to improve their knowledge, motivation, skills and attitude for enhancing employee performance. Implement interventions with clear goals and success indicators. Ensure each plan is accessible and customized to the needs of different employee groups within the company.

In the post-ODI stage, the post intervention situation of the variables was tested again to evaluate the significant differences between pre-ODI stage and post-ODI stage. The effectiveness of each intervention is regularly assessed through feedback surveys, performance indicators and informal feedback. Use this data to refine ODI and adjust as needed to enhance its impact.

Research Methodology

The Research Methodology section outlines the approach taken to investigate the impact of Organization Development Interventions (ODI) on employee knowledge, motivation, skills, attitude, and performance at Top J Intellectual Property Agency in Qingdao, China. The research design employs a mixed-method approach, incorporating both quantitative and qualitative data to provide a comprehensive understanding of the ODI's effectiveness on employee knowledge, motivation, skills, attitude, and employee performance.

The research also applies an action research design structured in three phases—pre-ODI, ODI implementation, and post-ODI. The pre-ODI phase involves identifying key performance issues and setting baseline measurements. The ODI phase includes tailored interventions, such as training, coaching, and mentoring, targeted at improving knowledge,

motivation, skills, and attitude. Finally, the post-ODI phase assesses the impact of the interventions by comparing pre- and post-ODI measurements.

The population of this study consists of 80 organizational members at Top J Intellectual Property Agency. A total of 66 employees participated in this study as the sample size representing the workforce of the company, excluding temporary staff.

These employees had worked at the company for more than six months, ensuring they had sufficient experience and exposure to organizational practices to provide reliable data for the study. Temporary staff were excluded to maintain consistency and focus on those with regular employment status. In addition to the qualitative sample, five long-term employees with more than three years of experience participated in in-depth interviews. These employees were chosen through purposive sampling for their extensive tenure and deep understanding of the company's operations, culture, and performance improvement initiatives. The purposive sampling technique was employed to ensure that both the quantitative and qualitative components of the study captured insights from individuals most relevant to the research objectives. The 66 employees provided data for the quantitative analysis, while the five experienced interviewees offered qualitative insights into organizational dynamics and the effectiveness of the ODI interventions. By integrating data from both groups, the study presents a comprehensive evaluation of how the ODI impacted employee knowledge, motivation, skills, attitude, and performance, ensuring robust and well-rounded findings.

Data Collection

Collected through standardized questionnaires that measure knowledge, motivation, skills, attitude, and performance. These questionnaires are validated by five experts to ensure content and linguistic accuracy, achieving high reliability.

Qualitative Data gathered through Appreciative Inquiry-based interviews and in-depth interviews with open-ended questions, allowing participants to provide detailed feedback on their experiences and perceptions of the ODI.

Data Analysis

Quantitative Analysis: Descriptive statistics and paired-sample t-test are applied to compare pre- and post-ODI results for each variable. Mean scores are used to evaluate overall changes in knowledge, motivation, skills, attitude, and performance. For the qualitative data analysis, content analysis is used to assess qualitative data from interviews. This includes coding and categorizing responses to identify themes related to employee perceptions of knowledge application, motivation, skills development, and attitude shifts.

Research Instruments

The primary instrument for the quantitative part is questionnaire with a validity test by 5 experts and reliability test. For qualitative data collection by interviewing based on Appreciative Inquiry principles. The questionnaire items are structured to measure changes in the specific variables before and after the intervention, while the interview explores employees' perspectives on the training activities, coaching sessions, and mentoring support provided

during the ODI.

Informed consent was obtained from all participants, ensuring confidentiality and voluntary participation. Participants were informed of the purpose of the study and their right to withdraw at any stage.

This methodology provides a robust framework for evaluating the ODI's effectiveness, combining numerical data with personal insights to offer a holistic assessment of improvements in employee knowledge, motivation, skills, attitude, and overall performance.

Results and Discussion

Table 1

Reliability Statistics (Cronbach Alpha) of Variables (n =30)

Items	Cronbach's Alpha
1. Employee Knowledge	0.819
2. Employee Motivation	0.841
3. Employee Skill	0.909
4. Employee Attitude	0.874
5. Employee Performance	0.916

To test the reliability of the research tool, the questionnaire was pilot tested on 30 randomly selected salespeople in the same industry, of which 30 were effective, with an effective rate of 100% of total members. Cronbach's Alpha was used to measure the reliability of the questionnaire.

The above table showed that the reliability coefficient of variables is greater than 0.7, indicating that the internal consistency of the scale items of the variable is reliable.

The Results and Discussion section presents the findings from the Organization Development Intervention (ODI) implemented at Top J Intellectual Property Agency, analyzing quantitative and qualitative results to assess its impact on employee knowledge, motivation, skills, attitude, and overall performance.

Table 2

Mean values of variables comparing pre and post ODI

VARIABLE	PRE-ODI MEAN	POST-ODI MEAN
Employee Knowledge	3.245	3.758
Employee Motivation	3.112	3.818
Employee Skills	3.13	3.83
Employee Attitude	3.176	3.752
Employee Performance	3.118	3.964

Table 2 presents the comparison of pre-ODI and post-ODI mean scores for five key employee-related variables: Employee Knowledge, Employee Motivation, Employee Skills, Employee Attitude, and Employee Performance. The results indicate a consistent increase in

mean scores across all variables following the Organizational Development Interventions (ODI), suggesting a positive impact of the intervention.

Among the variables, Employee Performance exhibited the highest improvement, increasing from 3.118 to 3.964. This suggests that the intervention effectively enhanced employees' ability to achieve desired work outcomes. Similarly, Employee Skills and Employee Motivation showed substantial gains, with post-ODI means of 3.83 and 3.818, respectively, indicating improvements in employees' competencies and their willingness to perform tasks effectively.

Employee Knowledge and Employee Attitude also experienced noticeable improvements, with post-ODI means of 3.758 and 3.752, respectively. These results suggest that the intervention positively influenced employees' understanding of their work roles and their perception and mindset toward their job responsibilities.

Table 3

Paired-sample t-test analysis of variables

Variable	Mean Difference	Std. Deviation	Std. Error Mean	95% CI Lower	95% CI Upper	T-Statistic	P-Value	Sig. (2-tailed)
EK	0.513	0.469	0.065	0.383	0.644	-7.886	0.000	0.000
EM	0.706	0.496	0.070	0.564	0.849	9.581	0.000	0.000
ES	0.700	0.476	0.068	0.564	0.835	-9.309	0.000	0.000
EA	0.576	0.533	0.076	0.425	0.726	7.796	0.000	0.000
EP	0.846	0.533	0.074	0.699	0.993	11.017	0.000	0.000

Table 3 shows the results of paired sample t-tests to assess the significant impact of organizational development intervention (ODI) on five key employee-related variables, namely employee knowledge (EK), employee motivation (EM), employee skills (ES), employee attitude (EA), and employee performance (EP). The study hypothesized that ODI intervention would significantly improve the mean values of these five variables, and the paired samples t-test results fully supported this hypothesis. First, the mean difference of employee knowledge (EK) was 0.513, the t-value was -7.886, and the p-value was 0.000, indicating that employee knowledge was significantly improved after ODI intervention, accepted H1. Second, the mean difference of employee motivation (EM) reached 0.706, the t-value was 9.581, and the p-value was 0.000. This result shows that ODI intervention effectively improved employee work motivation, accepted H2. For employee skills (ES), the mean difference is 0.700, t value -9.309, and p value 0.000, indicating that the employee skill level has significantly improved after ODI intervention, accepted H3. In addition, the mean difference of employee attitude (EA) is 0.576, t value 7.796, and p value 0.000, which means that ODI intervention has a positive impact on employees' work attitudes, accepted H4. Finally, the mean difference of employee performance (EP) is the largest, which is 0.846, t value 11.017, and p value 0.000. This result shows that ODI intervention has the most significant effect on improving employee performance, accepted H5. The p values of all variables are less than 0.05, indicating that the changes in the five variables after ODI intervention are statistically significant. In addition, the upper and lower

limits of the 95% confidence interval do not contain 0, further confirming the reliability of these changes. From the perspective of mean changes, employee performance (EP) has the largest growth, indicating that ODI intervention has most significantly improved employee performance; followed by employee motivation (EM) and employee skills (ES), indicating that ODI has promoted the improvement of employees' professional skills and enhanced their work motivation. At the same time, employee knowledge (EK) and employee attitude (EA) also showed significant improvements, indicating that ODI intervention has played a positive role in improving employees' cognitive level and optimizing their attitude towards work.

Table 4

Interview data analysis

Question	Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5
What are the best things you experienced from the first training activity?	Clarity of material (T1) Practical examples (T2) Well-organized (T3)	Interactive sessions (T4) Hands-on practice (T5)	Trainer's expertise (T6) Ability to answer questions (T7)	Real-life case studies (T8) Applications (T9)	Collaborative activities (T10) Discussions (T11)
What are the best things you experienced from the second training activity?	Advanced techniques (T12) New skills (T13)	Current industry trends (T14) Best practices (T15)	Opportunities to apply new skills (T16) Real-time projects (T17)	Detailed feedback from trainer (T18)	Integration of technology (T19) Innovative tools (T20)
What are the best things you experienced through coaching?	Personalized guidance (C1) Tailored feedback (C2)	Setting clear goals (C3) Achievable goals (C4)	Regular check-ins (C5) Accountability (C6)	Constructive criticism (C7) Positive reinforcement (C8)	Strong mentor-mentee relationship (C9)
What are the best things you experienced through mentoring?	Long-term career advice (M1) Development plans (M2)	Mentor's experience (M3) Mentor's expertise (M4)	Networking opportunities (M5) Professional connections (M6)	Emotional support (M7) Encouragement (M8)	Insight into industry-specific challenges (M9) Solutions (M10)

Qualitative data analysis was conducted using content analysis. The responses from in-depth interviews and open-ended questionnaire items were systematically coded to identify emerging themes and patterns. A manual coding process was employed, following the six-step manual thematic analysis framework proposed by Braun and Clarke (2006). Table 3 presents the analysis of interview data regarding participants' experiences with the first and second training activities, coaching, and mentoring. The responses highlight the key aspects that participants found valuable and provide insights into the effectiveness of various learning and development approaches.

In the first training activity, participants emphasized clarity, structure, and interactivity. Interviewee 1 appreciated the clarity of material (T1), practical examples (T2), and well-organized structure (T3), indicating that a well-structured training session with clear explanations enhances learning effectiveness. Interviewee 2 valued interactive sessions (T4) and hands-on practice (T5), showing a preference for engagement-driven learning methods. Interviewee 3 highlighted the trainer's expertise (T6) and ability to answer questions (T7), suggesting that the trainer's depth of knowledge and responsiveness play a crucial role in learning retention. Interviewee 4 found real-life case studies (T8) and practical applications (T9) beneficial, while Interviewee 5 emphasized collaborative activities (T10) and discussions (T11) as key aspects that improved learning. These responses indicate that a structured, interactive, and application-oriented training format enhances participants' learning experiences.

In the second training activity, participants focused more on skill enhancement and industry relevance. Interviewee 1 appreciated learning advanced techniques (T12) and new skills (T13), suggesting that this session provided a deeper level of expertise. Interviewee 2 valued insights into current industry trends (T14) and best practices (T15), showing a preference for up-to-date knowledge. Interviewee 3 noted the opportunity to apply new skills (T16) and engage in real-time projects (T17), highlighting the importance of hands-on application. Interviewee 4 found detailed feedback from the trainer (T18) particularly useful, indicating that ongoing feedback is crucial for skill refinement. Interviewee 5 appreciated the integration of technology (T19) and innovative tools (T20), underscoring the importance of technological advancements in modern training programs. These findings suggest that the second training session successfully built upon foundational knowledge, provided real-world applications, and introduced participants to industry-specific advancements.

Regarding coaching, participants emphasized the benefits of personalized guidance and goal setting. Interviewee 1 valued personalized guidance (C1) and tailored feedback (C2), demonstrating that coaching provides individualized support. Interviewee 2 highlighted the importance of clear goal setting (C3) and achievable goals (C4), which contributed to their progress. Interviewee 3 appreciated regular check-ins (C5) and accountability (C6), suggesting that structured follow-ups enhance learning and motivation. Interviewee 4 mentioned the role of constructive criticism (C7) and positive reinforcement (C8) in their development, while Interviewee 5 found the strong mentor-mentee relationship (C9) to be a major factor in the coaching process. These responses indicate that coaching played a critical role in providing personalized feedback, establishing clear goals, and fostering a strong developmental relationship.

For mentoring, participants highlighted long-term career benefits and industry insights. Interviewee 1 valued long-term career advice (M1) and development plans (M2), showing that mentoring supports career progression. Interviewee 2 emphasized the mentor's experience (M3) and expertise (M4) as crucial elements in their professional development. Interviewee 3 found networking opportunities (M5) and professional connections (M6) particularly beneficial, highlighting the importance of industry exposure. Interviewee 4 appreciated the emotional support (M7) and encouragement (M8) provided by mentors, demonstrating that mentoring

extends beyond technical guidance. Interviewee 5 noted the importance of gaining insights into industry-specific challenges (M9) and practical solutions (M10), showing that mentors offer valuable real-world perspectives. These responses suggest that mentoring plays a key role in career development, industry networking, and emotional support.

Employee Knowledge

Quantitative Results: The mean score for employee knowledge improved from 3.245 (pre-ODI) to 3.758 (post-ODI), with a t-value of 7.886 and a p-value < 0.05 , indicating a statistically significant increase.

Qualitative Feedback: Employees reported that the structured content and practical examples in the training sessions made complex concepts easier to understand and apply in their work.

Discussion: The significant improvement in knowledge reflects the effectiveness of ODI in enhancing understanding and practical application. This aligns with previous literature, suggesting that knowledge-building interventions are effective in boosting employees' competency in specialized sectors.

Employee Motivation

Quantitative Results: Employee motivation scores rose from 3.112 (pre-ODI) to 3.818 (post-ODI), with a t-value of 9.581 and a p-value < 0.05 , showing a notable increase.

Qualitative Feedback: Feedback highlighted employees' positive response to new incentives and regular feedback, which increased their engagement and proactivity.

Discussion: The substantial increase in motivation can be attributed to incentive structures and regular feedback that resonated with employees, supporting Herzberg's two-factor theory that both intrinsic and extrinsic factors contribute to employee motivation. This suggests that tailored motivation strategies are effective in enhancing engagement.

Employee Skills

Quantitative Results: The skills mean score improved from 3.130 (pre-ODI) to 3.830 (post-ODI), with a t-value of 9.309 and a p-value < 0.05 , indicating a significant improvement.

Qualitative Feedback: Employees noted that coaching enhanced both professional and soft skills, with a noticeable improvement in work effectiveness.

Discussion: The increase in skills reflects the success of targeted coaching in developing technical and interpersonal competencies. This is consistent with findings from skill development studies, showing that hands-on coaching is a powerful tool in enhancing job-related skills.

Employee Attitude

Quantitative Results: Attitude scores increased from 3.176 (pre-ODI) to 3.752 (post-ODI), with a t-value of 7.796 and a p-value < 0.05 , indicating a significant positive change.

Qualitative Feedback: Employees appreciated the mentoring provided, which fostered team cohesion and a more positive work outlook.

Discussion: The positive shift in attitude suggests that mentoring effectively improves work engagement and teamwork. This aligns with studies showing that mentoring enhances organizational commitment and employee attitudes, particularly in collaborative work environments.

Employee Performance

Quantitative Results: Overall employee performance saw an improvement in scores across all measured areas, showing significant post-ODI gains.

Qualitative Feedback: Employees expressed a greater sense of competence and satisfaction in their roles, noting that the ODI provided tools that improved their job performance.

Discussion: The enhancement in performance validates the ODI's comprehensive impact on employee development, supporting the theory that multi-faceted interventions covering knowledge, skills, motivation, and attitude can lead to significant performance gains.

In summary, the quantitative and qualitative results together indicate that the ODI significantly enhanced knowledge, motivation, skills, attitude, and overall performance at Top J Intellectual Property Agency. These findings support the theoretical framework of ODIs and underscore the effectiveness of structured interventions in fostering employee development and productivity. The results suggest that similar ODIs could benefit other service-oriented sectors, where tailored approaches are needed to enhance workforce competencies and performance outcomes.

Discussions

The research findings from the intervention at Top J Intellectual Property Agency provide a significant contribution to understanding how Organizational Development Interventions (ODIs) can enhance employee knowledge, motivation, skills, attitude, and overall performance. These findings align with and expand upon previous studies conducted by Chinese scholars.

The post-intervention increase in employee knowledge at Top J aligns with Cherian et al. (2021) emphasized that structured training and knowledge management practices are essential for improving employee understanding and performance. The results from Top J demonstrate the effectiveness of systematic training in enhancing intellectual property-related knowledge, further validating the knowledge worker management model. Additionally, their highlighted that knowledge integration positively impacts corporate performance. This study further confirms that targeted knowledge enhancement can lead to measurable improvements in employee competency and organizational effectiveness.

The study's findings regarding the significant boost in employee motivation through targeted interventions resonate with C. Wang and Zuo (2020), who explored workplace motivation based on conservation of resources theory. Their study emphasized that meaningful work serves as a key intrinsic motivator, effectively predicting positive employee behaviors. The ODI interventions at Top J, including motivation enhancement activities and regular feedback, significantly improved employee motivation, further validating the impact of

motivational factors on performance.

The improvement in employee skills at Top J post-intervention supports the findings of Liu (2022) highlighted that sales skills and soft skills are critical predictors of employee performance in the Chinese labor market. This study reinforces that coaching and mentoring are effective methods for developing these skills, leading to significant performance improvements. Furthermore, Wang et al. (2016) found that continuous skill development through targeted training results in sustained performance enhancement, which aligns with the results observed at Top J.

The positive shift in employee attitudes following the mentoring interventions at Top J is consistent with the findings of Miao et al. (2022) examined the impact of management style and employee attitudes on career growth and organizational performance. The mentoring programs successfully fostered a more positive work environment and enhanced team cohesion, supporting Liu (2022) argument that improving management styles and focusing on employee attitudes can promote career development and overall organizational success. This study further contributes to the understanding of how mentoring can be used as a strategic tool to improve both individual attitudes and organizational culture.

Conclusions

This study demonstrates that the ODI had a significant positive impact on employee knowledge, motivation, skills, attitude, and overall performance at Top J Intellectual Property Agency. The structured intervention, consisting of training, coaching, and mentoring activities, effectively addressed critical areas of employee development, leading to substantial improvements across all targeted competencies. Specifically:

Employee Knowledge: Enhanced understanding and application of industry-specific knowledge, empowering employees to perform tasks with greater proficiency.

Employee Motivation: Increased engagement and proactivity due to the introduction of incentives and regular feedback, confirming that motivational strategies directly influence employee commitment.

Employee Skills: Improvement in both technical and interpersonal skills, reinforcing that skill development interventions are crucial in service-based sectors.

Employee Attitude: Positive shifts in work outlook and team cohesion, indicating that mentoring and support foster a collaborative and committed workforce.

Employee Performance: Overall enhancement in performance metrics, highlighting that ODIs targeting multiple competencies can drive significant improvements in employee output.

These findings validate the effectiveness of targeted ODIs in knowledge-intensive industries like intellectual property, where specialized skills and strong motivation are essential to meeting client expectations and sustaining competitive advantage.

Recommendations

For sustaining the ODI Activities, it is recommended that Top J Intellectual Property Agency institutionalize the training, coaching, and mentoring practices introduced in the ODI. Regular reinforcement through continuous learning and development programs can help maintain and build on these gains.

To enhance Motivation through Regular Feedback and Incentives given the significant impact on motivation, the agency should implement a structured feedback mechanism coupled with incentives tailored to individual and team achievements. This approach can sustain high levels of engagement and proactivity.

For expanding Skill Development Initiatives, the agency could further diversify skill-building activities, particularly focusing on advanced technical skills relevant to intellectual property management. Incorporating hands-on workshops, case studies, and collaborative projects can continue to foster both professional and soft skills.

To encourage a Collaborative Work Environment, as mentoring proved effective in improving attitudes and teamwork, the agency should consider formalizing peer-mentoring and team-building initiatives. Encouraging collaborative projects and group problem-solving sessions can reinforce positive work attitudes and cohesion.

For the Future Research Directions, the future research could explore the long-term effects of ODI in similar organizations or test variations in ODI components to optimize interventions further. Additionally, examining the specific impact of each component (e.g., coaching vs. mentoring) on distinct employee outcomes would provide deeper insights into effective ODI design.

In conclusion, the success of this ODI underscores its potential as a replicable model for other organizations in the intellectual property sector and beyond. The study's insights into knowledge, motivation, skills, and attitude enhancements provide a foundation for developing robust, competency-driven ODIs that enhance employee performance and organizational competitiveness.

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