
The Impact of an ODI on the Development of Leadership, Employee Motivation and Employee Engagement towards Better Performance of Employees: A Case Study

Submitted 21/03/21, 1st revision 15/04/21, 2nd revision 30/04/21, accepted 20/05/21

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Abstract:

Purpose: Leadership, Motivation and Employee Engagement has been a key essence of improving the performance of employee by means of job engagement, job satisfaction and individual performance towards achieving team performance. The organization, OV Logistics (Myanmar) Ltd, Singapore owned and managed, Logistics & Freight Forwarding and Supply Chain Solutions service provider in Myanmar, with 81 employees had been selected to identify the focal challenges and in placed the action research. 4 variables had been identified.

Design/Methodology/Approach: This research included a mix method of study to collect the data by understanding the current challenges towards the object of this study upon completion of the quantitative data collection before and after the OD interventions, which was analyzed using paired t tests, Wilcoxon and Spearman Correlation.

Findings: The findings indicated a strong significant connection between leadership, motivation, employee engagement and better performance of employees. The findings had been presented to the management and employees of OV Logistics (Myanmar) Ltd, in which the connection and significance of Leadership, Motivation and Employee Engagement had been inter-connected each other as to have the better performance of employee.

Practical Implications: Despite the study gives the organization to consider further research on the area of “the management and internal organization conflict” and “changing organization behavior” toward the organizational achievement.

Originality/Value: The research contributes the conceptual framework, theoretical framework and action research framework in order meet the objectives of the study as well as contributing the guidelines for the organization for the next level of action plans to overcome the challenges in the competitive market.

Keywords: Leadership, Motivation, Employee engagement, Employee performance, Organization Development.

JEL codes:

Paper Type: Research Paper

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1. Introduction

Globalization is progressively connect all around the world. Even small countries and regions are link between North, South, East and West to meet the global economic to enhance. In the globalization period, goods and services are intense to compete in the market come into force emerging economies. Even the third countries regarded by international community, at preset become the competition in international market. Generally logistic and freight forwarding are a specific and execution of organization with operational complexity. Since 1950, logistic industry getting growth in all around the world. In the business industry, logistic and freight forwarding are a kind of intermediary management between exporter/importer, shipper and carrier. Freight forwarding, in others called “Non-Vessel Operating Common Carrier (NVOCC)” is a private organization or private company which arrange the cargoes and goods from manufacturer or customer to ship to destination.

According to Johnson and Wood’s (Tilanus, 1997) propose that logistic have “five potential key factors” that describe as logistics, materials management, supply-chain management, inbound logistics and distribution. Logistics express the product material moving through in and out of firm. Material management define the movement of goods within a firm. Supply-Chain management is management and communication between one or more logistics firm. Inbound logistic is collecting the cargoes or goods from supplier or manufacturer.

Finally distribution define the moving goods from firm to customer. The effectiveness of moving goods decided by the transportation operation efficiency. In 1991, Logistics Management Council present that the logistics is part of the supply chain process plans, efficient controls, implements, effective forward and flow of reverse storage of goods and services to meet the point to point consumption on the customer requirements.

The objectives of this research are as follows:

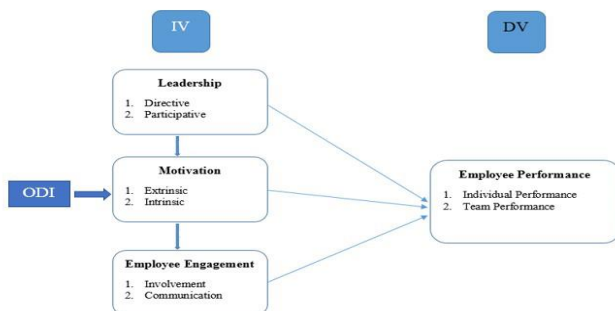
- To examine the current situation leadership, employee motivation, employee engagement, and employee performance in OV Logistics (Myanmar) Ltd.
- To design and propose the Organization Development Interventions (ODIs) to develop leadership, employee motivation, and employee engagement in OV Logistics (Myanmar) Ltd.
- To determine the differences between the Pre and Post ODI on leadership, employee motivation, and employee engagement in OV Logistics (Myanmar) Ltd.
- To observe the influence of leadership, employee motivation, and employee engagement on employee performance.
- To observe the influence of leadership on employee motivation and employee engagement.

2. Literature Review

Leadership to be able to exercise authority over the employee to do voluntarily, should be (Cribbin, 1981). Leadership is defined as an effective organizational strategy, influencing the organizational group by achieving objectives. Leadership is not for a specific position, which is complex in relation to the moral sense of relationship among the people, belief, responsibility, commitment, and impression and sharing of the right vision. Leadership is about influencing and directing one or more people to command the process to achieve goals using human resources.

Nowadays, many organizations are looking for ways to motivate employees for success, management, metaphors, and modernization for organizational functions in the organization (House *et al.*, 1991; Jones and Olken, 2005). Motivation can lead to better performance rate of the organization. In the achievement of early theories, motivation is drive and action (Atkinson, 1957). Employee job involvement is a positive result of emotions that reflects the outcome of the work situation (Lock, 1976). In addition, job satisfaction traditionally differs from employee engagement. It is defined as a state of cognitive belief that reflects some level of mental identity with work (Kanungo, 1982). Many research studies suggested that employee engagement and job satisfaction is defined as a convertible concept. (Altarawneh and Albhour, 2014) suggested that employee engagement practices and organizational performance are increasingly important for policymakers and empirical researchers in terms of evidence-based work in order to achieve job satisfaction and significant performance in the organization.

Figure 1. Conceptual Framework of this Study



Source: Own study.

3. Research Methodology

3.1 Data Analysis and Data Analysis Method

The data analysis of this research study was used various methods to analysis the data with different instruments. The researcher used to analyze the qualitative data with

Median, Mean, Interquartile Range, Wilcoxon Test, Spearman Correlation Coefficient and Improvement of Percentage because this research was based on non-parametric statistical. The researcher used non-parametric because this research have two group to compares the data.

Median and Interquartile Range: calculating the middle values of the total sequence data. Mean and St. Deviation: are calculating the average of total sequence data.

Wilcoxon Test: used to analyze comparison of the data between Pre ODI and Post ODI of manager and employee survey questionnaires.

Spearman Rank Correlation Coefficient: used to discover the relationship between Leadership, Motivation, Employee Engagement and Employee Performance.

Table 1. Demographic Profile of Respondents

Gender			
	Male	45	56%
	Female	36	44%
Position			
	Manager	22	27%
	Employee	59	73%
Age			
	less than 20	6	7%
	20-30	31	38%
	31-40	28	35%
	41-50	15	19%
	51-60	1	1%
Income			
	100,000 - 500,000 MMK	42	52%
	500,000 - 1,000,000 MMK	21	26%
	1,000,000 - 1,500,000 MMK	11	14%
	1,500,000 - 2,000,000 MMK	6	7%
	Above 2,000,000 MMK	1	1%
Education			
	High School or below	29	36%
	Bachelor degree	51	63%
	Master degree	1	1%
Marital Status			
	Single	39	48%
	Engaged	3	4%
	Married	37	46%
	Divorced	1	1%
	Widowed	1	1%
Nature of Job			
	Temporary	2	2%
	Permanent	79	98%

Source: Own study.

Table 2. Pre & Post Median Improvement

Variables	PRE ODI Median (5 Point)	POST ODI Median (5 Point)	PRE Inter-quartile Range	POST Inter-quartile Range	Median Improvement %
Directive Leadership	3.00	4.00	1.00	1.00	33.33%
Participative Leadership	3.00	4.00	1.00	1.00	33.33%
Extrinsic Motivation	3.00	4.00	2.00	1.00	33.33%
Intrinsic Motivation	3.00	4.00	2.00	1.00	33.33%
Employee Engagement Involvement	3.00	4.00	1.00	1.00	33.33%
Employee Engagement Communication	3.00	3.00	1.00	1.00	0.00%
Employee Individual Performance	3.00	4.00	2.00	1.00	33.33%
Employee Team Performance	3.00	4.00	1.75	1.00	33.33%

Source: Own study.

In Table 2 Pre and Post Median comparison we can see the ODI improvement of median value of variables except the employee engagement communication. Because there is time limitation in the ODI process, changing organizational behavior and human behavior cannot be done within the short period.

Table 3. Paired Samples T-Test of Directive Leadership: T-Test Outcome Q1-Q5

Paired Samples Test		Paired Differences									
							95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error	Lower	Upper	t	df	Sig. (2-tailed)		
Pair 1	Pre Q1 - Post Q1	-0.815	0.573	0.064	-0.941	-0.688	-12.809	80	.000		
Pair 2	Pre Q2 - Post Q2	-0.938	0.457	0.051	-1.039	-0.837	-18.487	80	.000		
Pair 3	Pre Q3 - Post Q3	-0.728	0.448	0.050	-0.827	-0.629	-14.647	80	.000		
Pair 4	Pre Q4 - Post Q4	-1.198	0.765	0.085	-1.367	-1.028	-14.085	80	.000		
Pair 5	Pre Q5 - Post Q5	-0.802	0.557	0.062	-0.926	-0.679	-12.961	80	.000		

Source: Own study.

According to Table 3 above, the different significant scores for Q1 are without ODI (M = 3.14, SD = 0.89) and Q1 with ODI (M = 4.22, SD = 0.61), $t(80) = -12.809$, $p = .000$. In the similar way, differences of significant value existed in Q2, Q3, Q4, and Q5.

Table 4. Paired Samples T-Test of Participative Leadership: T-Test Outcome Q6-Q11. Difference between Pre-ODI and Post-ODI of Participative Leadership

Paired Samples Test		Paired Differences									
							95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error	Lower	Upper	t	df	Sig. (2-tailed)		
Pair 6	Pre Q6 - Post Q6	-0.753	0.488	0.054	-0.861	-0.645	-13.885	80	.000		
Pair 7	Pre Q7 - Post Q7	-0.840	0.558	0.062	-0.963	-0.716	-13.539	80	.000		
Pair 8	Pre Q8 - Post Q8	-0.765	0.426	0.047	-0.860	-0.671	-16.157	80	.000		
Pair 9	Pre Q9 - Post Q9	-0.778	0.474	0.053	-0.883	-0.673	-14.757	80	.000		
Pair 10	Pre Q10 - Post Q10	-0.901	0.625	0.069	-1.039	-0.763	-12.986	80	.000		
Pair 11	Pre Q11 - Post Q11	-0.741	0.468	0.052	-0.844	-0.637	-14.231	80	.000		

Source: Own study.

In Table 4, the different significant scores are for Q6 without ODI ($M = 2.95$, $SD = 0.80$) and Q6 with ODI ($M = 3.7$, $SD = 0.58$), $t(80) = -13.885$, $p = .000$. In the similar way, differences of significant value existed in Q7, Q8, Q9, Q10, and Q11.

Table 5. Paired Samples T-Test of Extrinsic Motivation: T-Test Outcome Q12- Q16 Difference between Pre-ODI and Post-ODI of Extrinsic Motivation

Paired Samples Test		Paired Differences								
		Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)	
					Lower	Upper				
Pair 12	Pre Q12 - Post Q12	-0.753	0.488	0.054	-0.861	-0.645	-13.885	80	.000	
Pair 13	Pre Q13 - Post Q13	-1.160	0.782	0.087	-1.333	-0.988	-13.357	80	.000	
Pair 14	Pre Q14 - Post Q14	-1.049	0.773	0.086	-1.220	-0.878	-12.218	80	.000	
Pair 15	Pre Q15 - Post Q15	-0.877	0.533	0.059	-0.995	-0.759	-14.788	80	.000	
Pair 16	Pre Q16 - Post Q16	-1.123	0.781	0.087	-1.296	-0.951	-12.951	80	.000	

Source: Own study.

In Table 5, the different significant scores for Q13 are, without ODI ($M = 2.4$, $SD = 1.24$) and Q6 with ODI ($M = 3.56$, $SD = 0.59$), $t(80) = -13.357$, $p = .000$. In the similar way, differences of significant value existed in Q12, Q14, Q15 and Q16.

Table 6. Paired Samples T-Test of Intrinsic Motivation: T-Test Outcome Q17- Q21. Difference between Pre-ODI and Post-ODI of Intrinsic Motivation

Paired Samples Test		Paired Differences								
		Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)	
					Lower	Upper				
Pair 17	Pre Q17 - Post Q17	-0.753	0.488	0.054	-0.861	-0.645	-13.885	80	0	
Pair 18	Pre Q18 - Post Q18	-0.827	0.587	0.065	-0.957	-0.697	-12.679	80	0	
Pair 19	Pre Q19 - Post Q19	-0.951	0.705	0.078	-1.107	-0.795	-12.129	80	0	
Pair 20	Pre Q20 - Post Q20	-1.136	0.771	0.086	-1.306	-0.965	-13.265	80	0	
Pair 21	Pre Q21 - Post Q21	-0.914	0.674	0.075	-1.063	-0.764	-12.190	80	0	

Source: Own study.

In Table 6, the different significant scores for Q20 are, without ODI ($M = 2.09$, $SD = 1.05$) and Q20 with ODI ($M = 3.22$, $SD = 0.50$), $t(80) = -13.265$, $p = .000$. In the similar way, differences of significant value existed in Q17, Q18, Q19 and Q21.

Table 7. Paired Samples T-Test of Employee Engagement Involvement: T-Test Outcome Q17- Q21. Difference between Pre-ODI and Post-ODI of Employee Engagement Involvement

Paired Samples Test		Paired Differences								
		Mean	Std. Deviation	Std. Error	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)	
					Lower	Upper				
Pair 22	Pre Q22 - Post Q22	-1.111	0.707	0.079	-1.267	-0.955	-14.142	80	.000	
Pair 23	Pre Q23 - Post Q23	-1.568	0.523	0.058	-1.684	-1.452	-26.985	80	.000	
Pair 24	Pre Q24 - Post Q24	-0.753	0.462	0.051	-0.855	-0.651	-14.676	80	.000	
Pair 25	Pre Q25 - Post Q25	-0.741	0.468	0.052	-0.844	-0.637	-14.231	80	.000	
Pair 26	Pre Q26 - Post Q26	-0.741	0.468	0.052	-0.844	-0.637	-14.231	80	.000	

Source: Own study.

In Table 7, the different significant scores for Q23 are, without ODI (M = 1.59, SD = 0.85) and Q23 with ODI (M = 3.16, SD = 0.51), $t(80) = -26.985, p = .000$. In the similar way, differences of significant value existed in Q22, Q24, Q25 and Q26.

Table 8. Paired Samples T-Test of Employee Engagement Communication: T-Test Outcome Q27- Q33. Difference between Pre-ODI and Post-ODI of Employee Engagement Communication

Paired Samples Test		95% Confidence Interval of the Difference								
Paired Differences		Mean	Std. Deviation	Std. Error	Lower	Upper	t	df	Sig. (2-tailed)	
Pair 27	Pre Q27 - Post Q27	-0.753	0.488	0.054	-0.861	-0.645	-13.885	80	.000	
Pair 28	Pre Q28 - Post Q28	-0.778	0.524	0.058	-0.894	-0.662	-13.348	80	.000	
Pair 29	Pre Q29 - Post Q29	-0.778	0.524	0.058	-0.894	-0.662	-13.348	80	.000	
Pair 30	Pre Q30 - Post Q30	-0.778	0.524	0.058	-0.894	-0.662	-13.348	80	.000	
Pair 31	Pre Q31 - Post Q31	-0.988	0.433	0.048	-1.083	-0.892	-20.536	80	.000	
Pair 32	Pre Q32 - Post Q32	-0.778	0.524	0.058	-0.894	-0.662	-13.348	80	.000	
Pair 33	Pre Q33 - Post Q33	-0.741	0.468	0.052	-0.844	-0.637	-14.231	80	.000	
Pair 26	Pre Q26 - Post Q26	-0.741	0.468	0.052	-0.844	-0.637	-14.231	80	.000	

Source: Own study.

According to Table 8, the different significant scores for Q31 are, without ODI (M = 2.91, SD = 0.95) and Q31 with ODI (M = 3.90, SD = 0.85), $t(80) = -20.536, p = .000$. In the similar way, differences of significant value existed in Q27, Q28, Q29, Q30, Q32 and Q33.

Table 9. Paired Samples T-Test of Employee Individual Performance: T-Test Outcome Q34- Q40. Difference between Pre-ODI and Post-ODI of Employee Individual Performance

Paired Samples Test		95% Confidence Interval of the Difference								
Paired Differences		Mean	Std. Deviation	Std. Error	Lower	Upper	t	df	Sig. (2-tailed)	
Pair 34	Pre Q34 - Post Q34	-0.938	0.509	0.057	-1.051	-0.826	-16.604	80	.000	
Pair 35	Pre Q35 - Post Q35	-0.728	0.448	0.050	-0.827	-0.629	-14.647	80	.000	
Pair 36	Pre Q36 - Post Q36	-0.753	0.488	0.054	-0.861	-0.645	-13.885	80	.000	
Pair 37	Pre Q37 - Post Q37	-1.272	0.548	0.061	-1.393	-1.150	-20.884	80	.000	
Pair 38	Pre Q38 - Post Q38	-0.877	0.640	0.071	-1.018	-0.735	-12.327	80	.000	
Pair 39	Pre Q39 - Post Q39	-0.926	0.667	0.074	-1.073	-0.779	-12.500	80	.000	
Pair 40	Pre Q40 - Post Q40	-1.284	0.575	0.064	-1.411	-1.157	-20.089	80	.000	

Source: Own study.

According to Table 9, the different significant scores for Q40 are, without ODI (M = 2.05, SD = 0.92) and Q40 with ODI (M = 3.33, SD = 0.57), $t(80) = -20.089, p = .000$. In the similar way, differences of significant value existed in Q34, Q35, Q36, Q37, Q38 and Q39.

Table 10. Paired Samples T-Test of Employee Team Performance: T-Test Outcome Q41- Q46. Difference between Pre-ODI and Post-ODI of Employee Team Performance

Paired Samples Test		95% Confidence Interval of the Difference								
Paired Differences		Mean	Std. Deviation	Std. Error	Lower	Upper	t	df	Sig. (2-tailed)	

		Mean	Std. Devia- tion	Std. Mean Error	Lower	Upper	t	df	Sig. (2- tailed)
Pair 41	Pre Q41 - Post Q41	-0.741	0.468	0.052	-0.844	-0.637	-14.231	80	.000
Pair 42	Pre Q42 - Post Q42	-0.765	0.507	0.056	-0.877	-0.653	-13.594	80	.000
Pair 43	Pre Q43 - Post Q43	-0.938	0.677	0.075	-1.088	-0.789	-12.469	80	.000
Pair 44	Pre Q44 - Post Q44	-0.753	0.488	0.054	-0.861	-0.645	-13.885	80	.000
Pair 45	Pre Q45 - Post Q45	-0.741	0.468	0.052	-0.844	-0.637	-14.231	80	.000
Pair 46	Pre Q46 - Post Q46	-0.728	0.448	0.050	-0.827	-0.629	-14.647	80	.000

Source: Own study.

According to Table 10, the different significant scores for Q43 are, without ODI ($M = 2.53$, $SD = 1.14$) and Q43 with ODI ($M = 3.46$, $SD = 0.67$), $t(80) = -12.469$, $p = .000$. In the similar way, differences of significant value existed in Q41, Q42, Q44, Q45 and Q46.

Table 11. Paired Sample T Test of PRE and POST ODI Result. Paired Sample T Test of PRE and POST ODI Result

Variable	Paired Differences			t	Sig. (2- tailed)
	Mean	Std. Devia- tion	Std. Error Mean		
Pair 1: Pre-Post Leadership	-0.84175	0.44878	0.04986	-16.881	0.000
Pair 2: Pre-Post Motivation	-0.95432	0.58353	0.06484	-14.719	0.000
Pair 3: Pre-Post Employee Engagement	-0.87551	0.40934	0.04548	-19.25	0.000
Pair 4: Pre-Post Employee Performance	-0.88034	0.42604	0.04734	-18.597	0.000

Source: Own study.

Table 11 showed the PRE and POST ODI analyzed result of Paired Sample T test.

Pair 1: Pre-Post Leadership's mean result is -0.84175 which mean the POST ODI's mean value is more higher than PRE mean value, Std. Deviation value is 0.44878 which mean that there is no significant problems in PRE and POST ODI of Leadership, Std. Error Mean value also 0.04986 which mean there is no strong error and Sig. (2-tailed) result is 0.000 which mean PRE and POST ODI of Leadership is significantly different.

Pair 2: Pre-Post Motivation's mean result is -0.95432 which mean the POST ODI's mean value is more higher than PRE mean value, Std. Deviation value is 0.58353 which mean that there is no significant problems in PRE and POST ODI of Motivation, Std. Error Mean value also 0.06484 which mean there is no strong error and Sig (2-tailed) result is 0.000 which mean PRE and POST ODI of Motivation is significantly different.

Pair 3: Pre-Post Employee Engagement's mean result is -0.87551 which mean the POST ODI's mean value is more higher than PRE mean value, Std. Deviation value is 0.40934 which mean that there is no significant problems in PRE and POST ODI of Employee Engagement, Std Error Mean value also 0.04548 which mean there is no strong error and Sig (2-tailed) result is 0.000 which mean PRE and POST ODI of Employee Engagement is significantly different.

Pair 4: Pre-Post Employee Performance's mean result is -0.88034 which mean the POST ODI's mean value is more higher than PRE mean value, Std.Deviation value is 0.42604 which mean that there is no significant problems in PRE and POST ODI

of Employee Performance, Std Error Mean value also 0.04734 which mean there is no strong error and Sig (2-tailed) result is 0.000 which mean PRE and POST ODI of Employee Performance is significantly different.

Table 12. Wilcoxon Signed-Rank Test of Variables. Wilcoxon Signed Rank Test of Variables

Variable	N	Mean Rank	Sum of Ranks	Test Statistics	
				Z	Sig. (2-tailed)
Pair 1: Post-Pre Leadership	Negative Ranks	0 ^a	0.0	-7.524	0.000
	Positive Ranks	74 ^b	2775.0		
	Ties	7 ^c			
	Total	81			
Pair 2: Post-Pre Motivation	Negative Ranks	0 ^d	0.0	-7.083	0.000
	Positive Ranks	66 ^e	2211.0		
	Ties	15 ^f			
	Total	81			
Pair 3: Post-Pre Employee Engagement	Negative Ranks	0 ^g	0.0	-7.852	0.000
	Positive Ranks	81 ^h	3321.0		
	Ties	0 ⁱ			
	Total	81			
Pair 4: Post-Pre Employee Performance	Negative Ranks	0 ^j	0.0	-7.855	0.000
	Positive Ranks	81 ^k	3321.0		
	Ties	0 ^l			
	Total	81			

Source: Own study.

Hypothesis 1:

According to Paired Sample T Test of Pre ODI and POST ODI of leadership showed in Table 11, $t = -16.881$ and p value of the pair is .000 less than .05 (95% difference interval confidence) and the result is statistically significant different between PRE ODI and POST ODI. Furthermore, Wilcoxon signed-rank test of Pre-ODI and Post-ODI of Leadership show in Table 12 indicate that $z = -7.524$ and the p value of the pair showed .000 less than .05 (at 95% Confidence Interval of the Difference), indicating there is a statistically significant difference between Pre and Post ODI. Thus, observing the support of **H1_a** there is a statistically significant difference between PRE ODI and POST ODI of Leadership.

Hypothesis 2:

According to Paired Sample T Test of Pre ODI and POST ODI of motivation showed in Table 11, $t = -14.719$ and p value of the pair is .000 less than .05 (95% difference interval confidence) and the result is statistically significant different between PRE ODI and POST ODI. Moreover, Wilcoxon signed-rank test of Pre-ODI and Post-ODI of Motivation show in Table 12 indicate that $z = -7.083$ and the p value of the pair showed .000 less than .05 (at 95% Confidence Interval of the Difference), indicating there is a statistically significant difference between Pre and Post ODI. Therefore, finding the support of **H2_a** there is a statistically significant difference between PRE ODI and POST ODI of Motivation.

Hypothesis 3:

In the Table 11, Paired Sample T Test of Pre ODI and POST ODI of Employee Engagement showed $t = -19.25$ and p value of the pair is .000 less than .05 (95% difference interval confidence) and the result is statistically significant different between PRE ODI and POST ODI on Employee Engagement. In addition, Wilcoxon-signed

rank test of Pre-ODI and Post-ODI of Employee Engagement show in Table 12 indicate that $z = -7.852$ and the p value of the pair showed .000 less than .05 (at 95% Confidence Interval of the Difference), indicating there is a statistically significant difference between Pre and Post ODI. Therefore, finding the support of **H3_a** there is a statistically significant difference between PRE ODI and POST ODI of Employee Engagement.

Hypothesis 4:

According to Paired Sample T Test of Pre ODI and POST ODI of Employee Performance showed in Table 11, $t = -18.597$ and p value of the pair is .000 less than .05 (95% difference interval confidence) and the result is statistically significant different between PRE ODI and POST ODI. Moreover, Wilcoxon signed rank test of Pre-ODI and Post-ODI of Employee Performance show in Table 12 indicate that $z = -7.855$ and the p value of the pair showed .000 less than .05 (at 95% Confidence Interval of the Difference), indicating there is a statistically significant difference between Pre and Post ODI. Thus, observing the support of **H4_a** there is a statistically significant difference between PRE ODI and POST ODI of Employee Performance.

According to statistical finding (Table 11 and Table 12) the result support Hypothesis 1 – Hypothesis 4 that there are significant differences between PRE ODI and POST ODI on Leadership, Motivation, Employee Engagement and Employee Performance.

Table 13. Leadership and Motivation Spearman Rank Correlation Test. Spearman Rank Correlation Test of Leadership – Employee Performance

Correlations			LEADERSHIP	EMPLOYEE PER- FORMANCE
Spearman's rho	LEADERSHIP	Correlation Coefficient	1.000	.600**
		Sig. (2-tailed)	.	.000
		N	81	81
	EMPLOYEE PERFOR- MANCE	Correlation Coefficient	.600**	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

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

Source: Own study.

Hypothesis 5:

As indicated in Table 13, the result from Spearman Correlation analysis showed that the r_s value = 0.600 and p value sig. is equal .000 which is less than .05 ($.000 < .05$). It means that the null hypothesis is rejected. There is a statistical significant relationship between 2 variables at the .05 significant level. Therefore **H5_a**: Leadership and Employee Performance are moderately correlated and have positive influence.

Table 14. Motivation and Employee Performance Spearman Rank Correlation Test.
 Spearman Rank Correlation Test of Motivation – Employee Performance

Correlations			MOTIVATION	EMPLOYEE PER- FORMANCE
Spearman's rho	MOTIVATION	Correlation Coefficient	1.000	.731**
		Sig. (2-tailed)	.	.000
		N	81	81
	EMPLOYEE PERFOR- MANANCE	Correlation Coefficient	.731**	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

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

Source: Own study.

Hypothesis 6:

In Table 14, the result from Spearman Correlation analysis showed that the r_s value = 0.731 and p value sig. is equal .000 which is less than .05 (.000<.05). It means that the null hypothesis is rejected. There is a statistical significant relationship between 2 variables at the .05 significant level. Therefore **H6_a**: Motivation and Employee Performance are moderately correlated and have relationship.

Table 15. Employee Engagement and Employee Performance Spearman Rank Correlation Test

Spearman Rank Correlation Test of Employee Engagement – Employee Performance Correlations

			EMPLOYEE EN- GAGEMENT	EMPLOYEE PER- FORMANCE
Spearman's rho	EMPLOYEE ENGAGE- MENT	Correlation Coefficient	1.000	.651**
		Sig. (2-tailed)	.	.000
		N	81	81
	EMPLOYEE PERFOR- MANANCE	Correlation Coefficient	.651**	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

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

Source: Own study.

Hypothesis 7:

According to Table 15, the result from Spearman Correlation analysis showed that the r_s value = 0.651 and p value sig. is equal .000 which is less than .05 (.000<.05). It means that the null hypothesis is rejected. There is a statistical significant relationship between 2 variables at the .05 significant level. Therefore **H7_a**: Employee Engagement and Employee Performance have moderately correlation and positively influence.

Table 16. Leadership and Motivation Spearman Rank Correlation Test
Spearman Rank Correlation Test of Leadership – Motivation Correlations

			LEADERSHIP	MOTIVATION
Spearman's rho	LEADERSHIP	Correlation Coefficient	1.000	.454**
		Sig. (2-tailed)	.	.000
		N	81	81
	MOTIVATION	Correlation Coefficient	.454**	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

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

Source: Own study.

Hypothesis 8

Table 16, the result from Spearman Correlation analysis showed that the r_s value = 0.454 and p value sig. is equal .000 which is less than .05 (.000<.05). It means that the null hypothesis is rejected. There is a statistical significant relationship between 2 variables at the .05 significant level. Therefore **H8_a**: Leadership and Motivation have moderately relationship.

Table 17. Motivation and Employee Engagement Spearman Rank Correlation Test.
Spearman Rank Correlation Test of Motivation – Employee Engagement
Correlations

			MOTIVATION	EMPLOYEE ENGAGEMENT
Spearman's rho	MOTIVATION	Correlation Coefficient	1.000	.551**
		Sig. (2-tailed)	.	.000
		N	81	81
	EMPLOYEE ENGAGEMENT	EN- Correlation Coefficient	.551**	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

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

Source: Own study.

Hypothesis 9

In Table 17, the result from Spearman Correlation analysis showed that the r_s value = 0.551 and p value sig. is equal .000 which is less than .05 (.000<.05). It means that the null hypothesis is rejected. There is a statistical significant relationship between 2 variables at the .05 significant level. Therefore **H9_a**: Motivation and Employee Engagement have moderately correlated.

According to Statistical finding (Table 13 to Table 17) the research's result support Hypothesis 5 to Hypothesis 9.

4. Result Summary and Discussion

The key factors of this research was developing with reference to Leadership, Motivation, and Employee Engagement to improve the Employee Performance in the OV Logistic Myanmar proving that each variable have a relationship. During the preliminary stage, the researchers took the interview with executive and the feedback was “Manager are work properly but don’t have enough skills to solve the problems in the organization”, “Seem like manager and subordinate have miscommunication in internal organization”, “They been working with OV Logistics more than 10 years over and seem like loyalty but not effective in work” and “Subordinate are willing to help and do in the organization but there is no direct order from managers”.

The researchers took the one to one interview with employees in the organization, their feedback was managers are not good, management skill is poor and leadership skill is not effective in the organization. But during the PRE ODI period the survey questionnaire analyzed of overall directive and participative leadership’ median score is 3.00 which neutral and the employee did not responded worse. In the ODI process time also all the managers are enthusiastically participate in the ODI process. According to overall median of Leadership scores in POST ODI is 4.00 and the percent improvement rate is 33% improving after the ODI process. Therefore ODI is effective to the Leadership.

Since preliminary stage, most of the employees are demotivate to engage the job task in the organization and during the global pandemic period the organization’s economy was getting worse and all the employees were cut their salary. But during the preliminary stage the employee mention their feeling but PRE ODI of Motivation’s median score is 3.00 and it’s neutral. But the researchers found out lack of “training and personal development opportunities for my good work”, “monetary rewards/ bonus for my skilful work”, “I got a praise and recognition from my managers for my works” and “I received symbolic public recognition for my work” in the organization during PRE ODI in the Employee Survey Questionnaire. In the ODI process all the employee are willing to participate the training and workshop. Because of the employee’s willing participant the POST ODI result showed the improvement. The percent Improvement rate of PRE ODI and POST ODI of Motivation is 33%. Therefore ODI process is effected to Employee’s motivation.

According to preliminary stage, executive responded “Subordinate are willing to help and do in the organization but there is no direct order from managers”. Comparison of PRE ODI and POST ODI of Employee Engagement Involvement have 33% improvement but Employee Engagement Communication don’t have improvement and the answers is neutral. But Overall Employee Engagement have 17% improvement. ODI process training is only 7 weeks long, which not enough to fix the internal organization’s conflict and communication problems. That why the ODI process is weekly effective to Employee Engagement Communication.

In the Employee Individual Performance and Employee Team Performance, the PRE ODI and POST ODI's data analyzed showed there is improvement between PRE ODI and POST ODI. At the PRE ODI of Overall Employee Performance's median score is 3.00 and POST ODI of Overall Employee Performance's median score is 4.00, the percent improvement rate is 33% between PRE ODI and POST ODI. That why ODI process is effected on Employee Performance.

Nowadays, the global economy is driven constantly into innovation, profitability and performance. The effective leadership can effect on the organization development, social communication, work function, employee performance and organizational performance. The ineffective leadership skills lead the organization into many problems such as unclear decision making, poor job handling, employee and organizational mismanagement, organization performance. That why leadership is the most important to the organization. Many study had proven that the leadership skills and employee performance have a strong relationship. In this research the researcher proof that Hypothesis **H5_a**: Leadership and Employee Performance are moderately correlated and have positive influence.

In this evolution development time, employee performance become the major topic in the organization, that why employee have to be practically well train and motivate to engage job task to achieve the organizational performance. Previously in the OV Logistic, the organization did not offer a proper training to employee and during global pandemic most of the employee had been salary cut is the one of the reason to employee demotivate. Another reason is most of the employee are they feel that they are out of the organization, they don't have opportunities in the organization, managers and executive have a good relation that why they got benefits. That why employee become demotivate, less job engagement and internal communication problems.

In the ODI process, most of the trainers are closely guide to managers and employee, training them what is leadership, what is job row, what is basic knowledge in modern organization, etc. All managers and employees are participate in the training very well and the outcome result are acceptable and found improvement. Therefore in this research proved that Hypothesis **H6_a**: Motivation and Employee Performance are moderately correlated and have relationship; and Hypothesis **H7_a**: Employee Engagement and Employee Performance are moderately correlated and have relationship.

Motivation is the major important factors to drive the employees' performance because employee who are not employed in the right job will fail, employee who demotivate will fail the employee engagement and employee performance. In the organization mis-leadership lead into employees' less engagement and demotivation. In this research the researcher found out that most of the employee are demotivate during the preliminary period, but when the researcher collected the PRE ODI survey, the result are neutral and there is no underline problems. As the researcher mention above the employee status during the preliminary period, but after the ODI process and POST ODI result prove that Employees' motivation and Engagement have an

improvement. Therefore Hypothesis **H8_a**: Leadership and Motivation have moderately correlated and have relationship; and Hypothesis **H9_a**: Motivation and Employee Engagement have moderately correlated and have relationship. In this research, researcher prove variables' percent improvement and relationship.

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