The Impact of ODI on Transformational Leadership, Job Satisfaction, Organizational Citizenship Behavior, Employee Motivation, and Employee Engagement: A Case Study of BG Coffee Company in Pu'er City, Yunnan, China

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Abstract

This study aims to explore the impact of organizational development intervention (ODI) on transformational leadership, organizational citizenship behavior (OCB), job satisfaction, employee motivation, and engagement at BG Coffee Company located in Pu'er City, China. The action research is divided into three distinct phases: pre-intervention, during intervention, and post-intervention. The research design adopts a mixed-method approach, combining qualitative analysis with a quantitative survey of 30 employees. Data was analyzed using descriptive statistics and paired sample t-tests. The intervention strategy included the introduction of The World Café, a participatory dialogue method that aligns with the principles of self-determination theory. The results show that there were statistically significant differences ($p < 0.05$) in all measured indicators, including transformational leadership, OCB, job satisfaction, motivation, and engagement before and after the intervention. Qualitative research results further confirm that ODI helps to align cultural norms with intrinsic motivation, especially through participatory methods that meet psychological needs such as autonomy, competence, and relatedness. This study highlights the practical value of ODI in promoting adaptive organizational culture in small and medium-sized enterprises (SMEs) and provides scalable strategies applicable to multinational companies. Although the current study mainly focuses on leadership and front-line employees, future research can explore the organizational dynamics between coffee growers and managers. These empirical findings contribute to understanding how structured interventions can systematically improve workplace outcomes in China's booming specialty coffee industry while emphasizing the key role of employee-centered development in promoting sustainable business practices.

Keywords: The World Café, Motivational Enhancement Workshops, Transformational Leadership, Job Satisfaction, Organizational Citizenship behavior, Employee

Motivation, Employee Engagement

Introduction

This study aims to explore ways to enhance employee engagement in the coffee industry in Yunnan, China, taking Pu'er BG Company as a case study. The research systematically assesses the effectiveness of organizational development intervention strategies. International experience indicates that leaders can significantly increase engagement by fostering a virtuous cycle of "participation - innovation - satisfaction - initiative." For instance, Starbucks empowers its employees through organizational citizenship behavior (OCB), safeguarding their rights while boosting engagement (Ebrahimpour et al., 2011). In the context of Asian collectivist culture, the effect of engagement exhibits a multiplier amplification characteristic. In Southeast Asia, Thailand, as a significant agricultural development country, has effectively enhanced engagement through the Doi Tung project by encouraging farmers' independent innovation (Mashhour, 2023). Similarly, an engagement system has been established in Vietnam to cultivate farmers' organizational citizenship awareness and enhance their participation and engagement (United Nations Conference on Trade and Development, 2023). In the Chinese context, the Yunnan International Coffee Exchange (YCE) integrates the Confucian concept of "harmony without uniformity" into conflict management. Through its "trinity" training system, it has steadily increased the participation rate of farmers and achieved an improvement in employee engagement (Yunnan International Coffee Exchange, 2023). During the development process of small and medium-sized enterprises, although BG Company has achieved certain accomplishments, its hierarchical organizational structure has brought it numerous challenges—a common issue encountered by small and medium-sized enterprises in their growth. Among the questions raised, the researchers believe that applying the SOAR analysis method will yield intuitive answers. SOAR is an approach to positive strategic thinking and planning that enables organizations to build their future through collaboration, shared understanding, and commitment to action (Stavros & Hinrichs, 2019). In the research, the application of SOAR analysis was carried out through a team-based, strengths-based appreciative inquiry approach, with the aim of identifying the organization's core strengths, exploring future opportunities, fostering a shared vision, and clarifying key outcomes (Stavros & Wooten, 2011). The analysis of BG Company based on the application of SOAR in the explanation reveals the following: 1) Mismatch between the participation of the decision-making level and that of the employees, leading to a decline in satisfaction; 2) Inconsistency between the goals of the management and those of the employees. To gain a more comprehensive understanding of the situation at BG Company, this study, through SOAR diagnosis (Table 1), concludes that the traditional paternalistic management style in the current management of BG Company has suppressed employee participation and exacerbated problems related to employee participation and satisfaction. The diagnosis in Table 1 suggests that employee participation is the most crucial behavioral path and sustainable development form for the entire company in its development process.

Table 1

Organizational Diagnosis by SOAR

Strengths	Opportunities
Since 2003, BG has dominated Europe's coffee market by annually importing 1.5 billion RMB of sustainably sourced, certified raw beans adhering to EU/Thai standards, combining three processing patents with Fair Trade/Rainforest certifications to deliver premium traceable products for diverse markets while advancing sustainability and brand trus	BG leveraged China's pandemic-driven coffee bean shortage to capture 50-80% market share, partnered with emerging brands like 'Four Cats' and 'Four Leaf Clover,' and diversified revenue through youth-focused estates and private-label products while using its platform to innovate and forge strategic alliances for sustained growth.
Aspirations BG envisions a sustainable, innovative coffee business delivering quality products, fostering innovation, and engaging the young market. Committed to fair trade, it ensures fair compensation for farmers and supports their livelihoods. As an industry leader, BG sets bean prices, promotes fair practices, and drives market participation with its large-scale supply.	Results BG aims to optimize its structure, investments, and operations to boost efficiency, refine resource allocation, adjust production scale, promote traditional coffee products, develop youth-oriented offerings, and transition to green industries to enhance competitiveness.

In the SOAR diagnostic table (Table 1), the researchers conducted individual interviews with the Human Resources Manager, Inventory Manager, Product Department Manager, Sales Department Manager, Quality Management Department Manager, and Managing Director. They believed that the company's strengths, opportunities, and aspirations encompassed the behavior patterns and work attitudes of the company's leaders and employees, which were favorable orientations for the company's business operations. Through SOAR analysis, it was concluded that the results for BG Company in SOAR were to integrate and improve the current organizational structure, rationally allocate investment funds, and change the operation mode, thereby enhancing internal work efficiency within the organization. Based on the existing production scale, the company should adjust its production to cater to young people's preferences while also prioritizing ecological balance protection and sustainable coffee agriculture development. Based on the SOAR analysis process and results, the researchers identified BG Company's problems as follows: (1) During investigation, it was found that employee performance at work was relatively low; it was believed that current leadership style hurt employees' work-life balance; (2) It is necessary to determine whether significant differences between leaders and employees after ODI can improve organizational relationships; (3) Reasonable suggestions need to be proposed for enhancing employee engagement. Based on the results of the SOAR diagnosis, the research objectives of this study are:

(1) To examine the current situation of transformational leadership, employee engagement, job satisfaction, organizational citizenship behavior, employee motivation, and employee engagement in BG Company.

(2) To determine the significant differences in transformational leadership, job satisfaction, organizational citizenship behavior, employee motivation, and employee engagement before and after the ODI.

(3) To propose suggestions for enhancing employee engagement in BG Company.

In addition to the research objectives discussed and presented above, this study also addresses the organizational needs of BG Company through ODI strategies within the organization, such as improving communication methods and enhancing employee engagement. The significance of this study lies in the detailed analysis of the internal organization of BG Company using the SOAR diagnostic method. Moreover, it involves tailoring an intervention model to meet the organizational needs of BG Company based on the existing organizational intervention framework. Additionally, this study aims to fill the gap in organizational intervention for small and medium-sized enterprises in the agricultural sector in China and provide practical suggestions for these enterprises across various sub-sectors of the industry.

Literature Review

Employee Engagement

Employee Engagement, defined as employees' emotional vigor, cognitive dedication, and behavioral absorption in work (Schaufeli et al., 2002), hinges on proactive investments in roles through Self-Determination Theory's triad—autonomy, competence, and relatedness (Ryan & Deci, 2000). Organizational practices amplify engagement via job resources that boost autonomy and achievement (Bakker & Demerouti, 2008), transformational leadership fostering vision alignment (Rich et al., 2010), equitable HR policies sustaining trust (Saks, 2006), and mental health support mitigating burnout (Halbesleben, 2010). This dynamic system bridges psychological needs to organizational outcomes, positioning engagement as a catalyst for innovation and performance through empowered participation and sustainable commitment.

Transformational Leadership and Relationship of Transformational Leadership and Employee Engagement through employee motivation, job satisfaction, and organizational citizenship behavior

Transformational leadership theory (Bass, 1985) motivates employees to transcend personal interests and align with organizational goals through mechanisms such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Bruce, 1994). Empirical studies have demonstrated its positive effects on fostering a trust-based work environment (Wang et al., 2018), enhancing organizational innovation (Judge et al., 2001; Macey et al., 2009), and promoting employee engagement, characterized by vigor, dedication, and absorption in work (Schaufeli et al., 2002). The underlying mechanisms of transformational leadership include psychological empowerment (Spreitzer, 1995), trust and

identification (Macey et al., 2009), and the construction of meaningful work (Arnold et al., 2007). Its impact is particularly pronounced in collectivist cultures (Zheng & Ahmed, 2024). When integrated with Self-Determination Theory (SDT), transformational leadership fosters intrinsic motivation by satisfying employees' psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2000). For example, service industry employees exhibit higher levels of engagement when their psychological needs are fulfilled (Sianoja et al., 2020). Furthermore, transformational leadership positively influences organizational citizenship behavior (OCB) in collectivist contexts. Studies reveal a strong positive correlation between transformational leadership and OCB, as transformational leaders inspire employees to engage in behaviors that benefit the organization beyond their formal job responsibilities (Chaudhary et al., 2024). Transformational leaders enhance motivation, teamwork, and dedication, which are critical factors in encouraging OCB (Chaudhary et al., 2024). Additionally, Leader-Member Exchange (LMX) theory suggests that the effectiveness of transformational leadership is moderated by the quality of relationships between leaders and members. In high-quality LMX relationships, effective vision communication and emotional connection strengthen employees' "insider" identity (Duțu & Andreea, 2019), while resource allocation facilitates enhanced participation behaviors (Zhao & Tu, 2021). Conversely, low-quality LMX relationships may undermine the effectiveness of transformational leadership (Dulebohn et al., 2017). It is essential to exercise caution regarding the potential negative consequences of excessive idealization, as this may lead to stress overload (Widyaningrum & Amalia, 2023) ,thereby emphasizing the importance of balancing empowerment with workload management in leadership practice.

Organizational Citizenship behavior and relationship of Organizational Citizenshipbehavior and Employee Engagement

Self-Determination Theory (SDT) suggests that fulfilling employees' psychological needs for autonomy, competence, and relatedness fosters intrinsic motivation and proactive behaviors, such as organizational citizenship behavior (OCB) and employee engagement (Deci & Ryan, 2000). Supportive leadership styles, including transformational leadership, and job resources, such as role clarity, enhance these outcomes by satisfying these core needs. Empirical studies have demonstrated their indirect effects on OCB and engagement through the mechanism of need fulfillment (Broeck et al., 2016; Chiniara & Bentein, 2016). Furthermore, SDT elucidates flexible work arrangements, such as remote work, promote sustained engagement and collaborative OCB by satisfying employees' psychological needs (Olafsen et al., 2018). This theoretical framework highlights the importance for organizations to create autonomy-supportive environments and empower employees to achieve sustained high performance and citizenship behaviors.

Employee Motivation and Relationship of Motivation and Employee Engagement

Employee motivation and engagement, while interrelated, differ in focus: motivation drives behavior, whereas engagement reflects an emotional and cognitive commitment to work. Cognitive Evaluation Theory (CET) and Self-Determination Theory (SDT) elucidate the

dynamics of these constructs. CET highlights that extrinsic rewards may undermine intrinsic motivation if perceived as controlling. In contrast, autonomy-supportive practices and competence feedback enhance intrinsic motivation (Deci & Ryan, 2000). SDT posits that motivation exists on a continuum from motivation to intrinsic forms, rooted in fulfilling three core psychological needs: autonomy (control over actions), competence, and relatedness (Ryan & Deci, 2000). Organizations that fulfil these needs foster internalized extrinsic motivation, which improves performance and well-being (Gagné & Deci, 2005). As an extension of motivation, engagement thrives under autonomy-supportive leadership, task variety, and participatory organizational cultures. Non-controlling incentives, such as recognition, further enhance emotional investment in work (Olafsen et al., 2018). Integrating these theories, intrinsic motivation directly fuels engagement through need satisfaction, while extrinsic motivation requires internalization to drive engagement effectively (Broeck et al., 2016). Practically minimizing controlling policies and prioritizing psychological need fulfilment through training, feedback, and empowerment optimizes both motivation and engagement.

Job Satisfaction and Relationship of Job Satisfaction and Employee Engagement

Job satisfaction reflects employees' passive evaluation of work attributes, whereas engagement signifies an active, tripartite commitment characterized by vigour, dedication, and absorption (Judge et al., 2001). Grounded in Self-Determination Theory (SDT), both constructions are contingent upon fulfilling the core psychological needs of autonomy, competence, and relatedness. However, they differ in their pathways: autonomy-supportive practices enhance job satisfaction through perceived control (Gagné & Deci, 2005), while competence-building initiatives and collaboration driven by relatedness foster engagement by promoting absorption and emotional commitment (Broeck et al., 2016). SDT further elucidates that job satisfaction is a "catalyst" for engagement. Employees who feel content with their work environment are more likely to invest additional cognitive and emotional resources (Schaufeli & Taris, 2014). Conversely, engagement amplifies job satisfaction by driving proactive problem-solving and innovation, creating a mutually reinforcing cycle (Bakker & Demerouti, 2008). Management strategies such as participatory decision-making, skill development, and equitable reward systems simultaneously address these needs, synergistically enhancing outcomes. Individual differences and cultural contexts moderate these dynamics, emphasizing the necessity for tailored interventions to sustain high performance and well-being.

Theoretical Framework

The literature review highlights the interconnections and influences among the key variables pertinent to this study. These findings constitute the theoretical foundation for this research and its subsequent intervention measures, integrating insights from prior studies to elucidate the dynamics of organizational improvement and individual contributions while constructing a robust theoretical framework. This framework serves as both a structured guide for the research and a roadmap for implementation, analysis, and evaluation (Adom et al., 2018). Theoretical frameworks are indispensable in academic and business contexts, offering

a systematic approach to understanding and analyzing various operational and strategic dimensions (Hoskisson et al., 1999). This study leverages a theoretical framework to examine the impact of leadership styles on employees within organizational operations, acknowledging the direct and indirect effects of different styles on the work environment, team dynamics, and personal development (Ng, 2017). Furthermore, this study explicitly investigates the influence of Self-Determination Theory (SDT), Cognitive Evaluation Theory (CET), and Leader-Member Exchange (LMX) Theory on leadership effectiveness and employee engagement at both individual and team levels. SDT, a comprehensive theory of human personality and motivation, explores how individuals interact with their social environments (Legault, 2017). It posits that intrinsic and extrinsic motivations significantly shape behavior (Ryan & Deci, 2000). SDT encompasses six sub-theories that explain human behavior across diverse life domains, including work, interpersonal relationships, education, religion, health, sports, and even stereotypes and biases (Arnold et al., 2007; Legault, 2017). Central to each micro-theory is the concept of basic psychological needs: autonomy, competence, and relatedness which are essential for growth and flourishing (Legault, 2017). These six micro-theories: Cognitive Evaluation Theory (CET), Organismic Integration Theory (OIT), Causality Orientation Theory (COT), Basic Psychological Needs Theory (BPNT), and Goal Content Theory (GCT) provide an integrative framework for comprehending workplace motivation, with their interrelationships illustrated in the relationship diagram (Figure 1). As previously discussed, the emphasis on SDT and CET, along with the designed leader-employee relationship, forms a critical focus of this research. To explore the relationship between employees and leaders, the researchers posit that Leader-Member Exchange (LMX) Theory, which examines the management relationship between leaders and subordinates, serves as a pivotal supporting theory. Unlike traditional leadership theories centered on leader traits or situational factors, LMX Theory underscores the heterogeneity of leader-subordinate relationships within work teams, indicating that leaders may establish distinct types of relationships with each subordinate (Martin et al., 2018). High-quality LMX relationships, characterized by trust, mutual respect, and affection, positively influence job satisfaction, organizational citizenship behavior, and productivity (Divya, 2016).

Figure 1

Theoretical Framework of the study
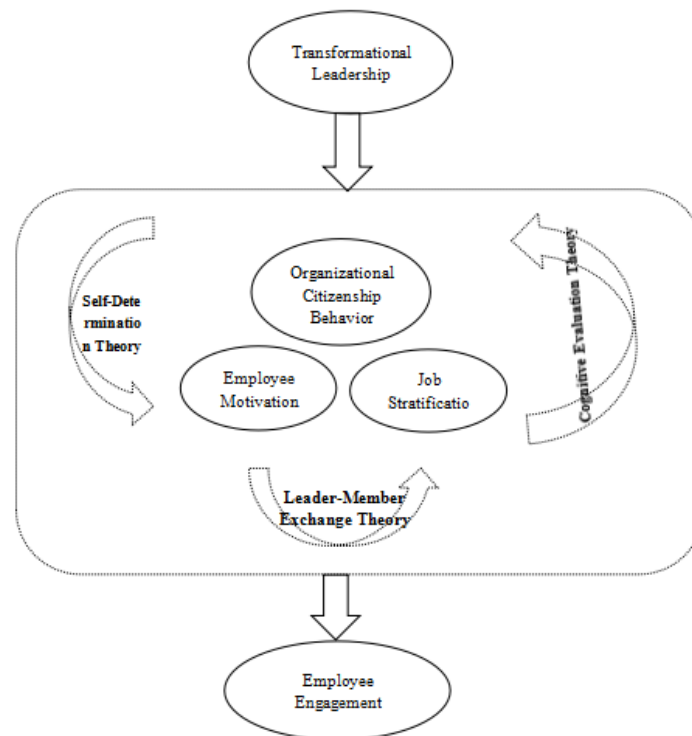
Conceptual Framework

The conceptual framework in this study is based on the theoretical framework, literature reviews, and fundamental theories, with the theoretical framework supporting the conceptual framework. It covers transformational leadership, employee motivation, job satisfaction, organizational citizenship behavior, and employee engagement. The conceptual framework includes indirect conceptual factors, namely self-determination theory and cognitive evaluation theory, which present a complementary alignment in the context of these motivational factors and their theories. Meanwhile, the conceptual framework of this study also clarifies the promotion of employee engagement by transformational leadership. This approach focuses simultaneously on the significant differences between pre- and post-interventions among the research variables, providing a reference for subsequent studies.

Figure 2

Conceptual Framework
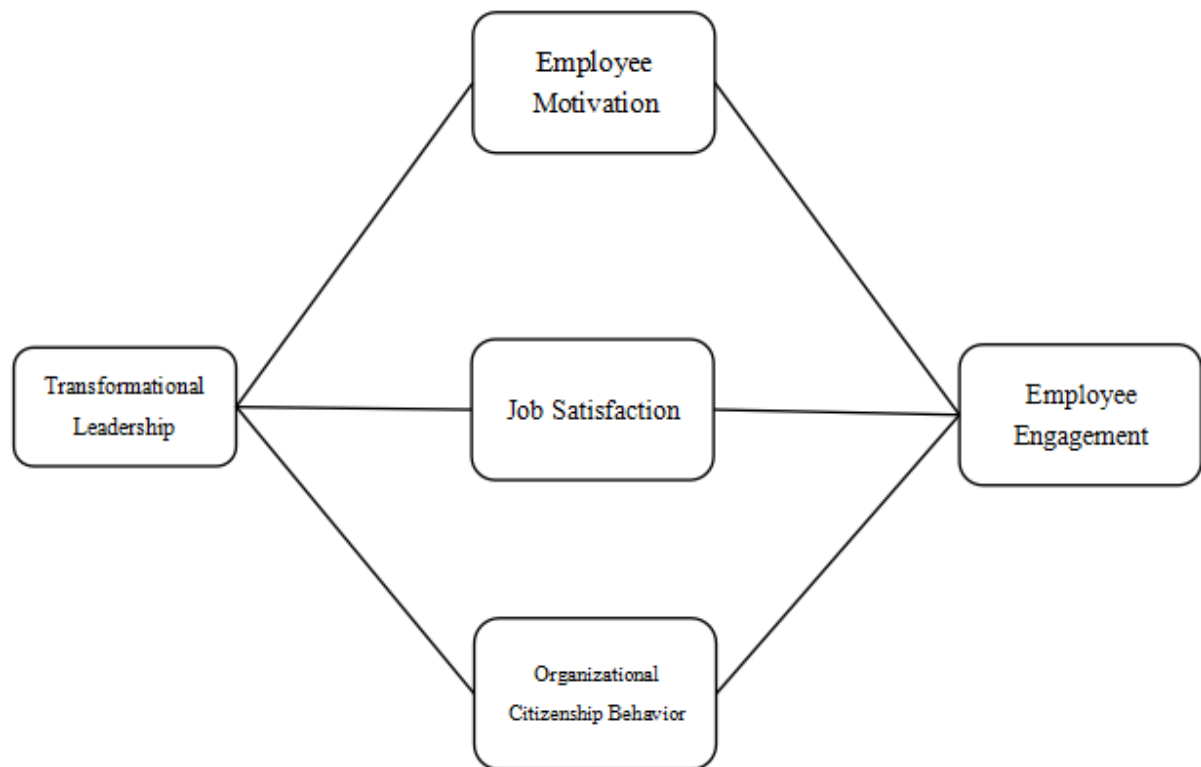
According to the assumptions obtained in the study are:

H1: There is a significant difference in transformational leadership between pre and post ODI.

H2: There is a significant difference in organizational citizenship behaviors between pre and post ODI.

H3: There is a significant difference in job satisfaction between pre and post ODI.

H4: There is a significant difference in employee motivation between pre and post ODI.

H5: There is a significant difference in employee engagement between pre and post ODI.

Research Methodology

Research Design

In this study, mixed-method research is the design used in action research. The framework (as depicted in Figure 3) was utilized to guide the action research design. Action research is a cyclical and iterative process encompassing diagnosis, change, research, and subsequent cycles of further diagnosis and change. As a key methodology for organizational development, it facilitates continuous improvement through structured cycles of planning,

action, observation, and reflection (Gümüştaş & Karataş Gümüştaş, 2022). An effective action research framework within organizational development interventions (ODIs) integrates diverse methodologies and perspectives to address complex organizational challenges holistically (Gümüştaş & Karataş Gümüştaş, 2022). This framework should be participatory, engaging employees, managers, and other stakeholders collaboratively to ensure that intervention measures are relevant and actionable (Dong & Kim, 2020). Furthermore, this action research framework is grounded in Self-Determination Theory (SDT) and Cognitive Evaluation Theory (CET), incorporating motivation enhancement workshops tailored to individual needs and The World Café sessions designed to foster organizational collaboration and employee engagement. Consistent with the conceptual framework linking transformational leadership with employee motivation and job satisfaction to enhance employee engagement, the action research approach achieves iterative diagnosis, intervention, and validation cycles. Participatory workshops contribute to enhancing self-efficacy and psychological capital while structured dialogues refining leadership practices and dismantling departmental silos. This design systematically addresses five core pain points such as insufficient participation and rigid leadership by integrating cognitive-behavioral transformation mechanisms and cultural embedding strategies thereby promoting employee engagement, organizational citizenship behavior, and employee initiative in alignment with the organization's transformation objectives.

Figure 3

Action Research Framework
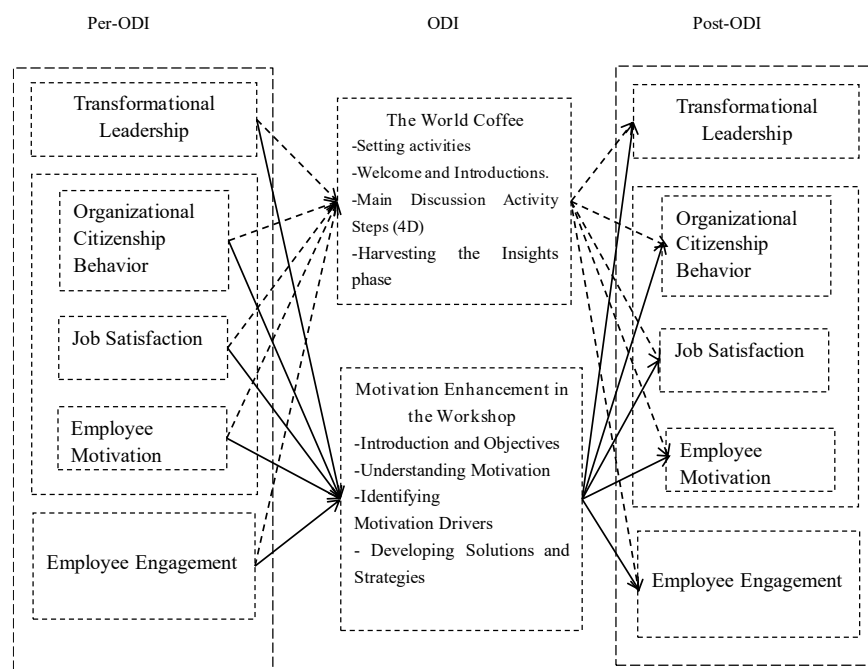
This research is designed from both qualitative and quantitative perspectives.

Qualitative research is conducted through observation, World Café meetings, and motivational enhancement workshops. In-depth observation is crucial before implementing organizational intervention. Participatory observation is a qualitative research method where the researchers integrate into the group being studied (Stavros & Wooten, 2011). The aim is to gain a comprehensive understanding of the current situation of BG Company and prepare for subsequent organizational intervention. The World Café method is adopted during the intervention process to "unfreeze" participants. In this study, the World Café method is based on a body of methodologies within a field referred to as whole system collaboration and change, large-group methods or interventions, and large-scale change (Clements et al., 2024), and incorporates positive inquiry (Clements et al., 2024). Positive inquiry (4D) (Cooperrider & Srivastva, 1987) is an organizational theory and approach to transforming social systems (Mcauley et al., 2014). It shifts the focus from fault-finding to constructive thinking, fostering a culture of exploration, dreaming, designing, and delivering positive organizational change (Cooperrider & Whitney, 2005). In the subsequent "change" stage, as part of the organizational intervention, motivational enhancement workshops are implemented. The motivational enhancement workshop focuses on helping individuals tap into their inner motivation for positive change (Deci & Ryan, 2000). Additionally, the motivational enhancement workshop aims to equip individuals with the skills and knowledge to effectively guide and support others in making positive changes (Miller & Rollnick, 2013). The workshop provides practical tools and strategies to enhance participants' motivation and productivity, leveraging the momentum generated by The World Café activities. After the activities, a "refreezing" step is needed, including feedback to guide HR practices and the establishment of feedback mechanisms. The activity is designed and hosted by researcher based on the actual situation of BG Company.

For quantitative analysis, closed-end questionnaires with a five-point Likert scale are used for data collection. The first data collection is conducted before the organization begins interaction, that is, before the "unfreezing" stage. The second data collection is carried out after the intervention. The same questionnaire is used for both collections to enable a paired sample t-test for sample comparison and to assess the effectiveness of the organizational intervention.

Research Sample

BG Company has a total of 30 members (6 managers and 24 employees). To achieve a small scale and representative sampling, this study adopts stratified sampling (Qian, 2010). The stratification criterion is mainly based on the job level, dividing the population into the management level (n=6) and the employee level (n=24). Then, the employee level is further stratified by the department to form 6 departmental sub-strata (each containing 4 people) to reflect functional differences. The sampling implementation includes all members from each defined stratum, that is, a census-style stratified sampling (N=30). This approach is feasible due to the small overall size and can maximize the representativeness and estimation accuracy of each key sub-group, ensuring that all different perspectives required for the research objectives are captured.

Research Instruments

This study's research instruments include an observation diary for qualitative analysis and a closed-ended Likert-5 questionnaire for quantitative analysis. The observation diary, as shown in Table 2, is grounded in qualitative research methods. Its design incorporates a structured observation scale of seven elements. This scale systematically records employees' and managers' behavior patterns and interaction details in workplace scenarios using qualitative observation techniques. These detailed descriptions serve as micro-level evidence for organizational diagnosis. The qualitative observation scale design adheres to the tool reliability and validity principles proposed by Ahmed (2025) , ensuring consistent behavior coding while establishing a "context - behavior - emotion" three-dimensional data standard. The observation diary in this study is based on behavioral habits summarized by prior researcher and is meticulously documented as presented in Table 2.

Table 2

Observational method

Activates	Participants	Objectives	Related Variable
Organizational Deep-Dive;Process Mapping ; Recording & Documentation.	Core Investigators (Lead/Researcher); Organizational Representatives (CEO,Managers);	In-deep into the organization and record-it.	Employee Motivation;Organizational Citizenship Behavior; Transfomational Leadership; Job Stratification; Employee Engagement.
Analyze the changes in the existing data volume;Deploy diagnostic tools; Field observation to capture variables	Core Assessment (Reacher) ; Organizational Data Sources(Leadership,HR, Manager,Employee)	Assessing the variables that affect the Organization.	Transfomational Leadership; Organizational Citizenship Behavior
Identification of trigger points during the diagnostic period;Intervention design;Dynamic monitoring and adjustment	HR, management decision-making level;Employee level	Detemine the timing of interventions and specific activities with human resources management.	Employee Motivation; Employee Engagement; Job Stratification; Transfomational Leadership

Construct Validity and Reliability Tests

According to the questionnaire items presented in Table 3, this study emphasizes that the content-construct validity and reliability of a measurement instrument, as indicated by the Index of Objective Congruence (IOC) and Cronbach's Alpha Coefficient, are critical metrics for ensuring the quality of the research (Tavakol & Dennick, 2011). To evaluate the IOC, five experts specializing in organizational development, all holding PhDs (including two lecturers from a doctoral program in Organizational Development), were invited to assess each item in the questionnaire. The IOC threshold is typically set at greater than 0.66. This study's average IOC score for all items exceeded 0.6, confirming strong alignment between the measurement tool and the research objectives and theoretical constructions. Based on expert recommendations, certain items underwent semantic refinement and contextual adaptation. For instance, "leadership support" was redefined as "resource coordination behavior in cross-departmental collaboration" to enhance cultural appropriateness. During the reliability testing phase, a pretest involving 30 target managers and employees from BG Company was conducted, and the data were analyzed using SPSS. The results demonstrated an overall Cronbach's Alpha coefficient of 0.896, with coefficients for each dimension as follows: transformational leadership (0.828), organizational citizenship behavior (0.762), job satisfaction (0.812), employee motivation (0.690), and employee engagement (0.764). Although Cronbach's Alpha value for employee motivation slightly fell below the conventional threshold of 0.7, it met the acceptable standard of 0.6 proposed for exploratory studies. Consequently, the questionnaire exhibited satisfactory measurement stability. This dual validation process of reliability and validity provided a robust methodological foundation for subsequent cross-regional implementation, ensuring that the collected data effectively captured key behavior variables associated with organizational change.

Data Collection

Qualitative data collection was implemented by means of participatory observation on 30 team members who had maintained stable cooperation for over half a year. A qualitative analysis was conducted by encoding logs to identify behavioral patterns. In conjunction with the dual organizational interventions of The World Café and Motivational Enmeshment Workshops, the influence of communication mechanisms and leadership styles on team dynamics was revealed.

Quantitative data collection was conducted through the WeChat social software platform. Through this platform, two data collections were carried out for 30 stable samples before and after the intervention. One was the data collected before the intervention, and the other was the data collected after the intervention. The same questionnaire was used for both data collections to ensure the consistency of the samples and reduce the risk of data deviation.

Data Analysis

Qualitative data were analyzed by content analysis, a research method that systematically analyzes qualitative data to draw general conclusions. Content analysis, as a qualitative research method, involves systematically describing and interpreting the content of communication, such as text, images, or other media, while also reducing the data into meaningful categories (Krippendorff, 2018). The quantitative analysis utilized a paired-samples t-test which compares the mean values of two matched groups of people the mean values of a single group examined at two different points in time (Ross & Willson, 2017).

Results and Discussion

ODI Results

This activity was structured into four major modules−discovery, dream, designing, and delivering−by adopting the World Café approach, facilitating cross-level collaboration between employees and managers. This method enables employees to better understand the company's internal development while enhancing their awareness and enthusiasm for participating in organizational initiatives. Both parties agreed on motivation cognition, affirming intrinsic drive, extrinsic incentives, and work-life balance as core elements. Simultaneously, they identified the primary obstacles of inefficient communication, resource scarcity, and excessive management.

In the collaborative creation stage, solutions such as strengthening the training system, optimizing the feedback mechanism, and implementing flexible working policies were proposed. A responsibility matrix and dynamic monitoring mechanism were established to ensure effective implementation. Following the activity, transparent communication channels and iterative adjustment models were set up, significantly boosting employees' trust in organizational change. Through cultural internalization, the flexible working mechanism was integrated into daily operations. Subsequent data verification revealed that organizational cohesion and performance improved concurrently, laying a solid foundation for sustainable and resilient development. The results are summarized in Table 4.

Table 4

The ODI Results

ODI Activities	How (Procedures)	Results
The World Cafe	The intervention deployed The World Cafe methodology across four modules (discover-dream-design-deliver). Guiding employees and managers through structured ice-breaking dialogues to dismantle hierarchical barriers and align collaborative behaviors via sequential question-driven cognitive synchronization.	Participants emphasized the critical role of active communication, engaging in continuous self-exploration through this process to cultivate behaviors that bridge departmental divides and enhance cross-functional collaboration efficacy.
Motivational Enhancement Workshop	This seminar enhances employee motivation and engagement in stages: through the exploration of internal and external driving factors and work-life balance based on motivation theories, cross-level team collaboration to identify growth, reward motivations and communication barriers, and jointly formulate flexible working and fair incentive strategies; a management-supported action plan clarifies responsibility division, assessment mechanisms, regular feedback and follow-up, and strengthens a high-engagement organizational culture.	Employees and the management have reached a consensus on the motivational drivers and obstacles. Through collaborative creation, strategies such as training optimization, immediate feedback, and flexible working systems have been formulated. Supported by clear rights and responsibilities, dynamic monitoring, and regular follow-ups, they drive the construction of a highly cohesive and high-performing organizational culture.
Securing Lasting Change	Organizations need to ensure That employees adapt to changes and maintain Efficient collaboration by clearly defining role responsibilities and providing regular performance feedback, combining continuous training support and dynamic resource adjustment, and establishing a feedback optimization cycle.	By establishing transparent communication channels and dynamic feedback mechanisms, the outcomes of the transformation have been consolidated. The employees 'trust in the transformation has been significantly enhanced. The flexible adjustment mechanism enables the organization to adapt to industry changes constantly. In the post-intervention stage, Through normalization of support and internalization of the culture, the new working mode is deeply integrated into daily operations, forming sustainable organizational resilience.

Data Analysis Results

The research results show that due to the statistical significance of Transformational Leadership (t = -4.190; MD = -.91333), Organizational Citizenship behavior (t = -4.571; MD = -.99333), Job Satisfaction (t = -4.050; MD = -1.1266), Employee Motivation (t = -3.995; MD = -.83333), and Employee Engagement (t = -4.264; MD = -1.0800), with P values all being 0.000. It is thus concluded that the experimental subjects received effective intervention. The researchers conclude that all hypotheses are accepted, proving that ODI can effectively intervene in significant differences in transformational leadership, organizational citizenship

behavior, job satisfaction, employee motivation, and employee engagement. They consider the significant differences before and after as evidence of the positive impact of the intervention measures.

Research Findings

Regarding transformational leadership, quantitative data indicates a shift from 0.92049 before the intervention to 0.83828 after the intervention. Pre- and post-intervention tests ($p < 0.05$) suggest that the intervention was effective. Qualitative evidence describes how the employee motivation enhancement workshops transformed transformational leadership from passive compliance to active collaboration, particularly in "solving team challenges." It was found that the enhancement of transformational leadership was due to the intervention, which strengthened the managers' sense of responsibility towards the collective.

Regarding organizational citizenship behavior (OCB), the questionnaire results showed that it decreased from 0.92049 before the intervention to 0.83828 after the intervention ($p < 0.05$), indicating that the intervention was effective. Qualitative results revealed that employee motivation enhancement workshops could transform OCB from passive compliance to autonomous completion. The research findings suggest that World Café and workshops can enhance employees' collective sense of responsibility in organizational interventions, which is a direct "dialogue" behavior that organizational development can have with research subjects.

The job satisfaction score rose from 0.81483 before the intervention to 1.02034 after the intervention ($p < 0.05$). Through The World Café and employee motivation enhancement workshops, it was found that improvement in job satisfaction was related to a better work-life balance. The qualitative research results suggest that increases in job satisfaction directly affect personal changes of employees, proving that organizational interventions can bring about positive changes in individual thinking through activity-based approaches.

Employees' enthusiasm was measured at 0.84320 before the intervention and at 0.86061 after it ($p < 0.05$). The impact of The World Café and incentive enhancements on employees' enthusiasm can be directly observed; this organization's intervening behavior reflects changes in employees' enthusiasm and behavioral patterns during activities, further proving that organizational interventions can change individuals' thinking and behaviors through activities.

Employee engagement showed a paired t-test result of being at 0.81483 before and at 1.03549 after the intervention ($p < .05$). Through The World Café and employee motivation enhancement workshops, it was found that employee engagement could change from passive to active during activities; this behavior proved that organizational interventions could achieve effective positive development through these activities.

Table 5

Research Findings

Variable	Per-ODI (SD)	Post-ODI (SD)	Pre and Post (p-value)	Findings
Transformational Leadership	0.92049	0.83828	.000	There was a significant reduction (p < .001), with the mean decreasing by approximately 0.082, indicating that the level of transformational leadership was suppressed after the intervention.
Organizational Citizenship Behavior	0.88002	1.04212	.000	There was a significant increase (p < .001), with the mean rising by approximately 0.162, indicating an improvement in organizational citizenship behavior after the intervention.
Job Stratification	0.81483	1.02034	.000	There was a significant increase (p < .001), with the mean rising by approximately 0.206, indicating an improvement in the perception of job stratification after the intervention.
Employee Motivation	0.84320	0.86061	.000	There was a significant increase (p < .001), but the magnitude of change was small (the mean increased by approximately 0.017), indicatinga slight improvement in motivation.
Employee Engagement	0.81483	1.03549	.000	There was a significant increase (p < .001), with the mean rising by approximately 0.221, indicating a marked enhancement in employee engagement after the intervention.

Discussions

Interestingly, the improvement in OCB is consistent with the findings of Mehmood et al. (2021) and Gümüştaş & Karataṣ Gümüştaş (2022), indicating that OCB can mitigate the negative impacts of uncivil behavior in the workplace. From the perspective of Self-Determination Theory (SDT), the interventions enhanced employees' sense of belonging and competence, stimulating intrinsic altruistic behavior. Employee initiative, measured through Cognitive Evaluation Theory (CET), also significantly increased, confirming CET's core view (Luo & Jiabin, 2018) that intrinsic motivation is more sustainable than extrinsic rewards. Through autonomous support tasks and positive feedback mechanisms, these workshops may have sparked employees' intrinsic interest in their work.

Job satisfaction and mental health influence each other, and the significant improvement is consistent with the views of Erdogan and Bauer (2015) and Steinmayr et al. (2019), who emphasize the importance of fulfilling SDT needs for employee well-being. The interventions may have alleviated job burnout by reducing the suppression of autonomy by traditional bureaucratic procedures. Employee engagement, which is crucial for organizational effectiveness, also significantly improved, aligning with the findings of Bakker and Demerouti (2008), who found a direct correlation between high engagement and organizational performance. SDT tools indicated that the interventions enhanced employees' loyalty to the organization through meaningful participation and ability matching (Gagné & Deci, 2005). The experiments in this study highlight the importance of understanding the specific cultural context of an industry since previous literature (Harter et al., 2020) indicates that collectivist cultures emphasize belonging while individualist cultures prioritize autonomy. This study continuously validates the universal applicability of intervention measures across different cultural backgrounds by employed a pre-test and post-test design. The mixed methods proposed by Zohrabi (2013) comprehensively captured the dynamic changes and provided strong evidence. The research results suggest that SDT and Leader-Member Exchange Theory (LMX) can be transformed into practical management tools through specific intervention measures, not just theoretical concepts, filling the gap in previous research that often isolated these theories.

Conclusions

This study verified that the organizational behavior change of BG Company has a significant positive impact on transformational leadership and organizational citizenship behavior. The innovative action framework, designed based on this, was practiced effectively, providing a path for BG's transformation and simultaneously enhancing employee engagement and leadership innovation. The conclusion supports the role of autonomy and other factors in Self-Determination Theory, as proposed by Macey et al. (2009), in engagement and the effectiveness of low-cost strategies. Additionally, it validates the viewpoint of Bass and Riggio (2006) that leadership promoting innovation can stimulate the intrinsic motivation of both parties. The research limitations include a relatively short experimental period, a limited sample range (excluding plantations), and local biases in the sampling method. It is suggested that subsequent research expand the sample, extend the tracking period (3-5 years), and optimize the sampling strategy to enhance the universality of the conclusion.

Recommendations

In future research, based on the current study, the scope of research will be expanded by transforming the cross-national leadership test into a localized calibration tool, broadening the sample range, and focusing on the core production teams of target industries. Causality will be verified through simplified randomized controlled trials, and modular cultural intervention components will be developed. Its universality stems from the core mechanism of self-

determination theory - by calibrating cultural norms and intrinsic motivation, it provides replicable solutions for enhancing organizational resilience in resource-constrained environments. This framework enables specific interventions for agriculture to be transformed into low-cost adaptation engines for manufacturing or service industries, especially suitable for scenarios where small and medium-sized enterprises go global or engage in cross-cultural integration.

Recommendations for the Future

With the advancement of time and discoveries in various industries, the research methods in this study can be applied to other industries, including small and medium-sized enterprises, beyond the agricultural sector. Recommendations for small and medium-sized enterprises other than BG Coffee:

- Launch the cross-border leadership pilot project (Managers: select talents, define scope)
- Leverage HR to track employees' needs for autonomy, competence, and belonging (Managers collaborating to set indicators)
- Analyze cross-cultural behavioral differences (Manager: Support data collection)
- Training SDT Responsive Leadership (Managers: Empowerment Skills in Practice)
- Verify low-cost intervention measures (Manager: Pilot and track the effects)
- Ensure cultural adaptability, long-term tracking and inclusive design.

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