



Improving the Intervention Effect of Employees' Job Satisfaction on Employees' Job Engagement Through ODI: an Action Research Case Study of ICBC Bank Hunnan Branch

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Abstract

Background and Aim: This investigation explores the link between employee engagement and job satisfaction at ICBC Bank in China, using John Kotter's 8-step Change model for organizational development interventions (ODI). The study aims to identify and improve job engagement factors through an action-oriented approach. Data was collected from 33 employees at the ICBC Shenyang Hunnan Branch using a survey tool, analyzing variables such as managers' leadership styles, employee communication competence, job satisfaction, and employees' job engagement.

Materials and Methods: The mixed-method research strategy analyzed the differences in variables before and after the ODI phase using a paired sample t-test. The organization development intervention (ODI) activities included group dynamics, appreciative inquiry, coaching leadership, goal setting, and team building to modify leadership styles, motivation, and communication competence and influence employees' job satisfaction and engagement.

Results: The post-ODI results indicated significant improvements in leadership styles, motivation, communication competence, and subsequently, job satisfaction and engagement among employees. "The researcher's recommendation promises to deliver significant results by implementing the ODI design in as many as 250 ICBC branches in Shenyang. This approach paves the way for a more efficient and streamlined banking operation to enhance employee satisfaction and engagement.

Conclusion: Quantitative and qualitative results prove that the IVs are significantly related to the intervening variables. In other words, as the IVs improve, the intervening variable also improves. The study underscores the efficacy of targeted OD interventions in enhancing job satisfaction and engagement, offering a model for broader application within the banking sector

Keywords: leadership styles, motivation, communication competence, job satisfaction, job engagement. John Kotter 8-step of change

Introduction

Among the four state-owned banks in China, the Industrial and Commercial Bank of China (ICBC) stands out for its unmatched reliability and abundance of services. The Hunnan branch is one of the 250 branches in the city of Shenyang. The manager of Hunnan Bank of ICBC observed that the employees are not satisfied with their jobs and lack engagement to do their work; the researcher explained to the manager that employee job satisfaction is subjective and influenced by various factors such as rewards, work environment, work itself, organization, and group. Poor job satisfaction has been shown in the whole working environment. Through interviews and observations with employees, the researcher found that the Hunnan branch employees' job satisfaction was insufficient, as employees sometimes did not get good feedback about their work from their leaders. Secondly, although the bank has some training courses, the employees generally believe that the content is not in-depth enough, and there are no practical operation opportunities. Some employees even express a lack of concern for their jobs. According to Qiu (2011), improving job satisfaction can increase employee enthusiasm, reduce turnover rates, and enhance organizational performance. He (2019) claimed that some senior managers in small and medium organizations may need more professional training to avoid hindering employee communication, which can affect job satisfaction.



Organizations use some management methods to improve employee satisfaction. After employees' basic needs are met, they can understand the organization's management methods and create better value, achieving a healthy and win-win cycle between the enterprise and employees. This balance is a manifestation of whether the organizational state is healthy. To guarantee the work efficiency of the bank and the work results, the researcher and the manager of the Hunnan Branch want to understand employee engagement while studying employee satisfaction. The Researcher will conduct an empirical study and action research in the Shenyang Hunnan branch to reveal the factors that affect employees' job satisfaction and job engagement.

Objectives

1. Diagnose the current leadership styles, motivation, and communication competence in the Hunnan Branch as they were before the ODI.
2. To identify the relationship between leadership styles, motivation, and communication competence to employee job satisfaction.
3. To identify the relationship between employees' job satisfaction and job engagement.
4. To design the ODI to increase employee engagement by improving leadership styles, motivation, and communication competence to employee job satisfaction.
5. To compare the difference in employees' job engagement and leadership styles, motivation, communication competence, and employee job satisfaction between pre-ODI and post-ODI in the Hunnan branch.

Literature review

Leadership Style

Princes and Said (2022) have established that the interplay between task behavior and relationship behavior is crucial to employee management. Leadership styles should be tailored to different types of employees, as no single leadership style applies to all employees. Situational leadership guides followers in task behaviors and promotes and supports employees in relationship behaviors. Previous research has demonstrated the importance of all four types of leadership in situational leadership theory, which specifies that a particular leadership style is suitable for a specific external environment and not ideal for others. Consequently, leaders must act based on relatively abstract situation definitions (Sims et al., 2009).

Leaders pursue success based on their values, perspectives, and vision. Various leadership theories exist, including trait, behavioral, contingency, and leader-member exchange theories. Situational leadership theory, which encompasses contingency theory, is employed in unexpected and risky situations that could have catastrophic consequences if not resolved quickly. This is why situational leadership is deemed the most suitable for this study. Moreover, prior studies have shown how situational leadership operates in complex environments where each team member requires a different leadership style to overcome external distractions. Situational leadership or contingency theory provides an alternative to the weaknesses proposed by trait theory that require different leadership styles in different situations. Contingency theory observes that different situations and environments in which leadership characteristics and employee characteristics interact become the key to leadership style for integrating complexities in projects, such as member diversity, external forces, and culture (Lau, 2011).

Leaders must be able to assume different identities to create both opportunities and constraints, leading to different outcomes and reactions. They use their own judgment to behave differently toward different employees. Leaders unleash their influence to complete tasks, sometimes using rewards and punishments. Leading by example and reinforcing the confidence and worth of employees is challenging and crucial for leaders as they must connect and align their minds, hearts, and hands dynamically (Yeo, 2020).

A situational leader must take a strategic approach, including determining goals, identifying situations, matching leadership styles, and determining how to proceed with the matching process (Sims et al., 2009). Leaders play a dual role in managing the company and maximizing revenue (Bose et al., 2019). They must deal with complex cognitive, behavioral, and social skills that develop at different rates and require different experiences (Tortorella et al, 2015).

Motivation



Motivation is essential for the employees to achieve the organization's goal. (Han B et al., 2022) The nature and importance of work motivation is defined as "a set of energetic forces originating internally and externally within an individual to initiate work-related behavior and determine its form, direction, intensity, and duration. (Colaco & Loi, 2019). To do a job, one must be willing to take on the job and put in enough effort. The power that provides this desire is called motivation. Motivation is an internal mechanism to lead people's behavior. (Sansone & Harackiewicz, 2000) According to Kelly (1974), "Motivation has to do with the forces that maintain and alter the direction, quality, and intensity of behavior." Motivation is one factor that increases people's willingness to live and makes them more successful in their social lives. Motivation aims to make employees more productive, increase efficiency, and improve overall performance (Pang & Lu, 2018). motivation is a psychological tendency or internal driving force that motivates and maintains the actions of an organism, leading it toward a specific goal.

1918, American psychologist Woodworth first applied it to psychology, believing that intrinsic motivation determines behavior. People are motivated to take action for a specific goal, do any jobs willingly, and enjoy what they do (Ceviz, 2018). Motivation can be a physiological or psychological drive to meet an individual's inner needs and expectations (Tentama & Pranungsari, 2016). From a philosophical perspective, human behavior refers to individual behavior under the influence of the external environment. From a psychological perspective, it refers to a specific psychological situation of an individual, as it is the most stable psychological level and an essential manifestation of human and individual relationships. Robbins and Coulter (2014) describe motivation as a process through which one's efforts are motivated, guided, and continuously moving toward a goal. Sansone and Harackiewicz (2000) defined motivation as an intrinsic guiding behavior. This can be seen as a catalyst for employees to improve their work efficiency and achieve organizational goals (Sekhar et al., 2013).

Communication Competence

Communication is a kind of ability to say the correct thing to the correct person at the correct time and place (Riggio et al., 2003). Although there are various concepts of communicative competence, motivation to communicate is considered one of the most critical factors. (Ren & Chadee, 2020). Many studies have shown the beautiful relationship between adequate communication competence and job satisfaction. Informational and comprehensive communication skills positively and moderately correlated with job satisfaction, supervisor satisfaction, and colleague satisfaction (Schuler, 1979). Leaders' communication skills, including meaning-creation communication, uncertainty-reduction communication, and empathy communication, have also been proven to be related to job satisfaction (Sharbrough et al., 2006). Many studies have also shown that leadership and communication competence are inseparable (Rabiul M.K. et al., 2022). The theory of motivation language shows us that effective communication can help leaders and employees increase job satisfaction (Mayfield & Mayfield, 2009). Madlock (2008) tells us that leaders' communication competence is positively related to perceived and communication satisfaction, and communicator competence explained 17.8% of the variance of job satisfaction. Other research shows that the leaders' communication abilities could increase employee retention rates and job satisfaction (Miles & Mangold, 2002). According to the competency theory described by Mulder (2017), a competency is a set of competencies, including personal traits, abilities, knowledge, and skills. Studies have found that leadership and the leader's communication style, career opportunities, etc., have been the main drivers of engagement over the past decade (Harter & Rubenstein, 2020). The other research said that when examining the relationship between superiors and subordinates, leaders' communication ability positively correlates with employees' job satisfaction, communication satisfaction, communication motivation, and organizational commitment between superiors and employees (Mikkelsen et al., 2015). Other communications closely related to management activities constitute a whole of communication. Communication between superiors and subordinates should be as short as possible to ensure fast and accurate information transmission; horizontal parallel communication should be as extensive and timely as possible to ensure coordination and interpersonal harmony. Open communication is positively correlated with employee job satisfaction and overall organizational performance, which means that the more open and accessible communication is, the higher employee job satisfaction will be. (Chen & Lin, 2003). Effective leadership is usually associated with high communication skills (Brown O. et al., 2019).

Job Satisfaction



Job satisfaction results from a positive emotional state from a practical, favorable appraisal of work elicited by a cognitive and cognitive capacity that leads to fulfilling an employee's needs, goals, and values (Valk et al., 2023). Job satisfaction is the degree to which employees enjoy their jobs (Ellickson & Logsdon, 2002). Some researchers define job satisfaction as the degree to which employees are satisfied with their jobs (Shim et al., 2002). Employees' job satisfaction will change according to their emotions and cognitions (Thompson & Phua, 2012). Research on job satisfaction can be traced back to the Great Depression of the 1930s, during which people used job satisfaction to measure workers' 'morale' during economic crises. When work meets individual needs and interests, and work conditions and interpersonal cooperation are satisfactory, job satisfaction will be generated. Job satisfaction is a pleasant or positive emotional state generated by employees' appreciation of their profession or work experience (Nanjundeswaraswamy, 2021). The earlier study supports that organizational behaviors, such as enthusiasm, mutual trust, respect, and harmonious relationship between superiors and subordinates, are significant predictors of employee job satisfaction. Employee job satisfaction can be divided into psychological and physiological feelings. Herzberg believes that the factors that affect job satisfaction can be divided into physical environmental factors, social factors, and personal psychological factors. Physical environmental factors include things around the workplace. Social factors refer to the work environment, leaders' abilities, and the degree of recognition and belonging to the unit. Personal psychological factors include the significance of work, attitude, and leadership style. (Valk & Yousif, 2023).

Job Engagement

Employee engagement refers to the degree to which an employee agrees with the goals and decisions of one's organization (Azoury et al., 2013). employee engagement is a multi-dimensional motivational concept that reflects the high performance of individual emotions, cognition, physical strength, and motivation (Kuok & Taormina, 2017). Engagement is the degree to which an employee is physically, cognitively, and emotionally committed to their job. Hewitt (2010) proposed that engagement is a state of emotional and intellectual involvement that prompts employees to do their best at work. Dedicated employees are energetic, enjoy their work, and are satisfied with their working environment. Soane et al. (2012) Define employee engagement as intellectual, social, and emotional. Intellectual engagement refers to the degree to which people invest their intelligence in their work, social engagement refers to the degree to which individuals feel social connections in the work environment, and emotional engagement refers to the degree to which individuals feel positive and energetic (Nwachukwu, 2022). Clerk et al. (2016) define engagement as a positive, desirable, work-related ideology characterized by vitality, dedication, and attraction. Hewitt Consulting (2010) defines engagement from the perspective of practical experience. Engagement is the degree to which employees are willing to stay in the company, work hard for it, and devote themselves to it. Hewitt (2010) pointed out that employee engagement refers to the employee's engaging behavior and the physiological, emotional, and cognitive state brought by it.

To sum up, although scholars have different understandings of employee engagement, they all agree that it is the degree of commitment and investment employees make to the company in terms of emotion and knowledge. In other words, employee engagement is the degree to which employees like to work from the bottom of their hearts and are willing to achieve organizational goals and transform such emotion and willingness into challenging and efficient behaviors (Wu & Wang, 2015). A good employee career development plan provides employees with an environment for continuous learning and growth, sets their own goals and directions for each stage, enhances their work motivation, and makes them feel that the company values and cultivates them, which is conducive to improving employees' work engagement (Lee et al., 2010).

Conceptual Framework

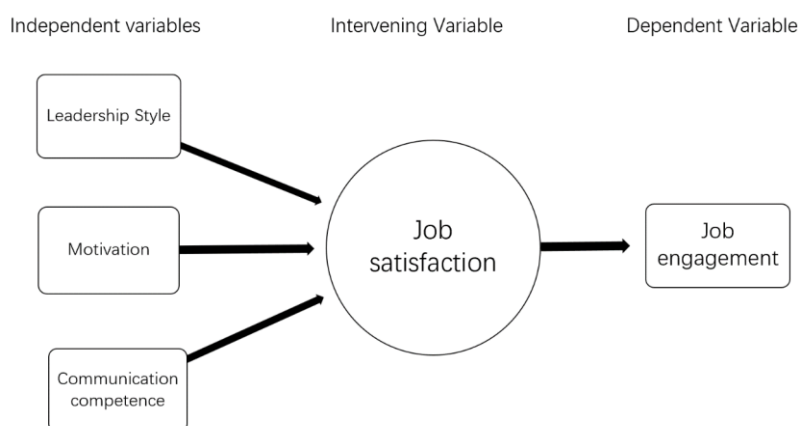


Figure 1 *Conceptual Framework*

The conceptual framework (figure 1) is established based on the theoretical framework. In this conceptual framework, the independent variables are leadership style, motivation, and communication competence. The mediator is employee job satisfaction, and the dependent variable is employees' engagement through the intervention of leadership style, motivation, and communication competence to change employee job engagement by the employees' job satisfaction.

This study examines three key factors: leadership styles, communication competence, and motivation, and their impact on employees' job engagement. Job satisfaction is the mediator in this relationship. A questionnaire survey and interviews were conducted to assess the current state of these variables before the organization development intervention. Based on these findings, the OD intervention focused on improving leadership styles, communication competence, and motivation through team building, group dynamics, world cafe, goal setting, leadership coaching, and role negotiation to enhance job satisfaction and engagement. After the ODI, semi-structured interviews and questionnaire surveys were conducted again at the Hunnan branch to evaluate any differences.

Research Hypothesis

H10: There is no statistically significant difference between pre- and post-ODI regarding employee job engagement.

H1a: There is a statistically significant difference between pre- and post-ODI regarding employee job engagement.

H20: There is no statistically significant difference between pre-and post-ODI regarding motivation.

H2a: There is a statistically significant difference between pre-and post-ODI regarding motivation.

H30: There is no statistically significant difference between pre-and post-ODI regarding communication competence.

H3a: There is a statistically significant difference between pre-and post-ODI regarding communication competence.

H40: There is no statistically significant difference between pre-and post-ODI regarding employee job satisfaction.

H4a: There is a statistically significant difference between pre-and post-ODI regarding employee job satisfaction.

H50: There is no statistically significant difference between pre-and post-ODI regarding employee job engagement.



H5a: There is a statistically significant difference between pre-and post-ODI regarding employee job engagement.

Methodology

Research Design

This study employs a mixed-method approach incorporating qualitative and quantitative research techniques. A questionnaire survey is used to carry out the quantitative analysis, while the qualitative research entails diverse forms such as literature research and interviews with ICBC Hunnan Branch's employees. The research design follows the application framework of action research in the organization development field, incorporating before and after tests.

Following the identification of branch problems, the researcher will use an organization development intervention (ODI), which involves interviews, observations, group dynamics team building, world café, goal setting, leadership coaching, and role negotiation, among other things, to alter employees' working methods. Subsequently, the second questionnaire will be sent to all employees to compare differences from before ODI.

Research Sample

The Industrial and Commercial Bank of China Shenyang Hunnan branch has a team of three leaders, one manager, two vice managers, and 30 employees.

Research Instrument

The Likert Scale is a widely used method for measuring opinions or attitudes. It involves a set of statements that are scored on a scale of "strongly agree," "agree," "not necessarily," "disagree," and "strongly disagree," which are assigned values of 5, 4, 3, 2, and 1, respectively.

Data Collection

This study used survey questionnaires to collect the pre- and post-ODI dates and observations by the researcher and the leadership group of the Hunnan branch. and interviews to collect data after ODI activities.

Data Analysis Method

This study used a questionnaire to collect data pre- and post-ODI, and it analyzed the data using SPSS's regression analysis and parried sample T analysis.

ODI Design

After analyzing the situation, the researcher proposed and implemented various interventions to improve employee motivation, communication, leadership, and job satisfaction. These interventions included human processes, human resources, culture, and leadership. The interventions focused on the leadership group, which consists of the branch manager as the primary target and two deputy managers.

To design these interventions, the researcher used John Kotter's eight steps of change, which involve eight steps (figure 2) for changing an organization's situation (Kotter, 2023).

Figure 2

Kotter's 8 Steps



Step1: Create a sense of urgency

The organization's current state can be shared with employees by presenting the findings of the questionnaire and interviews through SWOT and PEST analysis. It should be evident that intervention is necessary and must begin immediately with Survey Feedback, Goal setting, Leadership Coaching, group dynamics, and role negotiation.

Step2: Build a Guiding Coalition

Establishing a supervisory steering team comprising branch and vice branch managers is critical in successfully implementing change. The researcher emphasized the significance of management functions, specifically leading and directing, in facilitating the transition of the change process, which involves team building. Establishing a supervisory steering team comprising branch and vice branch managers is critical in successfully implementing change. The researcher emphasized the significance of management functions, specifically leading and directing, in facilitating the transition of the change process, which involves team building. Establishing a supervisory steering team comprising branch managers and vice



branch managers is critical in successfully implementing change. The researcher emphasized the significance of management functions, specifically leading and directing, in facilitating the transition of the change process, which involves team building.

Step 3: From a strategic vision

Creating an attractive and applicable corporate image for all employees is included by using Appreciative Inquiry (AI).

Step 4: Enlist a volunteer army

Every employee should be involved in organizational change by creating communication workshops that help them understand the purpose of the change.

Step 5: Enable action by removing barriers.

After coaching managers, facilitating group dynamics, organizing team-building exercises, setting goals, conducting rolling negotiations, and intervening with employees using various theoretical models, we gathered new data through questionnaires and interviews three months later (i.e., one season) to evaluate the intervention's effectiveness.

Step 6: Generate short-term wins

Finding ways to motivate and provide resources for future actions is essential. This can help overcome any initial skepticism within the organization. To achieve measurable progress in the short term, developing a key performance indicator (KPI) and reward system that motivates preferred behaviors is crucial.

Step 7: Sustain acceleration

The significance of establishing a sturdy groundwork for attaining success and striving toward the ultimate objective of organizational transformation cannot be overstated. A robust foundation bolsters the organization's position and provides the impetus to work toward the goal of change. To achieve this milestone, it is imperative to carefully lay a solid foundation that is based on the principles of excellence and perseverance. This fundamental aspect needs to be recognized to ensure that the organization's objectives are achieved successfully.

Step 8: Institute Change

It is essential to prioritize teamwork and employee values. This could involve making strategic personnel changes, offering hands-on training, and committing to long-term policies and regulations in the HRM system.

Results

Quantitative Results

Table 1 Results of Paired Sample T-test

| | Paired Differences | | | | | t | df | Sig. (2-tailed) |
|---------------------------|--------------------|----------------|-----------------|---|----------|---------|----|-----------------|
| | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | | | |
| | | | | Lower | Upper | | | |
| Pair 1 MEANBLS MEANALS | -1.76768 | .48401 | .08426 | -1.93930 | -1.59605 | -20.980 | 32 | .000 |
| Pair 2 MEANBM MEANAM | -1.56061 | .52011 | .09054 | -1.74503 | -1.37618 | -17.237 | 32 | .000 |
| Pair 3 MEANBCC MEANACC | -1.43182 | .75847 | .13203 | -1.70076 | -1.16287 | -10.844 | 32 | .000 |
| Pair 4 MEANBJS MEANAJS | -1.55303 | .50682 | .08823 | -1.73274 | -1.37332 | -17.603 | 32 | .000 |
| Pair 5 MEANBJE MEANAJE | -1.87879 | .33335 | .05803 | -1.99699 | -1.76059 | -32.377 | 32 | .000 |

The first pair of values were compared before and after ODI leadership style values; the result shows that the mean value is 1.76, Std. The deviation value is 0.48, the T value is- 20.98, and the P value is 0.00



So, there is a statistically significant difference between pre-and post-ODI regarding leadership style. H10 is rejected. H1a is established.

The second pair of values have been compared before and after motivation values; the result shows the mean value is 1.56, Std. The deviation value is 0.52, the T value is- 17.23, and the P value is 0.00 So, there is a statistically significant difference between pre-and post-ODI regarding motivation. H20 is rejected. H2a is established.

The third pair of values has been used to compare before-and-after communication competence values; the result shows the mean value is 1.43, Std. The deviation value is 0.75, the T value is—10.84, and the P value is 0.00 So, there is a statistically significant difference between pre-and post-ODI regarding communication competence. H130 is rejected. H3a is established.

The fourth pair of values has been used to compare before-and-after job satisfaction values; the result shows the mean value is 1.55, Std. The deviation value is 0.50; the T value is—17.6, and the P value is 0.00. So, there is a statistically significant difference between pre- and post-ODI regarding employees' job satisfaction. H40 is rejected. H4a is established.

The fifth pair of values has been used to compare before-and-after job engagement values; the result shows the mean value is 1.87, Std. The deviation value is 0.33, the T value is—32.37, and the P value is 0. So, there is a statistically significant difference between pre-and post-ODI regarding employee job engagement. H50 is rejected. H5a is established.

Qualitative Results

Table 2 Themes Results

| Variables | Themes from coders summarize |
|--------------------------|--|
| Leadership styles | Thinking before talking Empowering with trust |
| Motivation | Self-awareness Social-awareness Nurtured by leader |
| Communication competence | Smoothy communication Willing to share |
| Job satisfaction | Comfortable working environment Being motivated by leaders and co-workers |
| Job engagement | Clearly goal Good job satisfaction |

The results of the observation and interview show that the ODI is booming, which had been mentioned multiple times in the interview records, and leadership styles have changed after ODI; the leaders begin to think before making any decision, especially how to talk to employees, the whole organizations' communication atmosphere have changing better, employees can feel the motive from branch managers, and leaders have to pay attention to motive employees. The employees' job satisfaction has improved in different ways, but there has been a rise. So that employees' engagement gets better from their thinking about their jobs.



Table 3 *Juxtaposed Data Results*

| Variable | Quantitative | | Qualitative | |
|--------------------------|--------------|---------------|---|--|
| | Pre-ODI Mean | Post-ODI Mean | ODI Activity | Theme |
| Leadership style | 2.212 | 3.979 | Leadership Coaching/ Team Building | 1. Thinking before talking 2. Empowering with trust |
| Motivation | 2.171 | 3.732 | Appreciative Inquiry/ Goal setting | 1, Self-awareness 2, Social-awareness 3, Nurtured by leader |
| Communication competence | 2.250 | 3.681 | Group Dynamics/ Appreciative Inquiry/ Team Building | 1. Smoothy communication 2. Willing to share |
| Job satisfaction | 2.189 | 3.742 | | 1. Comfortable working environment 2. Being motivated by leaders and co-workers |
| Job Engagement | 2.121 | 4.000 | | 1. Clearly goal 2, Good job satisfaction |

At first, the research problems were located by preliminary test, which included SWOT analysis and interviews to summarize the current problems as the variables. Secondly, through a literature review to determine the relationship between each variable, draw the theoretical framework and design an action research framework for this study. The OD intervention activities included group dynamics, open space, world café, appreciative inquiry, coaching leadership, goal setting, and team building to make some change in the organization ICBC Hunnan Branch—the results from the second time's survey and the observation from the researcher and interview. The results of the SPSS will be analyzed to compare the findings quantitatively. The qualitative results came from the interview records, and three coders helped the researcher summarize the themes. Finally, the quantitative and qualitative results were all shown as the statistical and positive change from those variables in this organization. In other words, the ODI was thriving during this case study.

The results of this mixed-method approach research, through observing all ODI activities, interviews, and SPSS analysis, establish the research hypotheses H1a, H2a, H3a, H4a, and H5a. The interview with the employees also proves this. The leadership style, motivation, communication competence, job satisfaction, and engagement have all improved. The qualitative and quantitative results support each other.



Employees are motivated by a deep concern for their team's success and their leaders' well-being. Researchers firmly believe that a good leader is a mentor, supporter, and motivator. The team aims to create a respectful, supportive, and happy work environment where employees can reach their highest potential.

Researchers used open communication to motivate employees to come up with ideas and suggestions, whether or not they matched what was initially expected. Researchers believe that true innovation often comes from genuine employee feedback and observations. In addition, researchers insist on regular feedback and evaluations to keep employees informed of their progress and achievements while also letting them know the goals that leaders expect them to meet.

The mixed research methodology provided the researcher with a wealth of data, and through in-depth analysis and content analysis, the researcher collected employee feedback on job satisfaction and engagement. The results show a significant positive relationship between leadership style and employees' job satisfaction and engagement. When employees feel respected, heard, and understood, their job satisfaction and engagement improve significantly. At the same time, employees are more willing to invest time and effort to contribute to the team's success. In addition, researchers have found that open communication helps build trust and team cohesion. Employees feel that their voices are heard and their opinions are valued. They are more willing to participate in team decisions, take on challenges, and take the initiative to solve problems.

Throughout the study, the researcher demonstrated the ability to improve employee job satisfaction and engagement significantly. The researcher believes a situational leadership style is the key to achieving this goal. The researcher will continue to strive to create a work environment where every employee can reach their maximum potential.

Discussion

RQ1. What are the current leadership styles, motivation, and communication competence in the Hunnan Branch?

Table 4 Mean of Variables

| Variables | Mean | Minimum statistic | Maximum statistic |
|-----------------------------------|-------------|-------------------|-------------------|
| Pre-Post Leadership Style | 2.21---3.97 | 2.00---3.33 | 3.33---5.00 |
| Pre-Post Motivation | 2.17---3.73 | 2.00---3.00 | 3.33---4.33 |
| Pre-Post Communication Competence | 2.25---3.68 | 2.00---3.00 | 4.00---4.50 |
| Pre-Post Job Satisfaction | 2.19---3.74 | 1.75---3.00 | 3.00---4.50 |
| Pre-Post Job Engagement | 2.12---4.00 | 1.86---3.57 | 3.14---4.57 |

The study analyzed the impact of Organizational Development Interventions (ODIs) on leadership styles, motivation levels, communication competence, job satisfaction, and job engagement of employees at the Hunnan branch. The mean value of leadership styles before ODI was 2.21, indicating a low score. However, after ODI, the mean value increased to 3.97, with the minimum statistic increasing from 2.00 to 3.33 and the maximum value from 3.33 to 5.00. This indicates a significant improvement in leadership styles after ODI. The coders identified that the leadership styles the leaders and employees exhibited had improved after ODI.

Similarly, the mean value of motivation before ODI was 2.17, indicating low levels. However, after ODI, the mean value increased to 3.73, with the minimum statistic increasing from 2.00 to 3.33 and the maximum from 3.00 to 4.33. The themes identified by the coders revealed that motivation levels in the Hunnan branch had improved significantly, especially after ODI. Employees reported feeling motivated by their leaders and colleagues.

The mean value of communication competence before ODI was 2.25, indicating low scores. However, after ODI, the mean value increased to 3.68, with the minimum statistic increasing from 2.00 to 3.00, and





the maximum value from 4.00 to 5.00. The coders identified a significant improvement in communication competence in the Hunnan branch, with leaders now thinking before speaking, and employees feeling more comfortable sharing stories and experiences with colleagues.

The study also found that the mean value of employee job satisfaction before ODI was 2.19, indicating low scores. However, after ODI, the mean value increased to 3.74, with the minimum statistic increasing from 1.75 to 3.00 and the maximum from 3.00 to 4.50. The coders identified several factors contributing to improved job satisfaction, such as a better working environment, improved leadership, and increased employee confidence.

Finally, the mean value of employee job engagement before ODI was 2.12, indicating low scores. However, after ODI, the mean value increased to 4.00, with the minimum statistic increasing from 1.86 to 3.357 and the maximum value from 3.14 to 4.57. The coders identified a significant improvement in employee job engagement, with very few employees wanting to quit their jobs at the Hunnan branch. The study found that the employees' job engagement had improved significantly after implementing ODI activities, resulting in a more positive working environment.

RQ2. What is the impact of leadership style, communication competence, and motivation on the employees' job satisfaction?

The test of unary linear regression to explain the relationship between independent variables to the mediator variable.

Table 5 The Relationship Table between IV---Intervening V

| IV---Intervening V | R square | Beta | Sig. |
|---|----------|------|------|
| Leadership Style---Job Satisfaction | 0.77 | 0.87 | 0.00 |
| Motivation--- Job Satisfaction | 0.79 | 0.89 | 0.00 |
| Communication Competence--- Job Satisfaction | 0.43 | 0.65 | 0.00 |

The findings from Table 5 reveal that both the beta value and R square value demonstrate the significant influence of independent variables (IVs) on the intervening variable in this study. Moreover, the coders' analysis of themes suggests that the ODI intervention has led to employees' increased satisfaction, which can be attributed to the change in leadership styles, motivation, and communication competence. Quantitative and qualitative results prove that the IVs are significantly related to the intervening variables. In other words, as the IVs improve, the intervening variable also improves. These findings suggest that the IVs are instrumental in influencing the mediator, which could have important implications for implementing organizational interventions in similar settings.

RQ3. What is the impact between employees' job satisfaction and job engagement?

Table 6 The Relationship Table between Intervening V and DV

| MV---DV | R square | Beta | Sig. |
|-----------------------------------|----------|-------|------|
| Job Satisfaction---Job Engagement | 0.51 | 0.715 | 0.00 |

The data presented in Table 6 indicates that the intervening variable job satisfaction significantly influences the dependent variable, job engagement. The R-square value of 0.51, the beta value of 0.71, and the P-value of 0 support this inference. Additionally, the coders' thematic analysis suggests that the employees' job satisfaction and engagement improved following the ODI. In other words, enhancing job satisfaction in the Hunnan branch will likely lead to improved employee engagement.

RQ4. How do we design ODI to increase employee engagement by improving leadership styles, motivation, and communication competence to employee job satisfaction?



The ODI activities were developed to transform employees' leadership styles, motivation, and communication competence to enhance job satisfaction and engagement. The group dynamics activity was bifurcated into Open Mind and World Café activities to create opportunities for communication and encourage employees to think, thereby empowering them—the use of motive language in the activities aimed to increase employees' belonging and confidence. Appreciative inquiry instilled confidence in employees by reviewing their moments of glory and motivating them to share, boosting their job satisfaction. Coaching leadership focused on the three managers in the Hunnan branch, guiding them to find their unique way of leading, reflecting on their leadership style, and encouraging them to make informed decisions. Goal setting and team building were also leveraged to create a positive work environment, fostering employees' confidence in their work. Building different groups was an effective way of ensuring the long-lasting and continuous positive effects of ODI activities. The coders' themes revealed that ODI activities were mentioned several times, and employees became more confident and motivated. Leadership styles also changed as a result of ODI. Compelling motivation was a good way of boosting employees' job satisfaction (Goncharuk et al., D., 2023). Leaders also benefited from the organization's upbeat atmosphere. Based on Researchers' RQ2 and 3, the independent variables improved, and job satisfaction and job engagement increased.

RQ5. What are the differences in leadership style, communication competence, motivation, job satisfaction, and employee engagement before and after ODI?

The paired sample T-Test result shows the difference between pre-ODI and post-ODI.

Table 7 Result for RQ5

| | mean | St. Deviation | T | Sig.(2)-tailed |
|-----------------------------------|-------|---------------|-------|----------------|
| Pre-Post Leadership Style | -1.76 | 0.48 | 20.98 | 0.00 |
| Pre-Post Motivation | -1.56 | 0.52 | 17.23 | 0.00 |
| Pre-Post Communication Competence | -1.43 | 0.75 | 10.84 | 0.00 |
| Pre-Post Job Satisfaction | -1.55 | 0.51 | 17.60 | 0.00 |
| Pre-Post Job Engagement | -1.87 | 0.33 | 32.37 | 0.00 |

The outcomes of the analysis of Table 7 reveal that the mean difference between the pre-and post-ODI for each variable has witnessed a significant increase of at least 1.43. This suggests that the OD intervention has effectively brought about positive employee performance changes. Furthermore, the coders' themes ascertain that the employees' feedback indicates a significant improvement in their overall well-being after the ODI. The employees have reported feeling different and better than before, attributing this change to the self-awareness and social awareness of leaders and employees themselves. This has ultimately led to an improvement in the employees' job satisfaction. Thus, it is evident that the OD intervention has positively impacted all the variables under study, indicating a successful intervention. The outcomes of the analysis of Table 7 reveal that the mean difference between the pre-and post-ODI for each variable has witnessed a significant increase of at least 1.43. This suggests that the OD intervention has effectively brought about positive employee performance changes. Furthermore, the coders' themes ascertain that the employees' feedback indicates a significant improvement in their overall well-being after the ODI. The employees have reported feeling different and better than before, attributing this change to the self-awareness and social awareness of leaders and employees themselves. This has ultimately led to an improvement in the employees' job satisfaction. Thus, it is evident that the OD intervention has positively impacted all the variables under study, indicating a successful intervention.

Conclusion

At first, the research problems were located by preliminary test, which included SWOT analysis, Likert management characteristic survey, and interview to summarize the current problems as the variables.



Secondly, through a literature review to determine the relationship between each variable, draw the theoretical framework and design an action research framework for this study. The OD intervention activities included group dynamics, open space, world café, appreciative inquiry, coaching leadership, goal setting, and team building to make some change in the organization ICBC Hunnan Branch. The results from the second time's survey and the observation from the researcher and interview. To analyze the result by the SPSS to compare the findings for quantitative. The qualitative results came from the interview records, and three coders helped the researcher summarize the themes. Finally, the quantitative results and qualitative results were all shown as the statistical and positive change from those variables in this organization. In other words, the ODI was thriving during this case study.

The results of this mixed method approach research, through the observation of the whole ODI activities, interview, and SPSS analysis, the research hypotheses H1a, H2a, H3a, H4a, H5a, have been established, also can prove by the interview with the employees. The leadership style, motivation, communication competence, job satisfaction, and job engagement all have been changed to a better situation. The qualitative and quantitative results support each other. The present study concerns the impact of leadership style on employees' job satisfaction, motivation, and communication competence in the context of ODI activities. The researcher notes that the leadership style can have a profound and lasting effect on employees' daily work satisfaction, motivation, and communication competence.

While leaders' attitudes can have a short-term impact, their leadership style influences an organization's followers for an extended period. As different leadership styles may have varying effects on employees, the study focuses on the effectiveness of leadership styles in the Hunnan branch.

Employee motivation can be internal or external. External motivation may arise from leaders' praise, the working environment, colleagues' greetings, or promotion. In contrast, internal motivation may stem from an individual's confidence, self-recognition, skill training, or educational background. The study highlights that motivation aims to make employees more productive, increase efficiency, and improve overall performance.

Effective communication is vital to connecting employees, and a leader's communication competence can significantly enhance employee engagement at work. The study emphasizes the importance of communication competence for leaders, subordinates, or employees to reinforce employee engagement.

In conclusion, the study finds that leadership style, motivation, and communication competence are crucial variables impacting employees' job satisfaction and engagement in ODI activities. The study underscores the importance of organizations prioritizing these factors to enhance employee satisfaction and productivity.

Recommendation

Below are recommendations for implementing organizational development interventions to improve employee job satisfaction and engagement.

Firstly, interventions should be evaluated and adapted based on the organization's needs and cultural context. This evaluation should consider the implementation cycle to ensure that interventions are continuously implemented and optimized.

Secondly, it is essential to pay attention to employee feedback, regularly evaluate interventions, and adjust as needed. Evaluation results and intervention effectiveness should be regularly tracked to provide data support for future organizational development interventions.

Thirdly, flexible interventions are required for organizations of different sizes and sectors. The implementation process should consider departmental differences and employee needs to maximize job satisfaction and engagement.

In addition, strategies to improve employee job satisfaction and engagement include creating a positive work environment, recognizing and rewarding employees' contributions, promoting open and effective communication, and establishing effective employee feedback mechanisms that encourage employees to provide comments and suggestions on leadership style, work environment, and other organizational issues.

It is important to note that leadership style plays a significant role in employees' job satisfaction and engagement. Different leadership styles may work better in different organizations, and further research is needed to explore their effects on job satisfaction and engagement. In the meantime, researchers can provide



ongoing leadership development opportunities, including training, workshops, and online resources, to help leaders continually improve their leadership style and approach.

These recommendations are designed to help organizational leaders and HR professionals take effective measures based on research findings to improve job satisfaction and engagement and provide guidance for future research.

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