

# Impact of Organization Development Intervention on Employee Motivation, Employee Engagement, Career Success and Job Security towards Employee Turnover Intention in a Telecommunication Company in Myanmar

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**Abstract:-** The research objectives of this study are to assess the current situation of AAA Telecommunication Company in Myanmar (pre-ODI), to design and implement OD interventions (ODI) that will develop employee motivation, employee engagement, career success, and job security, to analyze the impact of employee turnover intention, and to determine the differences in the impact of employee turnover intention between Pre ODI and Post ODI. The purpose of this research is to determine 1) what the current situation is in the organization in terms of employee engagement, employee motivation, career success, and job security. 2) the most effective intervention approaches for increasing employee engagement, motivation, career success, and job security. 3) the variations in employee engagement, motivation, career success, job security, and turnover intention between Pre ODI and Post ODI.

**Keywords:-** *employee motivation, employee engagement, career success, job security, turnover intention, telecommunication.*

## I. INTRODUCTION

The telecommunications business has grown as a result of the rising role of information and communication technology in our daily lives, which has had a considerable impact on the economy. It also plays a vital role in generating market growth for the global telecommunications industry by incorporating innovative services such as e-learning, high-speed internet availability at reasonable costs, and improving technology that appeals to society's younger generations. The telecommunication market report is a valuable study of industry professionals to acquire an understanding of global market opportunities, challenges, risks, and trends pertaining to regions and top players. The telecommunications market analyzes revenue, growth rate, market features, industry chain, competition landscape, historical and future statistics by varieties, applications, and regions (Valène Jouany & Mia Mäkipää, 2020). The Asia Pacific region's telecoms or telecommunication companies industry is expected to accrue market value in the billions of dollars (Moore, 2020). Middle-

class family sectors have continued to grow in ASEAN countries, and consumers are becoming more affluent (rich). More than half of the younger generation is a major supporter of the growth of the digital telecoms ecosystem. The industry has offered a variety of products and progressed in the late nineteenth century from solely voice and visual signals or telegraphs through wired infrastructure to the current scenario of transferring audio, video, data, and text material over many wireless infrastructures. Smartphone features and sound quality, enhanced digital platforms, networks, and a variety of novel services are all mobilizing aspects that are attracting more consumers' attention. Telecommunications has an impact on how people connect and do business on a global scale. Between 1962 and 2011, the country was ruled by the military, and human rights violations drew international attention. In 2010, the first elections in 20 years were held, and a new government was formed in March 2011. Since then, the country has been subjected to a slew of economic and political reforms aimed at spurring private-sector growth and attracting foreign investment. Many global corporations with great brand awareness and market reach are investing and expanding their operations in Myanmar. They could easily attract the attention of local employees to work for their firms thanks to their good tactics and business expertise. This also increases the number of possibilities and prospects available to job seekers (Aung Thin, 2020). In nations such as Myanmar, Thailand, Malaysia, Pakistan, and Bangladesh, telecom-related sectors generated up to three-quarters of economic development (Frontier Economic, 2019). The telecom business increased at a rate of 6-12 percent each year, outpacing the GDP growth rates of several Asian developing countries. From 2014 to 2019, Myanmar's mobile penetration rate increased, with more subscriptions per 100 persons having access to the internet (Myanmar Times, 2020).

### A. Current Situation of The Company

The introduction of mobile communications in Myanmar, one of Southeast Asia's impoverished countries, has the potential to change people's lives. Mobile phones have a lot to offer in terms of socio-economic development, whether it's access to services like cell money or simply access to

information that a mobile phone provides. It is estimated that 90% of the country's wards and villages have a mobile signal. The Ministry of Posts and Telecommunications (MPT) started selling mobile services in 2013. Ooredoo and AAA were granted licenses to provide mobile services in January 2014, with obligations to provide 85 percent voice coverage within five years. These networks are planned to first serve densely populated urban areas before progressively expanding to remote regions that do not currently have service. Myanmar's mobile phone penetration reached 10% of the population in 2012–2013, and it increased to 27% in 2013–2014. Myanmar Post and Telecommunication (MPT) enjoyed a monopoly in the country prior to the introduction of other telecommunications firms. In 2013, the Myanmar government began to open up the telecom market by awarding licenses to new service providers. AAA, a Norwegian telecommunications company, and Ooredoo Group, a Qatar-based corporation, entered the market in 2014, resulting in a significant increase in customers, a decrease in consumer costs, and the expansion of the country's infrastructure. Myanmar had a mobile phone penetration rate of 54.6 percent in June 2015, up from less than 10% in 2012.

### B. Statement of The Problem

Employee turnover in Myanmar is relatively high; 54 percent of employees have worked for two or more companies in the last four years. 18% of employees had worked for three or more companies in the previous four years. The possibility of increased income and perks is the primary motivation for 19% of employees departing their boss. In Myanmar, training is still scarce and inadequate. Fifty-four percent of employees in small enterprises and 31% of employees in large corporations have had no training (Myanmar HR Survey, 2018). Employee happiness is assessed by employee surveys, which are currently being conducted by various organizations in Myanmar. Managers, on the other hand, must maintain open lines of communication with their employees.

Several changes occurred in the Human Resources department throughout the early months of 2019. Due to structural modernization, seven employees were terminated with immediate effect. Some duties were integrated with other subunits, and the terminated functions were eliminated. Meetings were held at the last minute, and everyone was both stunned and surprised to hear the news. Many discussions took place, and many began to feel insecure as a result. After a few weeks, the same thing happened in a different group – a different department. Due to business requirements, one additional senior position was eliminated. The goal of the new structure modernization is to increase revenue. The company is cutting costs by discontinuing some business sectors and integrating them with others. Some of the most studied areas of management are organizational environment and its impact on employee turnover (Johnston et al., 2013).

### C. Research Objectives

- To assess and diagnose the current situation of the company in terms of employee engagement, employee motivation, career success, and job security.
- To design and implement an appropriate Organization Development Intervention (ODI) to improve employee engagement, employee motivation, career success, and job security.

- To investigate the differences between the pre-ODIs and the post-ODIs of employee engagement, employee motivation, career success, job security, and turnover intention.

### D. Research Questions

- 1) What is the current situation in the company with employee engagement, employee motivation, career success, and job security?
- 2) What are the appropriate intervention methods to improve employee engagement, employee motivation, career success, and job security?
- 3) What are the differences between Pre ODI and Post ODI in employee engagement, employee motivation, career success, job security, and turnover intention?

The study's findings revealed that job satisfaction and loyalty to the organization predict the intention to quit one's employment. Furthermore, employment ambiguity has a negative indirect effect on employee turnover intention. Furthermore, job satisfaction highly predicts organizational commitment, while role ambiguity and job stress predict job satisfaction (Calisir, Gumussoy, & Iskin, 2011). The study looked into the desire of employees to leave a large telecom business in the Indian state of Karnataka. The findings found that job discontent, personal reasons, a lack of empowerment, alternate career prospects, and inadequate compensation and benefits are the determinants of employee turnover in telecom organizations (Krishnan, et. al., 2011). The study also looked into the influence of employee benefits in lowering employee turnover in the service industry (Sutton, 1985).

## II. LITERATURE REVIEW

In this section, the literature review comprises 1) Employee Engagement, 2) Employee Motivation, 3) Career Success, 4) Job Security and 5) a summary of literature reviews.

### A. Employee Engagement

Employee engagement in the field of human resources development (HRD) refers to an employee's cognitive, emotional, and behavioral contributions to positive organizational results (Shuck & Wollard, 2010). It is a notion that has been thoroughly investigated and implemented over time. It is frequently defined by practitioners as a resource that contributes to a competitive advantage, satisfaction, business passion, and a good corporate culture (Aon Hewitt, 2017; Gallup, 2006). According to Aon Hewitt (2017), employee engagement is the level of psychological connection that employee has in their company. Job resources such as social support (from coworkers and superiors), performance feedback, skill variety, autonomy, and learning opportunities all contribute to job satisfaction, and are more likely to feel attached to their positions (Bakker & Demerouti, 2007).

The employee engagement construct is the psychological state and behavioral outcomes that lead to better performance. Engagement includes a combination of thought, emotions, intentions, and behaviors which are needed for optimal performance and productivity (Hewitt, 2015). Aon Hewitt stated that there are three engagement outcomes and they are:

**Say** — speak positively about the organization to their colleagues, potential employees, and customers.

**Stay** — have an intense sense of belonging and desire to be a part of the organization.

**Strive** — are motivated and contribute their full effort toward success in their job and for the organization (Hohmann, 2021).

Engaged employees who “say, stay and strive” matter. The extent to which employees say, stay, and strive can show their engagement. It can be used to measure organizational levels of engagement and can predict important business outcomes.

### *B. Employee Motivation*

When employees are unmotivated, they become dissatisfied with their jobs and are more inclined to leave. Omolo et al. (2015) conducted a study on the impact of job satisfaction on employee motivation and turnover intentions, and their findings revealed that higher levels of motivation can lead to lower turnover intentions. Employee motivation drops when they believe their efforts are not recognized or rewarded by their superiors, leading them to decide whether to leave or stay in the organization (Vnouková & Klupáková, 2013). Because employees' job performance can be changed by their motivational level, motivation plays a part in raising or lowering their performance in any organization. Employees are more likely to perform well if they are driven and content with their jobs, and they are less likely to quit. Herzberg's Motivation-Hygiene Theory (1967) identifies the employees' contribution, recognizes, and creates rewarding work which matches the skills and abilities of the employees. It provides opportunities for employees to perform to their best abilities and to advance in their careers by providing internal promotions and training opportunities. Thus, employees can advance to the position they have wanted and it can help the organization to retain their employees longer in the company. This theory stated that there are certain factors in the workplace that influence the needs of employees and cause job satisfaction while other sets of factors cause dissatisfaction. They are called Intrinsic (Motivational Factors) which are associated with job satisfaction and Extrinsic (Hygiene Factors) which are associated with job dissatisfaction (Herzberg, 2008). According to Herzberg, most individuals are not content with the satisfaction of lower-order needs at work (eg., minimum salary levels and unpleasant working conditions). So, they search for high-level needs (eg., achievement, recognition, responsibility, and advancement.) (Foday, 2014).

### *C. Job Security*

Job insecurity is defined by Greenhalgh and Rosenblatt (1984) as "perceived powerlessness to maintain desired continuity in a threatened job situation." Therefore, this threatened job situation leads to adverse reactions by employees (Çınar et al., 2014). It can also be described as the inclination of employees to withdraw from stressful situations (Ashford et al., 1989). Hur and Perry (2014) stated that job insecurity is anticipated to affect various organizational behaviors such as productivity, turnover, and resistance to change. According to various definitions regarding job insecurity, it can be concluded that it is an individual psychological state in the form of anxiety,

and fear about the future of work due to unclear status, changes in the organizational environment, and unsafe work situations (Arijanto et al., 2019). When employees feel either dissatisfied or insecure, it can influence increasing employee turnover intention (Hanafiah, 2014).

Abolade (2018) said that organizational communication is a factor that could lead to job insecurity. An unclear straightforward work process that is caused by a lack of proper communication can create confusion and the inability to get the job well done. The employees feel insecure as they do not gather the pertinent information and have difficulty working for the job assigned to them. Communication helps people to be informed about their responsibilities and duties and the current situation of the organization. If there is no effective communication in the workplace, it can harm the employees' performance, leading to conflicts, labor unrest, low morale, lack of job satisfaction in employees, and higher employee turnover. Discrimination in the workplace relating to someone's gender, ethnicity, race, sexuality, disabilities, etc., can also create job insecurity. Employees feel a sense of job insecurity as a possible threat to their present job. A person will be fond of achieving the daily objectives and goals only when perceived as safe and secure about their job (Abolade, 2018). Greenhalgh & Rosenblatt (1984) defines job security as "perceived powerlessness to maintain desired continuity in a threatened job situation." Job security can cause inefficiency and a decline in organizational productivity. Employees' dissatisfaction and insecurity impact employee situations, which can also increase employee turnover (Obeng & Quansah, 2021). Arijanto et al. (2020) stated that turnover intention can be high if the employees feel insecure at their workplace. They also stated that job insecurity hinders employees' morale which also tends to turnover intentions among employees.

According to Social Exchange Theory, behaviors are the result of cost-benefit analyses performed by people attempting to interact with society and the environment. If a person believes that they can extract more of a reward from behavior than they will lose by performing it, the person will engage in the behavior (Cook, 2006). When a person believes that the cost will outweigh the benefit, the behavior will be avoided. If someone does not value maintaining a relationship, or if they are distrustful and do not expect others to follow through on the reward, the balance shifts toward anticipating a lower value to any social exchange. The concept of social exchange theory is based on the idea that a relationship between two people is formed through a cost-benefit analysis. In other words, it is a metric designed to assess an individual's effort in a person-to-person relationship. The measurement of a relationship's pluses and minuses may produce data that can determine if someone is putting too much effort into a relationship.

### *D. Career Success*

The use of the words "career" and "success" interchangeably refer to an individual's accomplishments and advancement during his or her career (Judge et al., 1995). Arthur (1989) described a career as a series of personal work experiences that evolve over time. Judge et al. (1999) defined career success as the accumulation of these personal work experiences' accomplishments. Thus, career success is defined

as the accumulation and acquisition of good psychological sentiments by individuals via their job experience and achievements (Seibert & Liden, 2001). From the HRM point of view, the high level of employees' turnover intention is regarded as a negative phenomenon in the workplace that should be avoided (Kim & Hyun, 2017). Career satisfaction is being considered as a degree of subjective career success (Kang et al., 2014). It refers to intrinsic and extrinsic values for a career with factors such as salaries, wages, opportunities of growth, and development available to an employee (Kong et al., 2012). When the employees arrange and organize their careers in ways that positively help them to develop and progress in their careers, their level of career satisfaction is said to be increased (Hicks-Clarke & Iles, 2000). The findings by Holtom et al. (2008) showed that the reasons for the increase in the turnover intention are not only due to the search for new jobs, but also due to the decrease in career satisfaction.

In 1975, an Engineering Company in India called Larsen & Toubro had appointed two consultants from the Indian Institute of Management to study the performance appraisal system in their organization and suggest recommendations for improving it. The two consultants called Pareek and Rao studied the performance appraisal system by doing interviews, observations, and analysis of secondary data and recommended a new system. They recommended that "... Performance Appraisal, Potential Appraisal, Feedback and Counseling, Career Development and Career Planning and Training and Development get distinct attention as unique parts of an integrated system which is called the Human Resources Development System" (Pareek & Rao, 1998, p. 24). Social Cognitive Career Theory (SCCT) explains three aspects of career development and they are: how basic academic and career interests develop, how educational and career choices are made, and how academic and career success is obtained. It combines various concepts such as interests, abilities, values, environmental factors and it has three variables that are linked with each other and they are self-efficacy beliefs, outcome expectations, and goals (Social Cognitive Career Theory - IResearchNet, n.d.). Rogers et al. (2008) also stated that there are two main social cognitive variables of Social Cognitive Career Theory and they are self-efficacy and goals. The positive relationship between these two variables will stimulate and promote career planning. Self-efficacy means an individual's belief in his/her ability to perform a specific task or behavior required to bring forth the desired outcome.

#### *E. Employee Turnover Intention*

There are two types of employee turnover. They are called Voluntary and Involuntary Turnover. It is imperative to differentiate between voluntary and involuntary turnover because employee turnover is sometimes associated with variables (Perez, 2008). Voluntary turnover occurs when an employee leaves a job due to the fact that they got a new job somewhere else or they took an internal transfer or are retired. These types of turnover are typically more expensive to businesses because they often involve the loss of a high-performing employee. Involuntary turnover are the reduction in force due to a company's management or financial problems or terminating poorly performing employees for the business's positive performance (The Different Types of Turnover, 2020). Vandenberg and Nelson (1999) defined turnover intention as an

'individual's own estimated probability that they are permanently leaving the organization at some point soon. Takase (2010) defined turnover intentions as employees' willingness or attempts to leave the current workplace voluntarily. Turnover behaviors can be defined by employee turnover intentions which could lead to an organizational loss in terms of losing highly trained qualified employees which has the potential of low productivity, competitiveness, and sometimes engagement (Çınar, Karcıoğlu, & Aslan, 2014). Employee turnover means when an employee decides to leave an organization voluntarily (Shaw et al., 2005).

Yang (2009) examined the relationship between job satisfaction, organizational commitment, and employee turnover intentions. Researchers all around the world have developed several models to investigate the insight of the relationship between organizational commitment and job satisfaction, and the extent to which these attitudes influence employee turnover intentions. The perception of turnover predictors is considered 'essential' for an organization to reduce its negative impact on organizational performance (Low et al., 2001). Employees' behavior gets sparked when there is high morale in an organization and when there is a low moral level, it may cause high absenteeism and employee turnover (Dash & Mohanty, 2019; Tiwari, 2014).

### **III. MODEL OF ORGANIZATIONAL CHANGE**

In organizations, change is an unavoidable occurrence. Some organizational changes are influenced by external factors such as politics, economics, technology, culture, and so on. Physical behavior and the needs of employees or bosses also cause changes. According to Kimberly and Quinn (1984), organizational change can be split into three categories: organizational restructuring, organizational repositioning, and organizational renaissance. According to Reger (1994), organizational transformation is classified into four categories: organizational restructuring, scale rationalization, organizational reengineering, and organizational reforming. Romanelli and Tushman (1994) divided organizational transformation into three stages: reset the corporate mission and fundamental values, modify organizational rights and status, and restructure the structure. According to Brown and Harvey, the organizational transformation strategy includes technical strategy, fundamental strategy, and behavioral strategy (1996). Many transformation models have been developed by previous academics to aid in the development of the organization.

Hiatt (2006) created the ADKAR model, and each letter refers to Awareness, Desire, Knowledge, Ability, and Reinforcement. The ADKAR model is a useful change tool to assist people through the dynamic change of the organizations. Each of these words represents the different stages and steps, and the model can determine the next steps in the right direction. Once changes are made, the organization needs to do everything it can to consolidate these changes and ensure that it becomes the new standard of the organization (Burnes, 2004). Therefore, on the stage, the organization must make use of the necessary means, such as a system, policy, and process, to ensure the organizational change is at a steady state.

Lewin believes that the driving force for organizational change lies in the interaction force between "driving force" and "resisting force". This forces changes in the environment and wins or loses, and the organization strives to balance between the two forces, each of which reaches a balance from one balance. The organization is a hard change. The driving force is also the power of change, such as new technology, new policy. In contrast, it is the resisting force, including the traditional habits and practices, solidified in the enterprise, the agreement of the trade union, the organizational culture, and the ideas. As each force has to counteract other forces, the system is thus in a state of balance. Lewin believes that the driving force for organizational change lies in the interaction force between "driving force" and "resisting force". This forces changes in the environment and wins or loses, and the organization.

gaining support, as well as managing the transaction, and keeping momentum. The ADKAR and Lewin models were employed by the researchers to develop a change model.

• Theoretical Framework

Based on the pre-ODI assessment outcomes of the SWOT, SOAR, and STAR, the below figure is the theoretical framework of the research. Aon Hewitt’s theory of leadership, work performance, and practices provide the theoretical framework to inform the literature review on the relation between job security, career development, and employee intention for turnover. For more findings of the relationship between turnover intention and job insecurity, career development, employee engagement, and employee motivation, the researcher described relevant theories such as employee turnover intention, Mckinsey 7s models, and organization impact Pareek and Rao’s Framework for career planning and design phases.

The concept used for this work is the Aon Hewitt Employee Engagement Model that describes the different factors that influence employee engagement and motivation. Besides these engagement drivers, the model includes engagement outcomes and business outcomes. According to this model, employee engagement is a combination of several variables. It leads to specific business outcomes, like higher productivity which has a construct of six items: brand leadership, performance, company practices, basics, and work with three observable facets: say, stay, strive and among them, the researcher is focusing on the basic, the work and performance which are the focal area of the company.

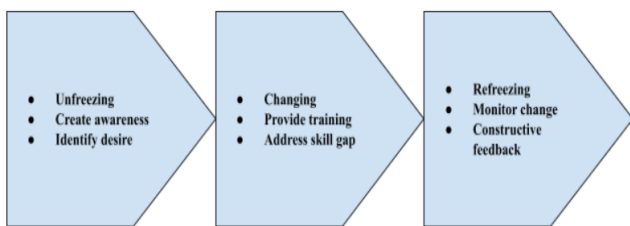


Fig. 1 : Organization Change Model

Source: Developed by the researcher based on Lewin’s Three Stage Change Model and ADKAR Model.

Because of recent developments in AAA Myanmar, the researcher would want to employ among these theories the ADKAR organizational change model and the Lewin organizational change model. The researcher's goal is to create awareness through inspiring change, creating a vision, and

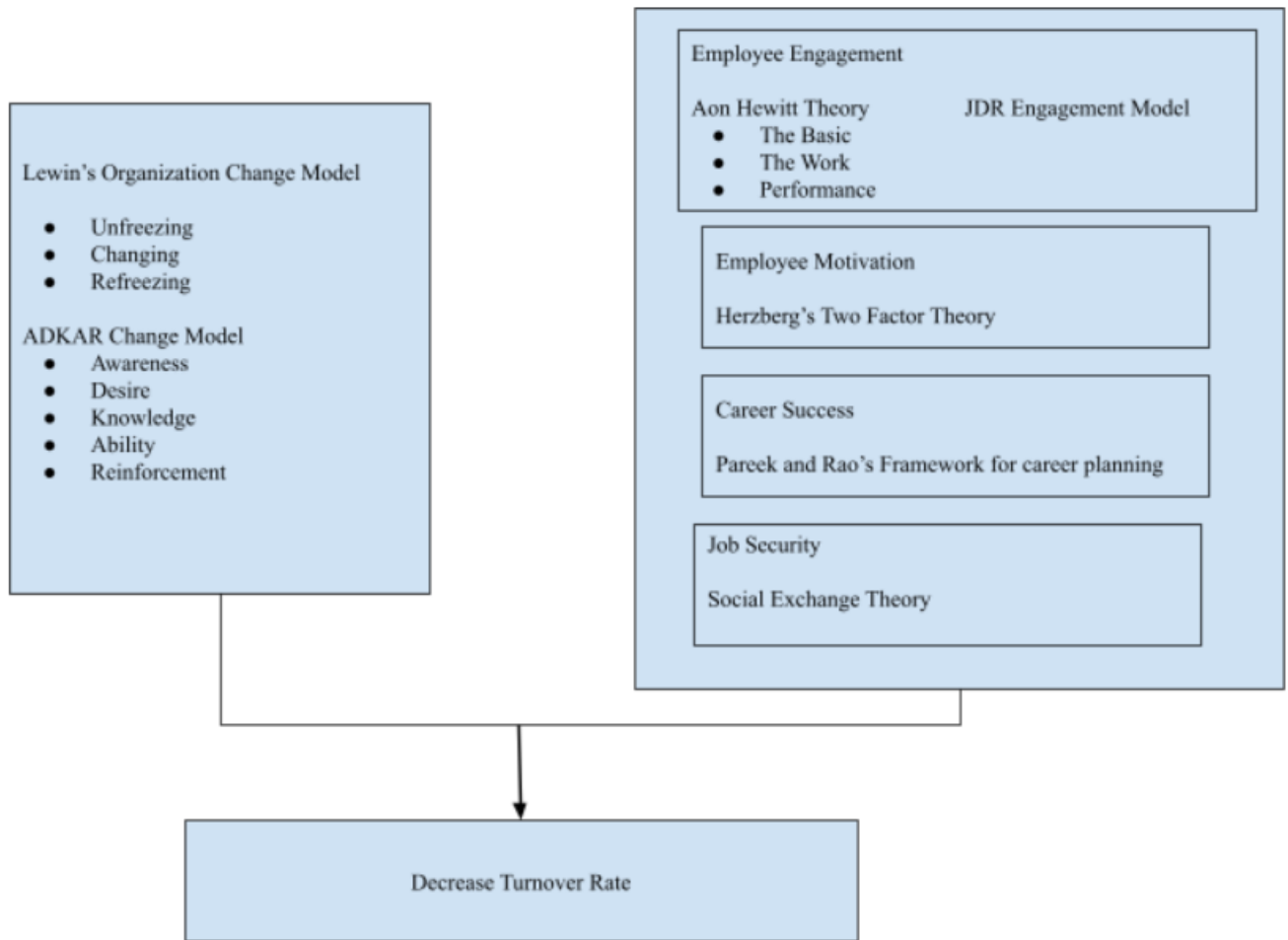


Fig. 2 : Theoretical Framework

Source: Developed by the researcher based on Lewin, ADKAR, Aon Hewitt theory, JDR Engagement Model, Herzberg's Two Factor Theory, Pareek and Rao's Framework for career planning, Social Exchange Theory

Based on literature reviews and previous studies, researchers will use Lewin's Organization Change Model and ADKAR change model for OD intervention. While Lewin's change model does not spell out what change agents must do to effect change, it does illuminate with remarkable clarity the significant steps that each such effort must follow to be successful. As such, it is a potent weapon that any would-be change facilitator should have in their toolkit. The most powerful and essential of the instruments is Lewin's three-step transformation model. Lewin's change management model is also a three-stage methodology that any corporate organization may readily implement. According to the ADKAR change management model, awareness and desire are intended to take the situation out of the present state, where change is required but has not yet begun. During the transition, knowledge, and skill emerge, and reinforcement is focused on the future. Because the ADKAR Model is outcome-oriented, it may help people change by establishing clear goals to achieve along the way. Each individual participating in the transformation must achieve each goal,

even though they may achieve different goals at various times.

For Employee Motivation, the researcher will apply Herzberg's two-factor theory because according to Herzberg's theory of motivation, managers must boost employee motivation while also improving workplace hygiene to achieve workplace harmony. Herzberg's two-factor model was based on Abraham Maslow's existing motivation and needs theory. According to the two-factor theory of motivation, work satisfaction and dissatisfaction are two distinct categories with independent contributing elements. Due to Herzberg's motivation-cleanliness theory, managers must boost employee motivation while improving workplace hygiene to achieve workplace harmony. Elements that motivate workers to work typically revolve around providing them a better feeling of purpose and significance in their current job.

The researcher will use Pareek and Rao's framework for career planning for career success because Performance Appraisal, Potential Appraisal, Feedback and Counseling,

Career Development and Career Planning, and Training and Development are all suggested as independent elements of the Human Resources Development System, according to this framework. This HRD system should assist the firm in increasing enabling capabilities, such as human resource development in all aspects, organizational health, problem-solving capacities, diagnostic skills, and the ability to support all of the company's other systems.

For Employee Engagement which is the crucial factor and linkage to other variables like career success, job insecurity, and employee motivation, research will use Aon Hewitt's theory and JDR engagement model. The organizational drivers and business outcomes of engagement and the individual outcome—engagement itself—are included in the Aon Hewitt engagement model above. When discussing the employee engagement concept, the psychological state and behavioral consequences that contribute to improved performance.

#### • Conceptual Framework

The theoretical framework serves as the foundation for the study's conceptual framework (see Figure 1.2). Employee engagement, employee motivation, job security, and career achievement are the independent factors, and turnover intention is the dependent variable. The outcomes of these variables were determined based on the preliminary diagnostic and the SWOT, SOAR, and STAR analysis.

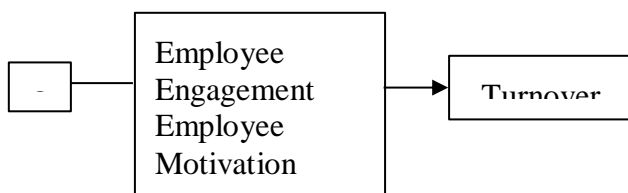


Fig. 3 : Conceptual Framework created by the researcher

The hypotheses of the study are as follow :

- H1o. There is no significant difference between Pre ODI and Post ODI in employee engagement.
- H1a. There is a significant difference between Pre ODI and Post ODI in employee engagement.
- H2o. There is no significant difference between Pre ODI and Post ODI in employee motivation.
- H2a. There is a significant difference between Pre ODI and Post ODI in employee motivation
- H3o. There is no significant difference between Pre ODI and Post ODI in career success.
- H3a. There is a significant difference between Pre ODI and Post ODI in career success.

H4o. There is no significant difference between Pre ODI and Post ODI in job security.

H4a. There is a significant difference between Pre ODI and Post ODI in job security.

H5o. There is no significant difference between Pre ODI and Post ODI in turnover intention.

H5a. There is a significant difference between Pre ODI and Post ODI in turnover intention.

• Action Research Framework

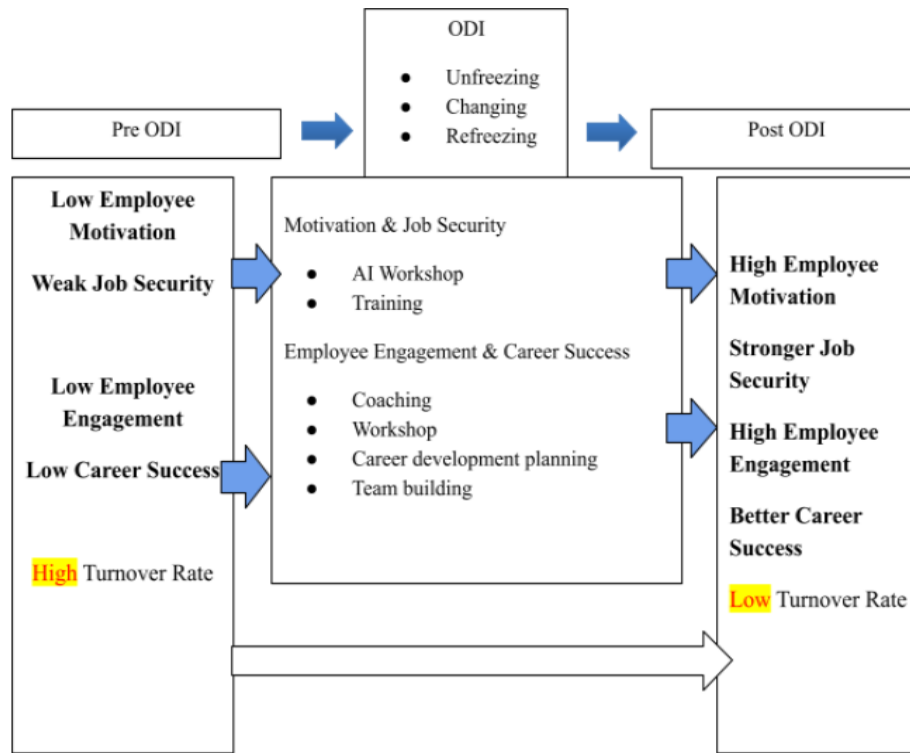


Fig. 4 : Action Research Framework created by the researcher

Through data analysis and SWOT analysis, the researcher identified four major problems: low employee motivation, low employee engagement, low career success, and weak job design which are leading to a high turnover rate. The pre-ODIs step consists of the assessment through the STAR, SWOT, and SOAR analysis and observation to understand the existing state of the organization. The ODI involves Human resources activities such as coaching, leadership guidance, activities-based workshops, career development planning, job design improvement.

**IV. RESEARCH DESIGN AND METHODOLOGY**

*A. Scope and population sampling*

Regarding the company structure, the samples were from 70 participants (25 people managers and 55 middle management employees) from Business Group (BG), Marketing Group (MG), and Technology Group (TG).

The researcher used a paired-samples t-Test to measure and compare differences between pre-and post-ODI. Because there are four independent variables and one dependent variable, the researcher used the Wilcoxon technique for the hypotheses. Both qualitative methods and quantitative methods will be used in this study. A semi-structured interview was subjected to organization development intervention. The questionnaires were distributed at the start of the quarter to assess each participant prior to the ODI and again at the end of the intervention to identify changes.

Among these participants, 6 out of 25 people managers are not Myanmar and they are foreigners. Some of them are working in Yangon, Myanmar and some of them are working remotely from India.

*B. Methods and research instruments*

This action research model adopted the mixed - method. Quantitative results were obtained by analyzing the data of questionnaires before and after the intervention.

*Data Collection*

Ten respondents were requested to participate in the pilot test to assess the reliability of each of the mentioned questionnaires before they were delivered to the subject of the current study. Google form was used to distribute and the form was sent from the HR Channel. Face-to-face interviews with employees and management were conducted at the Pre-ODI stage in December 2019. The study focuses on training and development, job opportunities, working conditions, and performance evaluation according to the findings.

|  |       |
|--|-------|
| Size   | 70    |
| Male to Female Ratio                         | 57:13 |
| Age (Average)                                | 34    |
| Years of working experience with AAA Myanmar | 2.46  |

Table 1 : Demographic profile of the focused group



| Variables                      | Source                       | No. Of Items | Cronbach's Alpha Score | Reliability |
|--------------------------------|------------------------------|--------------|------------------------|-------------|
| V1 Employee Engagement         | Madden (2020)                | 9            | 0.684                  | Reliable    |
| V2 Employee Motivation         | B.P., & A.C. (2017)          | 16           | 0.829                  | Reliable    |
| V3 Career Success              | Bixler (2019)                | 2            | 0.656                  | Reliable    |
| V4 Job Security                | Indeed Editorial Team (2021) | 5            | 0.682                  | Reliable    |
| V5 Employee Turnover Intention | Li (2020)                    | 7            | 0.62                   | Reliable    |

Table 2 : Cronbach's Alpha Score Reliability Test

### C. Statistical Analysis

The researcher used percentage ratio and frequency counting to analyze demographic data such as gender, age, income, education background, and work experience in descriptive analysis. In addition, the researcher will use mean and standard deviation values to analyze the relationship between independent variables and dependent variables.

#### A. Quantitative findings

The results of the Sample t-test were shown in the table.

| Variables                     | Pre ODI descriptive statistics Mean | Post-ODI descriptive statistics Mean | Mean Improvement |
|-------------------------------|-------------------------------------|--------------------------------------|------------------|
| Employee Engagement           | 1.24                                | 4.68                                 | 3.44             |
| Motivation and career success | 1.19                                | 4.81                                 | 3.62             |
| Turnover Intention            | 1.19                                | 4.80                                 | 3.61             |

Table 3 : Pre-ODI and Post ODI Descriptive Statistics Mean Improvement

### B. Qualitative findings

#### a) Career Development - Process Consultation

The researcher discovered that semi-structural interviews, participatory observation team building activities, and appreciative inquiry workshops positively impacted employee career development between the pre-ODI and post-ODI periods. For Career Development, the researcher suggested that HR Business Partners and Line Managers review employees' current job descriptions. The researcher proposed a function that had not previously existed in the department and had not been examined. The researcher also suggests using this evaluation method for occupations where the job description has been updated but not significantly changed. Typically, a new position will be available. This is an existing role that has evolved significantly since the last time it was examined. Changes in the role's responsibilities and activities have been made or are being planned to satisfy the department's criteria. Usually, there will be an employee on duty. If this is not the case, it will be handled as a new job evaluation. It is not necessary to establish the type of role evaluation request at the commencement of the process when a department is undertaking or contemplating a reorganization. The planned restructure should be discussed with the HR Business Partner, who will be involved as soon

According to Kline (1999), the acceptable value of alpha in reliability analysis is 0.8 and 0.7 in the ability test. The alpha value of 0.6 is unreliable and should not be used in the research.

### V. ANALYSIS OF FINDINGS AND DISCUSSION

Throughout the ODI process, the researcher communicated with and observed respondents ensure that the intervention was applied effectively. To examine the pre-ODI process, the researcher obtained data from AAA on employee motivation, employee engagement, career achievement, job security, and turnover intention. Both quantitative and qualitative methodologies were used to investigate this. Prior to adopting ODI, a quantitative analysis of employee motivation, engagement, career achievement, job security, and turnover intention was conducted using mean values and standard deviations; the questionnaire was distributed in August 2020. The researcher collected and evaluated data using qualitative and quantitative research methods during both the pre-and post-intervention periods of this study. Questionnaires are used to collect data during both the pre-ODI and post-ODI phases. To avoid data collection issues, the questionnaires were validated for reliability (Cronbach Alpha) and translated into Myanmar language for participants and respondents.

as possible. The impact on roles will be reviewed, and the documentation and timeframes required to evaluate all new or amended responsibilities will be advised. When reviewing or changing positions, the department is requested to identify any similar roles within or outside of the department. The department is also requested to assess the potential influence of a job or organizational structure change inside its department and other areas.

After revising the career development checklists, the researcher conducted some observations with the participants, and there was a clearer vision of their function and assigned work not only for the employee but also for the management team. The management team stated that they have a better vision for the future organizational structure plan to plan for succession and project ownership assignment effectively. Data analysis of the preceding self-reflection and participant feedback revealed that differentiated instruction delivered in this unit generally increased participants' views of interest, utility, and engagement. Nonetheless, some aspects might be improved or changed, such as presenting the number of points and the scoring criteria for various activities, making the coursework more valuable to me by

adding more application or practice sessions rather than focusing solely on theoretical knowledge.

To accomplish this goal, the researcher used the SWOT, SOAR, and STAR analytical frameworks as assessment frameworks to determine the company's current condition and difficulties. With management's agreement, the researcher employed semi-structured interviews, participatory observations, and questionnaires to investigate the company's understanding. To further define the relationship between the data from the interview and the data from the observation. The ODI was effective, according to data from semi-structured interviews, participatory observations, and internal reports when compared to earlier coding.

#### b) Team Building

The researcher discovered that respondents in the same team were unwilling to engage in too much talk throughout their regular job, and they were also unwilling to eat together or share office furniture. Alternatively, they liked to converse with other team members while exchanging intriguing facts about work life. Team building was a part of OD principles and application, and it attempted to help teams operate more efficiently and strengthen interpersonal connections among team members (Brown & Harvey, 2011). Employees revealed the phenomenon of poor communication skills between teams in the early evaluation. The 360-degree feedback was a beneficial tool that aided team development in achieving effective intervention. The 360-degree feedback was a procedure from the employee's subordinates, coworkers, supervisor, and customers and self-evaluation by the employee to show the many variables. 360-degree feedback requires complete participation and The researcher conveyed the meaning and goal of 360-degree feedback and described each item of the evaluation with the authority and backing of management. Then underlined the relevance and importance of the assessment once more.

The researcher introduced the AAA Star program, in which we spotlight each employee from the group and ask their team member who he or she has influenced and anonymously provide feedback on areas for development - larger groups and mixed randomly. Each employee says what they think of themselves first, then turns around and faces the wall, and team members comment on what they think of in - smaller groups and just for the same groups of people. Following this intervention method, researchers assist participants in taking initiative, optimizing attitude, and establishing more engaging team building. Furthermore, the feedback session gave specialized knowledge and skills for improved understanding among employees in order to improve job adaptability.

#### c) AI Workshop

During the ODI stage, the researcher used Lewin's change model: Unfreezing, Changing, and Refreezing, and held AI workshops to break the ice on the need for change. The researcher employed Appreciative 4D cycle tools with the phases of Discovery, Dream, Design, and Delivery for the workshop sessions. Based on a strengths-based generative model of appreciative intelligence and appreciative inquiry, a

way for ice-breaking is given. This emphasizes the significance of creativity and positive thinking in a team-building intervention. Participants were allowed to make incremental changes to their work routines during the delivery stage. Every effort was made to put all aspects of the action plan developed during the design stage into action. Top and middle management were asked to encourage their employees' career growth and appraisal plans, as well as to use competency mapping for their skill sets and cross-functional job opportunities. At this point, the role of the researcher was very limited, and all responsibility for implementing the action plan was transferred to Telenor Myanmar management. Among the participants, one member from each of the Marketing, Technology, and Business Groups was designated as the focal point for monitoring and reporting progress on the implementation of the action plan to the researchers. After four months of intervention, the intervention's goals were evaluated. Top and middle management, as well as participants, participated in focus group sessions to assess their progress on each goal of the action plan.

## VI. RECOMMENDATIONS

In the Myanmar telecommunications business, a talent war has broken out, raising the demand for local and expatriate people with strong digital, global, and telecommunications experience. Despite significant advances in technology and hiring practices, attrition remains a reality for a vast percentage of Asian organizations. Employees are searching for greater career advancement chances, and the fact that most organizations in Asia fill their vacancies with foreign employees indicates that corporations are not evaluating internal capabilities. It is thought that diagnosing is a critical component that should not be disregarded. The process of evaluating how an organization is currently running and giving the facts required to launch change initiatives is known as diagnosis (Cummings & Worley, 2008). Instead of losing telecom-experienced candidates to other industries, our research will help to retain and establish excellent career paths.

The implementation of action research contributed to long-term job success and individual growth. With the increasing uncertainty of the economic and commercial environment, self-management and planning have increasingly transferred from employers to employees in modern professions. Individuals should adopt more to unknown variables in this setting in order to attain individual achievement and development. In an uncertain borderless professional period, the findings of this study could assist individuals in improving employee engagement, employee motivation, career success, and job security.

### A. Benefits to the organization

The measures required to create and implement change processes, on the other hand, are crucial to the development of Myanmar's telecoms business. Career development and success seek to identify employees' knowledge and

awareness of their own objectives, strengths, and values, as well as to increase the employee's ability to pursue activities with their current employer that are consistent with those goals, strengths, and values. Promotions, secondments, project work, lateral moves, meaningful work, and work-life balance are all professional development variables that allow individuals to investigate the alignment between their goals and those of their organization. The research will contribute to our understanding of organizational diagnosis and change management and the effectiveness of organizational diagnostic models and theories for diagnosing change organizations. Today, performing adequate diagnosis, execution, or adaptation to change management is a critical success factor for enterprises. Organizational transformation and development programs, on the other hand, frequently fail due to a lack of sufficient organizational diagnosis. The purpose of organizational diagnosis is to develop a widely agreed understanding of a system and then determine whether or not change is desirable based on that understanding.

#### B. Benefits to the employees

Employee turnover rates in information technology and telecommunications, particularly call centers, have long been higher than average. It may be difficult for HR to truly build a culture that supports employee work-life balance without jeopardizing efficiency and productivity, especially when an organization's success is dependent on 24/7 customer service. With the inclusion of obligations like the duty of care and flextime requests, the challenge of harmonizing employee requirements and employer expectations becomes considerably more complex. The implementation of action research helped AAA Myanmar's long-term development and expansion. The action research improved the company's current challenges on various essential measures such as sales performance, turnover rates, employee dedication, and more. As a result, this action study was carried out following its strategic goal, and the company reaped significant benefits. The company's HR department has recognized the practical and implementation approaches' outcomes.

#### C. Benefits to the OD researchers

The research would assist the country's telecommunications sector management build an effective technique for conducting successful diagnostics in advance of future reform attempts. This will help similar organizations run their operations more efficiently, resulting in fewer layoffs, employment security for present employees, and job prospects for the unemployed. It will give telecom policymakers, managers, and OD practitioners an operational way of diagnostics for future change interventions, improved service quality, and reduced labor unrest.

## VII. LIMITATION OF THE STUDY

Although the AAA mobile service provider offers services throughout the country, the research will be geographically limited and only focus on Yangon, Myanmar's significant trade city. The study will focus solely on Myanmar's telecoms industries. Management, staff, and employees will be contacted for the study. The telecoms

sector was chosen due to its fast-changing efforts ranging from mergers and acquisitions to product and or service delivery. This type of research would benefit from input from a wide range of parties, and however, due to a lack of finances and time to collect data, the study will be limited to the telecoms business.

This study aims to look into the differences in employee engagement, employee motivation, career success, and job security between pre-ODI and post-ODI. The researcher noted certain present research limitations that could potentially be solved by future research. The study sample was gathered from employees and stakeholders prior to the politician crisis and the sale of AAA Myanmar to different Singaporean owners, M1 Group. Furthermore, the sample was drawn from the organization's three largest groups: the Business Group, the Technology Group, and the Marketing Group. Thus the conclusions may be limited in generalizability and scope. In order to obtain additional results, future studies may use a bigger sample size for more than three business functions. Second, because the political climate impacts both business and employee mental health, the study may be limited in its ability to predict long-term impacts.

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