



ABAC ODI JOURNAL Vision. Action. Outcome

ISSN: 2351-0617 (print), ISSN: 2408-2058 (electronic)

Improving Employee Job Performance at the Local Family Business through Organization Development Interventions

Su Yee Aung

ABAC ODI JOURNAL Vision. Action. Outcome Vol 13(3) pp. 39-54

<https://assumptionjournal.au.edu/index.php/odijournal>

Published by the
Organization Development Institute
Graduate School of Business and Advanced Technology Management
Assumption University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome
is indexed by the Thai Citation Index and ASEAN Citation Index

Improving Employee Job Performance at The Local Family Business Through Organization Development Interventions

Su Yee Aung¹

¹HR Director, Today Top Star General Services Co., Ltd.
Email: suyeeaung@todaytopstar.com

Received: 06 August 2025 . Revised: 1 October 2025. Accepted: 1 October 2025

Abstract

This research investigates how organizational development interventions (ODIs) can improve employee job performance in a family-run business, Sein Hinn Company. A mixed-methods approach was applied to address key organizational weaknesses in employee engagement, interpersonal communication, and organizational commitment, identified through individual interviews and SWOT analysis. Quantitative data were collected from 108 top-level managers Pre and Post ODI, using descriptive statistics, Pearson correlation, and paired sample t-tests to measure changes and relationships between variables. The findings revealed significant positive differences in all variables Post-ODI, indicating improved performance outcomes. Additionally, qualitative data from 15 senior managers provided deeper insights through thematic content analysis. Key themes emerged: enhanced recognition, trust in leadership, better communication, improved collaboration, and practical performance improvements like task prioritization and overall management. These results informed a targeted action plan and training program addressing core behavioral changes. The study concludes that the tailored ODI significantly enhanced organizational dynamics and employee job performance, emphasizing the need for ongoing strategic interventions in family-owned businesses.

Keywords: Employee Engagement, Interpersonal Communication, Organizational Commitment, Employee Job Performance, Organizational Development Interventions

Introduction

In Myanmar's competitive retail and wholesale landscape, major players like City Mart Holding Co., Ltd, Grand Wynn Enterprise, and City Holdings have distinguished themselves through strong commitments to employee engagement, motivation, and effective interpersonal communication. These organizations have cultivated employee-centric cultures, emphasizing transparent leadership, recognition systems, and career development opportunities to drive performance (City Holdings, 2025; Lockwood, 2007). Research confirms the link between

these organizational practices and enhanced productivity, job satisfaction, and employee loyalty (Saks, 2006; Shahzad et al., 2017). Such strategic investments contribute to sustained organizational growth and market competitiveness, especially amid the rising demands for employee well-being and workplace transparency in Southeast Asia.

Sein Hinn Company, a locally owned family business established in 2010 and headquartered in Bago, operates 23 retail and wholesale branches with over 700 employees. Unlike its corporate competitors, Sein Hinn exhibits critical internal weaknesses in areas such as transparency, employee engagement, and inclusive decision-making. Based on interviews with Sein Hinn's management team, employees expressed feelings of exclusion from decision-making processes, a lack of recognition and reward systems, limited career advancement opportunities, and concerns over favoritism favoring family members. These issues have contributed to employee demotivation, trust erosion, and a sense of disconnection from the organization's goals. The absence of structured grievance mechanisms and inadequate communication have also negatively affected job satisfaction and performance, particularly for non-family employees.

While Sein Hinn demonstrates strengths such as organizational loyalty and a strong values-driven culture, its current operational dynamics reveal systemic weaknesses. The lack of investment in employee development, resistance to change, and micromanagement tendencies have impaired motivation, innovation, and employee retention. As competitors implement best practices in communication and employee development, Sein Hinn faces increasing pressure to modernize its internal management approaches to remain competitive. Therefore, this study explores the interplay between employee engagement, motivation, communication, and organizational commitment at Sein Hinn, providing insights into how organizational development interventions (ODIs) may improve job performance and workplace cohesion within family-owned enterprises in Myanmar.

Statement of the Research Purpose

This research aims to investigate the current organizational dynamics at Sein Hinn Group Company, focusing on employee engagement, motivation, interpersonal communication, organizational commitment, and employee job performance. The study seeks to identify key organizational challenges such as perceived favoritism, lack of transparency, limited communication, and the family-centric culture that contributes to feelings of exclusion and decreased commitment among non-family employees. These challenges not only affect employee morale but also hinder job performance and organizational cohesion. Understanding the existing conditions will form the foundation for effective interventions.

The second purpose of this research is to design and implement targeted ODI aimed at improving engagement, motivation, and communication, while strengthening organizational commitment and job performance. Drawing from stakeholder interviews, SWOT analysis, and best practices from successful Myanmar-based enterprises like City Holdings and Grand Wynn Enterprise, the ODIs will be structured to address specific weaknesses and leverage internal strengths. The interventions will be assessed through pre- and post-implementation evaluations

to measure their impact on both individual and organizational performance.

Lastly, the research intends to determine the statistical and thematic relationships among the studied variables and assess significant differences in outcomes Pre-ODI and Post-ODI. The ultimate goal is to develop a context-specific ODI training program grounded in empirical evidence, contributing to sustainable employee development, higher motivation, and enhanced organizational effectiveness within the unique structure of a family-owned business like Sein Hinn.

Research Questions

1. What is the current level of employee engagement, motivation, interpersonal communication, organizational commitment, and employee job performance at Sein Hinn?
2. What organization development interventions (ODI) can be developed and implemented to enhance employee engagement, motivation, and interpersonal communication, ultimately improving organizational commitment and employee job performance at Sein Hinn?
3. What is the significant relationship between the variables (employee's engagement, motivation, interpersonal communication, organizational commitment and employee job performance).
4. Is there a significant difference in employee engagement, motivation, and interpersonal communication, considering organizational commitment and employee job performance, between Pre-ODI and Post-ODI stages at Sein Hinn?
5. What insights can be gained from interviews on employee engagement, motivation, interpersonal communication, organizational commitment, and employee job performance at Sein Hinn?
6. What ODI training program be developed based on the findings obtained through mixed methods research?

Significance of the Study

The significance of this study is multifaceted, offering valuable insights for Sein Hinn group, broader field of organization development (OD) research, and OD practitioners alike. For Sein Hinn group, a family-owned business, this study addresses the challenges related to employee job performance. Given that the organization has not previously offered international course training, the introduction of ODI presents a novel challenge for both employees and practitioners. Additionally, the collection of respondents from 23 branches within the Bago Region, Myanmar poses logistical challenges in terms of candidate selection and scheduling, making the ODI implementation complex.

In the context of OD research, this study contributes to the existing body of knowledge by investigating the impact of key variables such as employee engagement, motivation, interpersonal communication, and organizational commitment on job performance by doing so, it aims to provide actionable strategies that can benefit other local family-owned enterprises facing similar challenges.

For OD practitioners, this research offers practical insights into the complexities of implementing ODI in diverse organizational settings. It highlights the importance of careful planning and coordination among stakeholders, including the organization, respondents, and trainers, to ensure the successful execution of OD initiative.

In summary, this study holds significance for Sein Hinn group in addressing specific organizational challenges, contributes to OD research by exploring the impact of key variables on job performance, and offers valuable insights for OD practitioners navigating the complexities of implementing ODI.

Literature Review

Employee engagement has emerged as a crucial construct for understanding workplace performance, particularly in smaller or family-owned businesses. Although relatively new and sometimes overlapping with organizational commitment, engagement captures employees' dedication, enthusiasm, and proactive involvement in organizational goals. Shuck et al. (2013) highlight a strong positive correlation between engagement and organizational commitment, showing that engaged employees tend to develop higher loyalty and attachment to their organizations. This engagement not only fosters intrinsic motivation but also serves as a critical driver of improved job performance, suggesting that initiatives aimed at increasing engagement can significantly enhance organizational outcomes.

Closely linked to engagement, organizational commitment consistently demonstrates a direct influence on job performance. Indradewa and Randi (2021) found that employees with higher commitment levels exhibited superior performance, particularly in government employee contexts, while Dinc (2017) observed that various components of commitment positively affect job satisfaction and overall performance. Together, these studies indicate that fostering organizational commitment—through recognition, fair treatment, and involvement in decision-making—can enhance employee reliability, output, and adherence to organizational goals, especially within family business settings where personal and professional ties often intersect.

Interpersonal communication serves as a foundational mechanism for strengthening both engagement and commitment. Susita et al. (2020) demonstrate that effective communication cultivates a supportive work culture, enabling employees to share ideas openly, resolve conflicts, and build trust. This positive communication climate reinforces organizational commitment, which indirectly boosts job performance by enhancing collaboration, clarity in task execution, and employee satisfaction. By improving communication channels within family businesses, managers can ensure that employees not only feel heard but also aligned with organizational objectives, thereby amplifying the impact of engagement and commitment on performance.

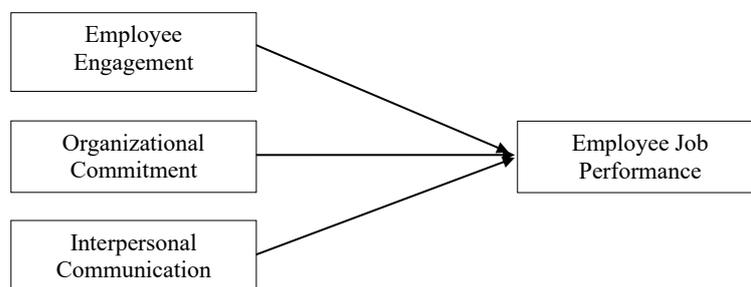
The interplay between engagement, commitment, and communication ultimately contributes to broader organizational performance. Ali et al. (2010) show that employees who perceive their organization as supportive and responsible demonstrate higher commitment,

translating into better performance outcomes. Integrating these insights, organization development interventions that target employee engagement, interpersonal communication, and organizational commitment can provide a coherent strategy for enhancing job performance. By addressing these variables collectively, family businesses can leverage both motivational and relational factors to achieve sustainable improvements in employee productivity and organizational effectiveness.

Conceptual Framework

Figure 1

Conceptual Framework



Note: Developed by researcher

The conceptual framework underpinning this study is firmly rooted in a thorough comprehension of the intricate interconnections among pivotal constructs, derived from well-established theoretical frameworks in the fields of organizational behavior and human resource management. Through the amalgamation of these critical constructs and the relationships between variables, the conceptual framework seeks to furnish a comprehensive understanding of the complex linkages that mold employee engagement, interpersonal communication, organizational commitment, and employee job performance across varied organizational contexts.

Research Methodology

H1₀: There is no significant difference of Reliability between Pre ODI and Post ODI stage.

H1₁: There is a significant difference of Reliability between Pre ODI and Post ODI stage.

H2₀: There is no significant difference of Assurance between Pre ODI and Post ODI stage.

H2₁: There is a significant difference of Assurance between Pre ODI and Post ODI stage.

H3₀: There is no significant difference of Responsiveness between Pre ODI and Post ODI stage.

H3_a: There is a significant difference of Responsiveness between Pre ODI and Post ODI stage.

H4₀: There is no significant difference of Empathy between Pre ODI and Post ODI stage.

H4_a: There is a significant difference of Empathy between Pre ODI and Post ODI stage.

H5₀: There is no significant difference of Tangibility between Pre ODI and Post ODI stage.

H5_a: There is a significant difference of Tangibility between Pre ODI and Post ODI stage.

H6₀: There is no significant difference of Competence between Pre ODI and Post ODI stage.

H6_a: There is a significant difference of Competence between Pre ODI and Post ODI stage.

H7₀: There is no significant difference of Communication between Pre ODI and Post ODI stage.

H7_a: There is a significant difference of Communication between Pre ODI and Post ODI stage.

H8₀: There is no significant difference of Organizational Performance between Pre ODI and Post ODI stage.

H8_a: There is a significant difference of Organizational Performance between Pre ODI and Post ODI stage.

This study adopted a mixed-method research design integrated with action research to examine the relationship between healthcare service quality, service management, and organizational performance at Victoria Hospital in Myanmar. It aimed to assess differences between Pre and Post ODI to determine how independent variables—reliability, assurance, responsiveness, empathy, tangibility, competence, and communication—affect organizational performance. Quantitative data were collected via structured questionnaires with demographic questions and 39 items on a 5-point Likert scale, adapted from prior studies (Carini et al., 2019; Endeshaw, 2020; El Samen & Alshurideh, 2012; Fatima et al., 2018; Fiorio et al., 2018; Hughes, 2008; Li & Chen, 2016; Soita, 2023). Validity was confirmed through expert review and pilot testing, and reliability assessed with Cronbach's alpha exceeded 0.70 for all variables. Qualitative data were gathered through open-ended questions to capture detailed personal insights. This mixed-method approach combined measurable data with rich narratives, aligning with action research to enact and evaluate change through ODIs.

The preliminary diagnosis involved three days of semi-structured interviews with the CEO, Board of Directors, and management team, along with non-participant observation of patient flow, staff interactions, and operational processes. SWOT analysis and the Weisbord Six-Box Model identified issues such as overcrowded waiting areas, long wait times, poor

staff-patient communication, employee disengagement, and slow registration procedures. These findings informed the research questions and guided the ODIs toward improving service quality, communication, and operational efficiency.

The sampling frame included 735 employees across departments, from which 215 outpatient department (OPD) employees—receptionists, cashiers, pharmacy staff, and assistants—were selected for both ODI participation and Pre and Post ODI questionnaires. Employees were chosen based on direct patient interaction and the ability to attend all training sessions, with the OPD selected due to high patient complaints and suitability for training. For qualitative analysis, 17 key informants were purposively selected from leadership roles, including the CEO, Directors, General Managers, and Senior Managers, to capture diverse perspectives on service delivery, organizational processes, and intervention outcomes.

The ODI process targeted 215 OPD employees in four batches, with sessions from 9:00 AM to 5:00 PM covering reliability, communication, responsiveness, empathy, tangibility, and competence through lectures, exercises, and role-playing. The action research cycle included diagnosing issues, planning interventions, implementing training, observing outcomes, and reflecting for improvement.

Quantitative analysis employed descriptive statistics (mean, standard deviation, frequency) and inferential tests, including paired sample t-tests for Pre and Post-ODI differences. Qualitative data were analyzed via content analysis using a three-coder system comprising the researcher and two senior professionals, ensuring consistent theme extraction.

Due to practical constraints and patient mobility, the study did not survey patients directly. Instead, service quality was assessed through OPD employees’ perspectives, who observe patient satisfaction patterns daily. While providing valuable frontline insights, this approach does not replace direct patient satisfaction data.

Results and Discussion

Demographic Data of Participants

Table 1

Demographic Profile of Participants’ Gender Analysis

Gender	Counts	% of Total
Male	24	12.2%
Female	172	87.8%
Total	196	100%

The analysis of the participants' demographic profile based on gender reveals that a majority of the respondents are female, accounting for 172 individuals (87.8%) of the total sample. In contrast, male participants comprise a significantly smaller portion, with only 24 individuals (12.2%). This indicates a notable gender imbalance among the participants, with

females dominating the sample population. The total number of respondents is 196 (100%), ensuring that the gender analysis reflects the complete participant group.

Table 2

Demographic Profile of Participants' Age Analysis

Age	Counts	% of Total
18 - 20	14	7.1 %
21 - 30	132	67.3 %
31 - 40	44	22.4 %
41 - 50	4	2.0 %
51 - 60	1	0.5 %
Over 60	1	0.5 %
Total	196	100%

The demographic analysis of participants' age shows that the largest proportion of respondents falls within the 21-30 age group, accounting for 132 individuals (67.3%) of the total sample. This indicates that the majority of the participants are young adults.

The second-largest age group is 31-40 years, with 44 individuals (22.4%), followed by those 18- 20 years old, making up 14 individuals (7.1%). Participants aged 41-50 years represent a smaller portion, with only 4 individuals (2.0%), while those in the 51-60 years and over 60 years categories are the least represented, with 1 individual each (0.5%).

Overall, the analysis highlights that the participant population is predominantly composed of younger individuals, with minimal representation from older age groups. The total sample size is 196 (100%), ensuring a complete age-based demographic analysis.

Table 3

Pearson Correlation Test Result Table

Correlations					
		PostMeanEE	PostMeanIcom	PostMeanOcom	PostMeanEJP
PostMeanEE	Pearson Correlation	1	.566**	.513**	.634**
	Sig. (2-tailed)		0	0	0
PostMeanIcom	Pearson Correlation	.566**	1	.696**	.647**
	Sig. (2-tailed)	0		0	0
PostMeanOcom	Pearson Correlation	.513**	.696**	1	.340**
	Sig. (2-tailed)	0	0		0
PostMeanEJP	Pearson Correlation	.634**	.647**	.340**	1
	Sig. (2-tailed)	0	0	0	
N=107. Correlation is significant at the 0.01 level (2-tailed).					

Table 3 shows the Pearson correlation analysis revealed statistically significant positive relationships between all three independent variables (employee engagement, organizational commitment, and interpersonal communication) and the dependent variable of employee job performance at the Post-ODI stage. Specifically, employee engagement demonstrated a strong positive correlation with employee job performance ($r = .634, p < .001$), indicating that higher levels of engagement are associated with better job performance. Interpersonal communication also showed a strong positive correlation with employee job performance ($r = .647, p < .001$), suggesting that effective communication among employees contributes meaningfully to improved performance. In contrast, organizational commitment exhibited a weak positive correlation with employee job performance ($r = .340, p < .001$), which still suggests a meaningful but less pronounced relationship between commitment and performance.

The findings from the Pearson correlation analysis in this study align with existing research, confirming statistically significant relationships between key organizational factors and employee job performance in retail and wholesale contexts. First, the strong positive correlation between employee engagement and employee job performance ($r = .634, p < .001$) reflects the assertion of Pandey et al. (2022), who found that employee engagement significantly enhances performance within the retail industry in Delhi. This suggests that when employees are more engaged, their productivity and quality of work improve—a trend observable across large-scale retail operations.

Secondly, interpersonal communication was also strongly correlated with employee job performance ($r = .647, p < .001$), supporting the findings of Thakur (2023), who demonstrated that effective workplace communication significantly influences performance outcomes. In fast-paced and customer-centric environments like supermarkets and retail chains, clear communication fosters teamwork, reduces errors, and improves service delivery.

Lastly, the moderate but statistically significant correlation between organizational commitment and employee job performance ($r = .340, p < .001$) is consistent with Kumari and Dubey (2018), who emphasized that employee job performance improves when individuals feel committed to their organization. Their review noted that HRM practices that cultivate loyalty and a sense of belonging can directly contribute to enhanced job outcomes. Collectively, these results indicate that the Post-ODI improvements in employee engagement, interpersonal communication, and organizational commitment have a positive influence on employee job performance, mirroring patterns observed in similar retail and wholesale industry studies.

Qualitative Analysis

Content Analysis

The qualitative content analysis Pre-ODI and Post-ODI demonstrates a clear improvement in employee attitudes and behaviors across departments. Pre-ODI, recognition efforts were seen as weak or inconsistent, leading to disengagement, low motivation, and poor alignment with organizational goals. Staff from sales, warehouse, finance, procurement, IT, and administration expressed dissatisfaction due to feeling unacknowledged for their efforts. In Post-ODI, however, employees reported greater appreciation, structured recognition

practices, and higher morale, with several citing direct examples of improved engagement.

Communication was another major area of change. Pre-ODI, many staff avoided addressing problems openly, resulting in misunderstandings and lack of coordination. After receiving communication skills training, employees reported more open, honest dialogue and improved collaboration within and across departments. This contributed to smoother operations and reduced internal conflict.

Workplace relationships also improved. Pre-ODI, staff interactions were often competitive or siloed, weakening teamwork. Post-ODI, employees demonstrated more cooperative behavior, mutual respect, and trust. Managers noted a move toward shared goals and stronger interdepartmental cohesion.

The Post-ODI also enhanced employees' emotional commitment to the organization. Previously, many felt excluded from leadership decisions and unrecognized, resulting in weak loyalty. During the Post-ODI staff reported feeling more included, valued, and emotionally connected to the organization, suggesting the training helped build a greater sense of belonging.

Another key improvement was employees' contribution to long-term sustainability. Pre-ODI, many focused only on individual tasks without considering broader company goals. Post-ODI, staff increasingly aligned their roles with strategic objectives, demonstrating stronger engagement and ownership.

Finally, the ODI training positively impacted on employees' ability to manage tasks. Before the ODI, departments struggled with poor planning, missed deadlines, and disorganized workflows. Afterward, staff reported better prioritization, time management, and timely completion of tasks, improving overall efficiency.

In conclusion, the ODI led to a clear organizational transformation—from disengaged, disconnected employees to a more motivated, collaborative, and strategically aligned workforce. The training effectively addressed gaps in recognition, communication, emotional commitment, and performance.

Coding Analysis

The employee training initiatives—focused on recognition, communication, commitment, sustainability, and task planning—have yielded multidimensional improvements in organizational development. Employee engagement notably increased as staff reported feeling “valued,” “seen,” and “appreciated” (Theme: “Increased motivation and engagement due to recognition”; Codes: “Accounting staff feel respected,” “Sales staff feel appreciated,” “Procurement staff feel noticed”). This fostered stronger “alignment with organizational goals” and boosted morale. Initiatives like “rewarding top-performing sales staff” and “focused initiatives for finance team” confirmed the effect of “public and consistent recognition” (Theme: “Public and consistent recognition enhances engagement”).

Communication skills training enhanced “open and honest communication,” enabling clearer understanding and problem-solving (Theme: “Improved task clarity and operational precision”; Codes: “Transparent communication and task clarity,” “Open discussion of concerns”). This led to greater “cross-functional efficiency” and improved coordination, especially in departments like admin and finance.

In terms of working relationships, a shift from competition to collaboration emerged (Theme: "Collaboration over competition enhances workplace cohesion"), supported by codes such as "Trust-based cooperation" and "Open and collaborative interaction." These improvements cultivated interdepartmental trust, mutual respect, and smoother operations.

Organizational commitment strengthened through "recognition and fairness" and the "meaningfulness of roles" (Theme: "Recognition and fairness cultivate emotional loyalty"; Codes: "Recognition boosts emotional connection," "Perception of role value strengthens commitment"). Involving employees in planning and decisions—e.g., "Inclusion in strategy promotes loyalty"—further reinforced emotional bonds and loyalty.

The training also supported organizational sustainability by promoting a "prioritization of collective, long-term goals" (Theme: "Purpose alignment in daily operations"; Codes: "Shift from individual to collective goals," "Recognition of role's long-term impact"). Staff aligned their daily actions with the company's vision, showing increased motivation to contribute to sustainable growth.

Finally, employees exhibited improved task planning and execution through better "prioritization," "scheduling," and "workload balancing" (Theme: "Improved prioritization and scheduling"; Codes: "Efficient task prioritization," "Effective workload planning," "Timely and accurate reporting"). These enhancements resulted in more timely service delivery and smoother organizational workflow, particularly in departments such as HR, M&E, and warehouse operations.

Table 4

Summary of Coding Analysis Process

Question	Coding / Key Ideas	Themes
Q1. Impact of recognition training on engagement	Staff feel respected, valued, appreciated, acknowledged, and included; boosts morale, commitment, and alignment with goals	Theme 1: Increased motivation and engagement due to recognition Theme 2: Improved operational effectiveness through recognition Theme 3: Alignment with organizational goals Theme 4: Strengthened team cohesion and morale
Q2. Examples of recognition training influencing engagement	Public, consistent, and structured recognition; department-specific initiatives; relevance to job roles; acknowledgement increases participation	Theme 1: Public and consistent recognition enhances engagement Theme 2: Structured implementation of recognition increases participation Theme 3: Active recognition initiatives improve department morale Theme 4: Department-specific recognition increases effectiveness Theme 5: Relevance of recognition to job roles enhances impact

Question	Coding / Key Ideas	Themes
Q3. Communication skills training aiding open communication	Open and honest dialogue; transparent communication; clear task assignments; cross-functional coordination; sharing findings improves decisions	Theme 1: Improved task clarity and operational precision through transparent communication Theme 2: Open communication fosters strategic alignment Theme 3: Cross-functional communication improves efficiency Theme 4: Communication facilitates problem-solving and coordination Theme 5: Constructive communication strengthens team cohesion Theme 6: Clear communication supports informed decision-making
Q4. Communication training impacting relationships	Collaborative behavior; team collaboration; interdepartmental cooperation; trust and positive interactions; stakeholder engagement	Theme 1: Collaboration over competition enhances workplace cohesion Theme 2: Team collaboration strengthens internal workflow Theme 3: Cross-functional collaboration improves decision-making Theme 4: Open communication fosters better work relationships Theme 5: Relationship-building with stakeholders through strategic communication Theme 6: Trust and cooperation drive team morale
Q5. Training enhancing commitment	Recognition, fairness, meaningful roles, involvement in decisions, alignment with values, confidence in leadership, empowerment	Theme 1: Recognition and fairness cultivate emotional loyalty Theme 2: Role meaning and identity enhance emotional commitment Theme 3: Involvement in decision-making drives loyalty Theme 4: Alignment with organizational values strengthens emotional ties Theme 5: Confidence in leadership enhances emotional attachment Theme 6: Empowerment enhances organizational loyalty
Q6. Training contribution to organizational sustainability	Focus on collective long-term goals; intrinsic motivation; alignment with strategic growth; purpose-driven daily operations; cross-functional alignment	Theme 1: Prioritization of collective, long-term organizational goals Theme 2: Increased intrinsic motivation and responsibility ownership Theme 3: Role alignment with strategic growth Theme 4: Purpose alignment in daily operations Theme 5: Cross-functional alignment with organizational vision
Q7. Training improving planning, organizing, and task completion	Task prioritization; effective workload planning; systematic organization; balancing urgent and routine tasks; time management; cross-functional	Theme 1: Improved prioritization and scheduling Theme 2: Enhanced workload management Theme 3: Operational efficiency through time management

Juxtaposed Data

Based on the juxtaposed quantitative and qualitative Post-ODI results, all key organizational variables showed substantial improvement, supported by strong thematic insights and increased mean scores.

Employee Engagement (EE) showed a significant rise from a Pre-ODI mean of 1.41 to 3.86, particularly in the item “I contribute creative ideas and solutions to improve performance.” This increase aligns with Theme 1 (Increased motivation and engagement due to recognition) and Theme 5 (Public and structured recognition increases participation). Employees felt more valued, which encouraged greater innovation and participation. Action plans such as enhanced recognition programs, creative idea platforms, and team-building initiatives directly supported this growth, reinforcing Theme 3 (Alignment with organizational goals) and Theme 4 (Strengthened team cohesion and morale).

Interpersonal Communication (ICom) improved from a Pre-ODI mean of 2.93 to 3.86, with Post-ODI responses emphasizing “I believe in building positive working relationships through communication.” This supports Theme 1 (Improved task clarity and operational precision through transparent communication) and Theme 5 (Collaboration over competition enhances workplace cohesion). Employees demonstrated more effective and strategic communication, supported by actions such as training workshops, digital communication platforms, and transparent information sharing. These initiatives enhanced Theme 2 (Strategic alignment) and Theme 3 (Cross-functional efficiency).

Organizational Commitment (OCom) maintained a focus on the item “I feel a strong sense of belonging and connection to the organization”, which rose from 2.78 to 3.86, signifying stronger emotional loyalty. This reflects Theme 1 (Recognition and fairness cultivate emotional loyalty) and Theme 3 (Involvement in decision-making drives loyalty). The proposed actions—like inclusive decision-making, leadership transparency, and role-purpose alignment—boosted employee identification with organizational goals, aligning with Theme 5 and 6 (Long-term goals and purpose alignment in operations).

Employee Job Performance (EJP) showed growth from 2.81 to 3.79, especially for “I effectively managed my time to maximize efficiency and meet deadlines.” This progress corresponds with Theme 1 (Improved prioritization and scheduling) and Theme 4 (Practical application of training). Initiatives like time management workshops, digital tools, and on-the-job coaching enhanced Theme 2 and Theme 5 (Workload management and streamlined workflows), translating into real improvements in task completion and productivity.

Overall, the Post-ODI improvements across all variables reflect the success of targeted interventions informed by both quantitative metrics and qualitative themes.

Conclusion and Recommendation

Conclusion

The research titled "Improving Employee Job Performance at the Local Family Business through Organization Development Interventions" examined the impact of an Organizational Development Intervention (ODI) on key variables at Sein Hinn, namely employee engagement, interpersonal communication, organizational commitment, and employee job performance. Quantitative analyses confirmed significant positive relationships among these variables, and paired sample T-tests indicated marked improvements post-ODI across all measures. Moreover, qualitative findings reinforced these results, providing thematic insights that clarified how these improvements manifested in practice.

Specifically, employee engagement was enhanced through recognition, alignment with organizational goals, and strengthened team cohesion (Themes 1-5). In addition, communication improved via clearer task clarity, strategic alignment, collaboration, and stakeholder relationship-building (Themes 1-6). Consequently, organizational commitment increased due to perceived fairness, meaningful roles, inclusive decision-making, leadership trust, and purpose integration (Themes 1-6). Furthermore, job performance benefitted from more effective task prioritization, improved workload management, enhanced time efficiency, practical application of training, and streamlined workflows (Themes 1-5). These qualitative insights complement the quantitative improvements, demonstrating a robust synergy between statistical outcomes and observed behavioral changes.

Based on these findings, a comprehensive Action Development Training Program was designed to sustain and amplify the positive changes. Modules include Recognition & Engagement Bootcamp, Innovation Labs, Team Cohesion Workshops, Strategic Communication Training, Inclusive Leadership Sessions, Purpose-Driven Role Alignment, and Productivity & Time Management Courses. These modules were strategically aligned with the core themes identified across variables and are supported by digital tools, mentorship, and continuous feedback mechanisms to ensure lasting impact.

In summary, the study demonstrates that targeted ODIs, grounded in integrated quantitative and qualitative insights, effectively enhance employee engagement, interpersonal communication, organizational commitment, and job performance in family businesses. Consequently, the tailored training program provides a sustainable roadmap for organizational growth, fostering long-term employee motivation, collaboration, and overall organizational success.

Recommendation for Further Studies

Based on insights from the Organization Development Interventions (ODIs) at Sein Hinn, future research should explore the long-term sustainability of employee engagement strategies in small to medium-sized family businesses. While this study showed short-term improvements through targeted training, longitudinal research tracking behavioral and performance changes over 3 to 6 months post-intervention would clarify the retention and

lasting impact on organizational culture.

Further studies could explore the relationship between interpersonal communication and organizational commitment in greater depth. Moreover, employing advanced methods such as structural equation modeling (SEM) would be particularly valuable, as SEM allows researchers to test mediation and moderation effects, uncovering deeper causal links and the mechanisms through which communication influences commitment. In addition, segmenting participants by management level, tenure, or department could reveal potential differences in how these variables interact across employee groups, providing more nuanced insights for targeted interventions and organizational development strategies.

Additionally, expanding research to other industries and organizational settings, especially in rural or resource-limited environments, would test the broader applicability of these findings. Comparative studies could determine if the successful strategies at Sein Hinn need contextual adaptation. Incorporating qualitative methods such as focus groups and ethnography could also provide richer insights into organizational culture and behaviors that quantitative approaches might miss.

References

- Ali, I., Rehman, K. U., Ali, S. I., Yousaf, J., & Zia, M. (2010). Corporate social responsibility influences, employee commitment, and organizational performance. *African Journal of Business Management*, 4(12), 2796-2801. <https://doi.org/10.5897/AJBM.9000221>
- City Holdings. (2025). *Cityholdings.com.mm*. <https://cityholdings.com.mm/>
- Dinc, M. (2017). Organizational commitment components and job performance: Mediating role of job satisfaction. *Pakistan Journal of Commerce and Social Sciences*, 11(3), 773-789.
- Inradewa, R., & Randi, S. (2021). The effects of competence and motivation on performance mediated by organization commitment. *International Journal of Research and Review*, 8(1), 77-89. <https://doi.org/10.52403/ijrr.20210110>
- Kumari, P. V., & Dubey, P. (2018). Employee performance and their organizational commitment in relation to HRM practices: A literature review. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(4), 58-63. <https://doi.org/10.9790/487X-2004075863>
- Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage. *Society for Human Resource Management Research Quarterly*, 1, 1-12. <https://www.scirp.org/reference/referencespapers?referenceid=1686714>
- Pandey, D., Kaplash, S., & Sarkar, D. (2022). The correlation between employee engagement and performance at a retail industry in Delhi. *Journal of Contemporary Issues in Business and Government*, 28(4), 1083-1088. <https://doi.org/10.47750/cibg.2022.28.04.082>
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. <https://doi.org/10.1108/02683940610690169>

- Shahzad, K., Rasheed, M. A., & Nadeem, S. (2017). Exploring the role of employee voice between high-performance work system and organizational innovation in small and medium enterprises. *Journal of Small Business and Enterprise Development*, 24(4), 670-688. <https://doi.org/10.1108/JSBED-11-2016-0185>
- Shuck, B., Ghosh, R., Zigarmi, D., & Nimon, K. (2013). The jingle jangle of employee engagement. *Human Resource Development Review*, 12, 11-35. <https://doi.org/10.1177/1534484312463921>
- Susita, D., Sudiarditha, I., Purwana, D., Wolor, C., & Merdyantie, R. (2020). Does organizational commitment mediate the impact of organizational culture and interpersonal communication on organizational citizenship behavior? *Management Science Letters*, 10(2020), 2455-2462. <https://doi.org/10.5267/j.msl.2020.4.004>
- Thakur, V. (2023). Interpersonal communication in the workplace: An exploratory analysis. *International Journal for Multidisciplinary Research (IJFMR)*, 5(3), 1-18. <https://www.ijfmr.com/papers/2023/3/3699.pdf>

