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## **Enhancing Supportive Leadership, Affective Organizational Commitment, and Work Engagement: A Participatory Action Research Approach**

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### **Abstract**

This participatory action research aims to enhance work engagement and affective commitment by designing and delivering the necessary organizational development interventions (ODIs) at the focal company, the Gold Power Company Limited (GPCL). The researcher employed action research method to answer three objectives, comprising 1) Diagnosing the current situations of supportive leadership, affective organizational commitment, and work engagement at Gold Power Company, 2) Designing and experimenting with the ODIs of supportive leadership, affective organizational commitment, and work engagement, and 3) Measuring the effects of ODIs on supportive leadership, affective organizational commitment, and work engagement. The research site is at Gold Power Company, Myanmar, involving the managers (n=50) who are full-time employees. This study employs quantitative survey research method with the use of structured questionnaire with 5-point Likert scale as research instruments, where the instruments are validated and tested with Cronbach Alpha Co-Efficient. The results indicate that the ODIs have improved supportive leadership ( $P=0.000$ ), Affective organizational commitment ( $P=0.000$ ), and work engagement ( $P=0.000$ ). The recommendations include 1) providing more leadership training to enhance supportive leadership and people-oriented leadership behaviors, 2) encouraging middle managers to use more of supportive leadership behaviors, 3) suggesting HR department at GPCL to inspect affective organizational commitment and work engagement level routinely, and to include leader's supportive behaviors as KPIs in performance appraisal.

**Keywords:** supportive leadership, affective organizational commitment, work engagement, organization development interventions

### **Introduction**

Musafir et al. (2018) described that low levels of commitment and work engagement are global problems, and even for the best companies in the world's most developed and largest economy, its problems and consequences are inevitable. Hongwei et al. (2015) elaborated that almost all global companies and organizations recognize that work engagement and commitment improvements are mandatory for organizational performance. Muthoka and Oduor (2014) pointed out that a low level of work engagement is associated with worker-initiated or leadership-initiated, job dissatisfaction, wages, working conditions, working hours, and relationships between

supervisors and colleagues. Romina et al. (2016) and Meesangphrao (2016) elaborated that low level of work engagement and high turnover intention rates are one of the major problems for the majority of firms in Asia and ASEAN regions. As argued by Magem (2017), low level of work engagement is usually attributed to unsupportive behaviors and overtly task-oriented behaviors of those in supervisory positions in a firm. Within ASEAN region there is a shortage of necessary talents (Gallup, 2019), and finding talents from outside is much more expensive than developing those from inside (Jehanzeb & Bashir, 2013). Gallup (2019) stated that most business sectors in ASEAN region face shortage of necessary talents, and as Magem (2017) suggests that effective leadership and training and development programs can attract and retain the talents while maximizing work engagement level of the workforce. Aon Hewitt (2018) indicated that low level of work engagement is evident in Asia-Pacific region and it is due to senior leadership. As Rich et al. (2010) also suggested, it is important to offer training and skill development programs for those companies to promote the practices, skill development, and performance for the sustained development of those employees and the company. Only approximately 20 percent of Myanmar enterprises reported they spend on employee training and this is significantly lower than their counterparts in ASEAN countries (Bernhardt et al., 2017). Even then, many enterprises in Myanmar claimed to have provided training programs for their employees, the actual budget per enterprise in 2014 was approximately US\$700 (MOPF, 2014). The root causes of low spending on employee training, as evident in the report of MOPF in 2014, includes senior leadership's commitment towards the development of the workforce and lack of supportive and coaching behaviors of middle managers. Naujokaitiene et al. (2015) pointed out that effective leadership with supportive leader's behaviors and practices can enhance the subordinates' performance through their skill developments and higher motivation and at the same time can help the firms retain their talents. Therefore, it can be said that supportive leadership behaviors can serve as an alternative to formal training and developments of the followers. Swe and Lu (2019) concluded from her study of a Myanmar company, the Mirac Company Limited, confirmed that turnover intention is attributed to low level of work engagement of the employees and this low level of engagement is attributed to inefficient leadership. Accordingly, the improvements in the leadership practices may enhance the performance of those struggling companies in Myanmar through the enhancement of work engagement and affective organizational commitment.

### **Current situation of Gold Power Company**

From the records of HR department of GPCL, turnover rate in 2019 and 2020 was 5 percent and 10 percent respectively, and there was a group resignation of senior managers in early 2020, and this indicates the very low level of affective organizational commitment of the employees. Although GPCL planned to implement sales and marketing training for the concerned personnel, it hasn't occurred yet and practically there was no spending on training in 2020. HR department has received about 100 employee complaints in 2019 and about 150 employee complaints in 2020, and the majority of complaints are concerning with the superior's overtly task-oriented behaviors and their pushy style in managing the subordinates and the tasks. One of the most serious problems

at GPCL is the quality of interaction between the bosses and subordinates; the bosses and superiors think that the subordinates are lazy, inefficient and disengaged in their work while the subordinates thinks their bosses and superiors are pushy, inconsiderate and unhelpful.

### **Statement of the problem**

Considering the current situation analysis of the Gold Power Company, the company is under pressure for an organizational improvement and transition to satisfy both employees and external stakeholders whereby the current leadership teams (e.g., middle managers) play an important role in enabling and developing long-term growth and development. As evidenced in the company's current situation, some literature and research findings of other researchers (Swe & Lu, 2019; Lynch, 2015; Ryan & Syed, 2013; Griffith, 2004) also confirmed that collectively, leadership, commitment, and social engagement are key critical success factors for the organization's long-term success. Thus, this study aims to examine the improvement of Gold Power Company before and after the experimentation of the selected Organization development intervention (ODIs).

### **Research Questions**

1. What are the Pre-ODIs conditions of perceived supportive leadership, affective organizational commitment, and employees' work engagement?
2. What are the ODIs to enhance the perceived supportive leadership to improve affective organizational commitment, employees' work engagement, and the effects of ODIs on supportive leadership and its dimensions?
3. What are the Post-ODIs conditions of perceived supportive leadership, affective organizational commitment, and employees' work engagement?
4. Are there any changes in the condition of perceived supportive leadership, affective organizational commitment, and employees' work engagement before and after ODIs?
5. What are the impacts of supportive leadership on affective organizational commitment and employees' work engagement at Gold Power Company?

### **Research Objectives**

1. To diagnose the current level of supportive leadership, affective organizational commitment, and employees' work engagement at Gold Power Company in the Pre-ODIs phase
2. To design, and deliver the ODIs to enhance supportive leadership, affective organizational commitment, and employees' work engagement at Gold Power Company, and to measure the effects of ODIs on supportive leadership, and its dimensions
3. To diagnose the current level of supportive leadership, affective organizational commitment, and employees' work engagement at Gold Power Company in the Post-ODIs phase

4. To determine the impact of ODIs on supportive leadership, affective organizational commitment, and employees' work engagement at Gold Power Company
5. To determine the impact of supportive leadership on affective organizational commitment and employees' work engagement at Gold Power Company

## Literature Review

In this section, the literature review comprises 1) Supportive leadership, 2) Affective organizational commitment, 3) work engagement, and 4) a summary of literature reviews.

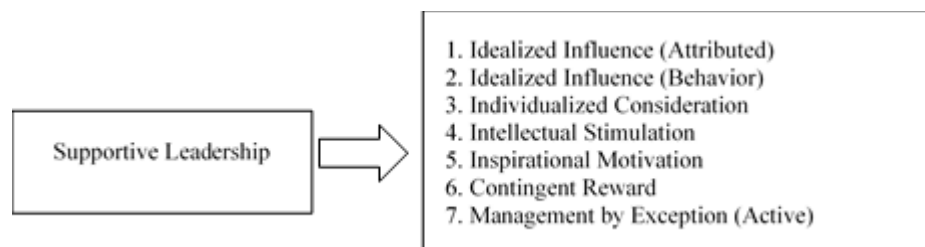
### Supportive Leadership

Supportive leadership is viewed as a part of leadership styles and approaches. Schust (2011) indicated that leadership could be directive or supportive, authoritarian or democratic. The leaders exercise a directive style, because he or she expects team members to act in a certain way (Nielsen & Daniels, 2012). In contrast, the leaders exercise a supportive style, likely because he or she morally supports and involves in open communication and engagement while expecting team members to contribute (Griffith, 2004).

Moreover, the leader who exercises directive and transactional assumed that team members are motivated by rewards, and thus efforts and performance must be exchanged. On the same token, when the leaders exercise supportive and transactional leadership, they assumed mutual agreements about sharing power with the subordinates (Bass, 1997). In organizational behavior, management, and development, the same leaders could demonstrate directive, supportive, transformational, and transactional behaviors as leaders (Bass, 1999).

**Figure 1**

### *Supportive Leadership*



Source: Conceptualized by the researcher, 2021

As illustrated in Figure 1 above, upon the meta-analysis and synthesis of all 18 prominent leadership styles, it is evident that supportive leadership behaviors encapsulated in that 18 leadership are underlined by the five dimensions of transformational leadership and two dimensions of transactional leadership. As those 18 leadership styles included supportive leadership behaviors of varying levels, and it can be said that those seven dimensions of multifactor

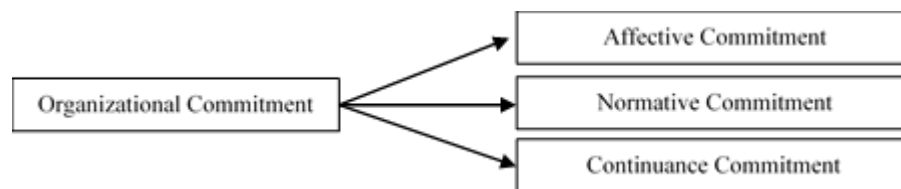
leadership, namely, Idealized Influence (Attributed), Idealized Influence (Behavior), Individualized Consideration, Intellectual Stimulation, Inspirational Motivation, Contingent Reward, and Management by Exception (Active) are interdependently associated.

### **Affective Organizational Commitment**

Affective organizational commitment signifies an emotional attachment to, identification with and involvement in the organization (Allen & Meyer, 1990). This definition is very similar to the definition of organizational commitment by Mowday et al.'s internalization dimension (Mowday et al., 1982). Although there are different definitions of organizational commitment, the core concept of organizational commitment in its definitions is the attachment an individual feels towards the organization and the willingness to be involved in the achievement of the organization's goals (Erben & Güneşer, 2008). Affective commitment has been the most studied component of Meyer and Allen's three component commitment (Abdallah et al., 2017).

**Figure 2**

*Allen and Meyer's Organizational Commitment Model*



Source: Allen and Meyer (1990)

Meyer and Allen (1997) argued that there were three types of organizational commitment: continuance, affective and normative (Figure 2). Affective commitment can be defined as the relative strength of an individual's identification with and involvement in a particular organization (Meyer & Allen, 1997; Mowday et al., 1982). Normative Commitment reflects a feeling of obligation to continue employment (Meyer & Parfyonova, 2010). Continuance commitment denotes the awareness of the costs associated with leaving the organization, and employees remain with an organization for fear of losing benefits and might be forced to stay due to lack of alternatives (Allen & Meyer, 1990). The concept of organizational commitment is close to Meyer and Allen (1997: 67) definition of affective commitment "the employee's emotional attachment to, identification with, and involvement in the organization". Therefore, in this research, organizational commitment means the affective organizational commitment of the employees.

### **Work Engagement**

According to Kahn (1990), employee engagement means willingly tying of organizational members' selves to their work roles and while in engagement people involve in their work physically, cognitively and emotionally. Macey and Schneider (2008) stated that engagement is



the individual's harnessing and satisfaction with as well as enthusiasm for work. Engagement can also be seen as a state of mind, and is not focused on a specific object, event, individual or behavior (Schaufeli et al., 2006). Higher level of work engagement allows the employees to maximize their talents, accomplish tasks and improve performance (Khan, 2013). According to Schaufeli and Bakkar (2004), engagement can be defined as the positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. Vigor concerns with state of employee having high levels of energy and mental resilience while performing their work, willing to do more than what is necessary and persevere even when facing difficulties during their work (Schaufeli et al., 2006). Dedication reflects the strong involvement of employees in their work and they experience a strong sense of importance, enthusiasm, pride, challenge and inspiration (Kumar & Sia, 2012). Absorption refers to the state of employee where he or she has full concentration in the job, is happily involved in the work, is feeling that time passes quickly, and has difficulties to detach oneself from work (Schaufeli et al. 2006).

### **Relationship between Supportive leadership and Work Engagement in Job Demand Resources Model**

The job Dem and-Resources Model (JD-R model) was proposed by Demerouti et al. (2001). JD-R Model is based on two psychological factors: the formation of strain in the job and level of motivation (Todd & Mari-Amanda, 2016). When the jobs are poorly designed, they may negatively impact the workers' physical and psychological health, which will end in a higher level of exhaustion both physically and mentally (Hansez & Chmiel, 2010). Likewise, when the superiors use the motivation methods with the use of job resources, this will result in a higher level of work engagement and the performance of employees (Wilmar, 2015).

### **Leaders' Relationship-Oriented and Supportive Behaviors as a determinant of Affective Organizational Commitment**

It is noted that leadership and organizational commitment are invariably related (Shurbagi, 2014). Leadership directly impacts the organizational commitment, goal achievement, and employee retention of organization members (MacKenzie et al., 2001). Similarly, Lynch (2015) pointed out that when the employees are truly committed to the organization, they tend to stay longer. Parolini (2009) elaborated the linkage of leadership with organization commitment, pointing out that employees contribute and perform tasks productively when the leaders exercise idealized leader influence, stimulate intellectually, and consider individually. Use of contingent reward and management-by-exception styles have their roots from transactional leadership and this can enhance affective organizational commitment to some extent (Lynch (2015). Likewise, the transformational leadership substyles, idealized influence, and individualized considerations have intrinsically led to a higher level of impact on the commitment of employees (Pearce & Sims, 2002).

### **Relationship between Affective Organizational Commitment and Work Engagement**

The organization invariably unleashes the capabilities of its organizational members and fosters employee engagement conducive to overall performance could more likely succeed than the one that does not. According to Joo et al. (2012), employees seek fulfillment through self-expression and cognitive, physical, and emotional engagement with the organization to support a common goal. Kuok and Taormina (2015) elaborated that self-being and job roles dynamically interact in their existences within the person; the process involves an affective commitment that conditionally defines attachments to emotion, action, and quality of experiences. According to Top et al. (2013), job resources fulfill the basic human needs for autonomy, competence, and relatedness. When giving proper feedback, learning is fostered that also increases job competence (Xiang et al., 2017). Additionally, when employees face optimal challenges, are reinforced by feedback, and given sound autonomy in their work, these conditions enrich intrinsic motivation and affective commitment (Abdallah et al., 2017).

### **Supervisory Role as The Leader**

In any organization, leaders and middle managers plays a major but somewhat different roles in promoting the functionality and efficiency of the organization system (Redman et al., 1997). Practically, those who are at or above the supervisor position in an organization have some degree of leadership role and they can be termed as leaders. In an organization, leaders or senior managers and middle managers plays some with different but related and orchestrated roles in pursuing organizational goals (Currie & Procter, 2001). Top-level managers (or top managers) are the “bosses” of the organization and they are ultimately responsible for the long-term success of the organization, and they set long-term goals and define strategies to achieve them (Harding et al., 2014). On the other hand, an important function of middle managers is providing leadership, both in implementing top manager directives and in enabling support for teams and individuals and effectively report both positive performances and obstacles to meeting objectives (Gjerde & Alvesson, 2020). In the following Table 1, how do the leaders (senior managers) and middle managers contribute to the achievement of organizational objectives through their supervisory role especially using the style and behaviors of supportive leadership are elaborated.



**Table 1***Supportive leadership dimensions and supervisory roles of leaders and middle managers*

<b>Substantive Objectives</b>	<b>Supervisory Roles</b>	
	<b>Leaders or Senior management's Managerial function</b>	<b>Middle management and Supervisors' Managerial Function</b>
Economically through transactional leadership	-Setting up performance management system -Setting organizational strategy (together with the Board of Directors) -Annually, in writing: communicate, current strategy and plans, reminders and guidance to managers of deadlines to complete employee's annual goal setting and reviews -Ensuring evaluations of their staff are well written and accurate by reviewing them -Updating the employee handbook and communicating any changes	-Aligning individual performance expectations with organizational goals -Ensuring that performance goals are clearly communicated and current -Conducting performance evaluations according to established systems and policies
Socially through individualized attention	-Reviewing evaluations of employees and providing feedback to supervisors	-Providing fair, constructive, and timely feedback towards performance expectations and goals
Emotionally individualized attention and transactional leadership	-Providing feedback and coaching as appropriate	-Providing assistance, guidance, and coaching support as needed
Spiritually through transformational leadership	-Using and modeling the performance management process, practices, and tools	-Developing performance goals collaboratively with their direct reports -Ensuring that staff have professional development plans in place

Source: Developed by the researcher, 2021

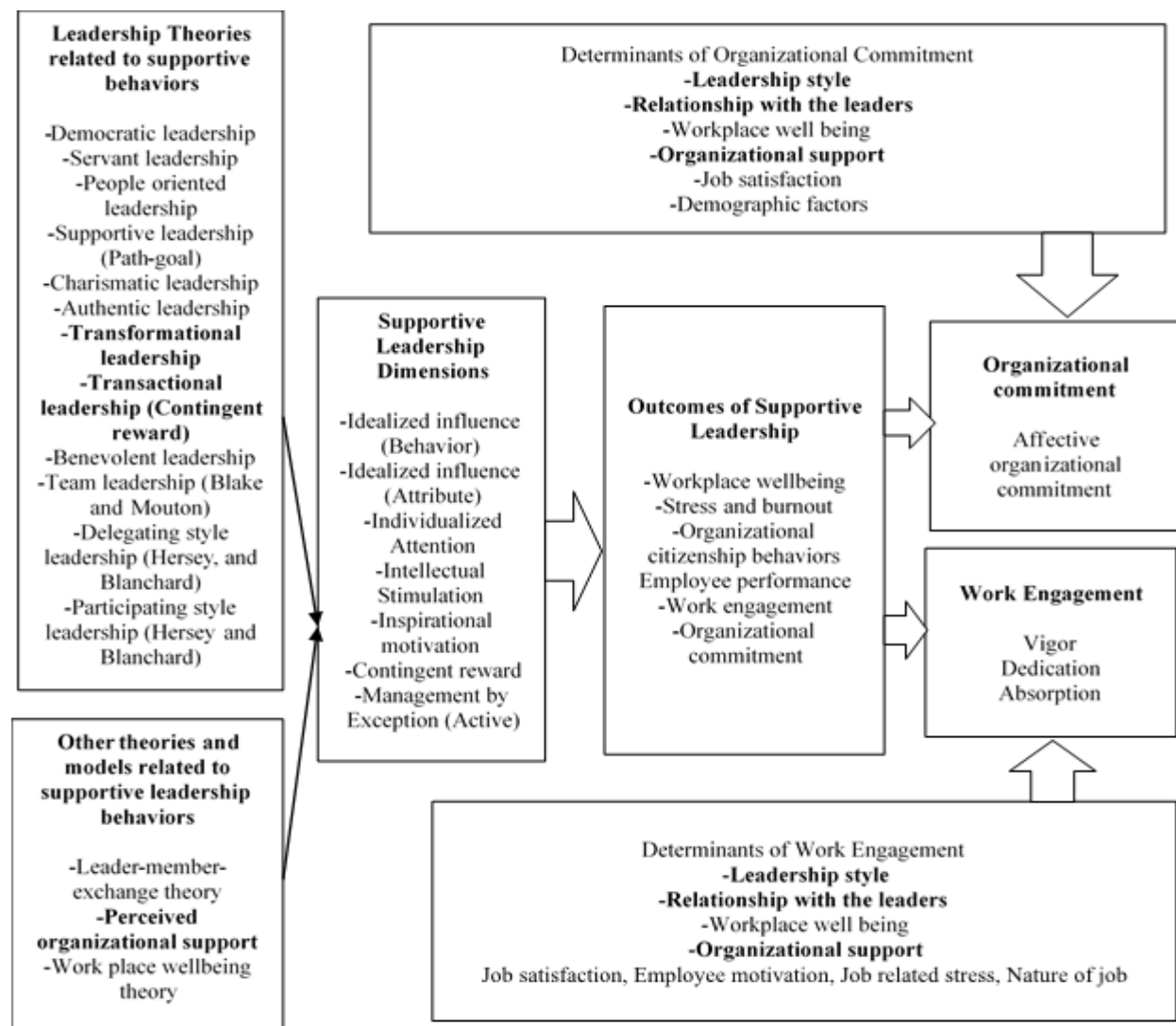
From bridging the concept of supportive leadership, supervisory roles of leaders and middle managers as reflected in their managerial functions, it is evident that middle managers play more significant role for the overall development of the organizational members and the organization. However, it is also important to note that for the successful performance of those middle manager's role, leaders or senior management must provide support to those in middle management level (Clegg & McAuley, 2005).

### Theoretical Framework

From the reviews of the literature on the leadership theories related to supportive leadership and supportive behaviors, the dimensions of supportive leadership; except, management-by-exception (passive) and laissez-faire leadership of the multifactor leadership framework, are commonly patterned in the works of Porter (2015); Shurbagi (2014); Top et al., (2013); Ryan and Syed, (2013); Dunn et al., (2012); Williams et al., (2010).

**Figure 3**

*Theoretical Framework*



Source: Conceptualized by the researcher (2021)

The characteristics of supportive leadership behaviors from all the related leadership styles and concepts, as illustrated in Figure 3 above, overlapped with the characteristic behaviors of multifactor leadership dimensions. These implied that all the substyles or dimensions of transformational leadership and two dimensions of transactional leadership are conducive to the supportive leadership dimension.

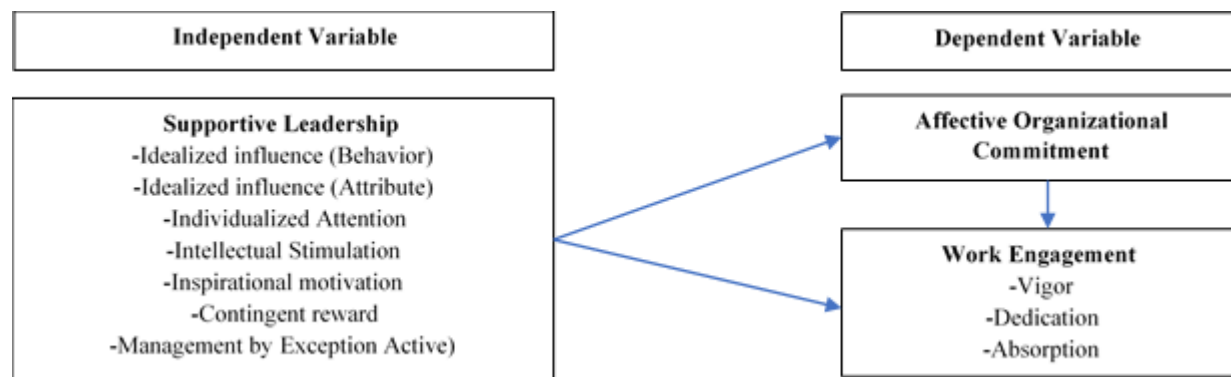
### Conceptual Framework and Research Hypotheses

The conceptual framework of this study is derived from the comprehensive review of different literature and theoretical frameworks. In this conceptual framework, there are two main variables: independent and dependent variables shown in Figure 4. Within the Myanmar context

in general and baby food industry in particular, there are no studies which focus on participatory action research between supportive leadership and work engagement and affective organizational commitment. From the reviews of previous literatures, it is evident that most of the studies were focused on measuring the respondents' perception towards leadership style and work engagement or affective organizational commitment without any attempt to implement the Organization Development Interventions. Even more, those studies on supportive leadership and the impacts on work engagement are outside the Myanmar context.

**Figure 4**

*Conceptual Framework*



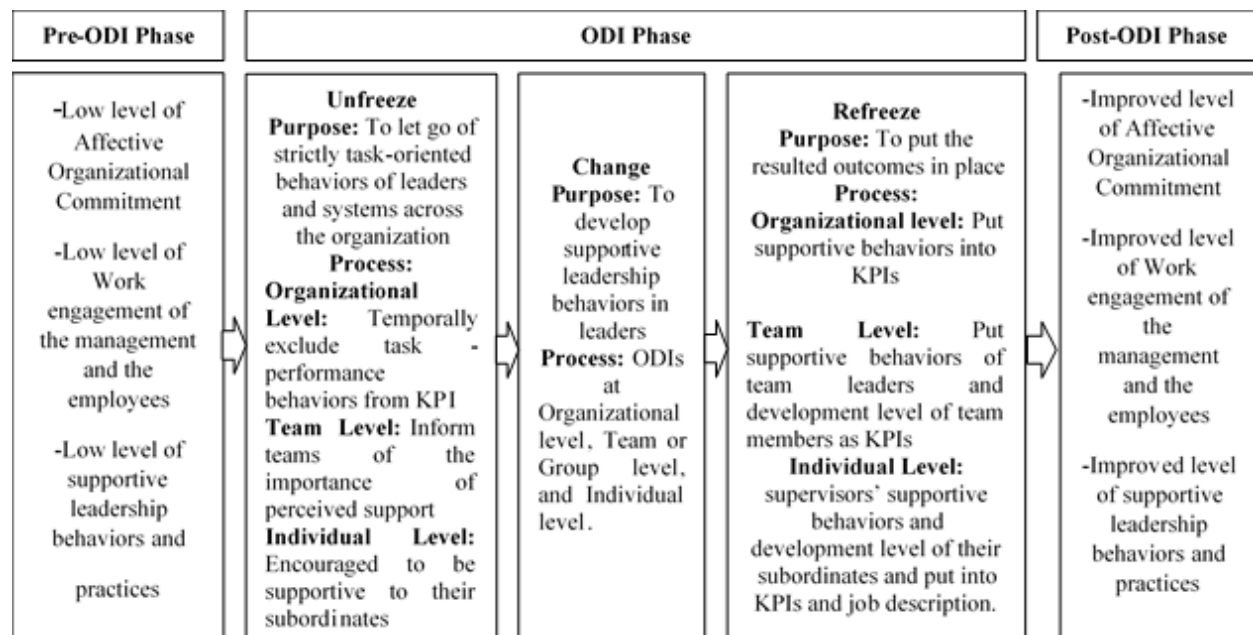
Source: Conceptualized by the researcher (2021)

In line with the research objectives and the literature reviews, the researcher has developed the study's hypotheses.

- H1o:* There are no significant effects of ODIs on supportive leadership and its dimensions.  
*H1a:* There are significant effects of ODIs on supportive leadership and its dimensions.  
*H2o:* There are no significant changes in the condition of perceived supportive leadership, affective organizational commitment, and work engagement of the employees at Gold Power Company before and after ODIs.  
*H2a:* There are significant changes in perceived supportive leadership, affective organizational commitment, and work engagement of the employees at Gold Power Company before and after ODIs.  
*H3o:* There are no impacts of supportive leadership on affective organizational commitment and work engagement of the employees at Gold Power Company.  
*H3a:* There are significant impacts of supportive leadership on affective organizational commitment and work engagement of the employees at Gold Power Company.

### Action Research Framework

The participatory action research framework for this study is shown Figure 5 below. This study adopts the three-stage change model of Lewin (1947) as a generic framework for the action research and change process.

**Figure 5***Action Research Framework*

Source: Developed by the researcher (2021)

This action research framework shown in Figure 5 has three main themes; these are, pre-ODIs stage, ODIs stage and post-ODIs stage. During pre-ODIs stage, the level of employees' perception towards supportive leadership, affective organizational commitment and work engagement are measured using the questionnaire survey and found that the perception on all three variables are significantly low. During ODIs stage, the change process was managed by applying Lewin's Unfreeze-Change-Refreeze model at the organizational, team and individual levels. During Unfreeze phase, awareness for the need to implement ODIs for supportive leadership is raised and task-oriented performance criteria are temporally excluded from KPIs, and individual leaders are encouraged to focus on people-orientation and provide support for the followers and informed that developing the followers will be rewarded.

During the Change Phase, all the ODIs specified in Table 4 are implemented to make positive changes in supportive leadership, affective organizational commitment and work engagement at the organizational, team and individual levels. In the Refreeze Phase, people-oriented behaviors including the supportive leadership behaviors are included into KPIs for leaders, middle managers and supervisors. Monitoring and control for ensuring the long-term alignment towards the people-oriented behaviors among the leaders are implemented. In the final stage of ODIs, during post-ODIs stage level of perceived supportive leadership, affective organizational commitment and work engagement are measured with the use of same instrument as did in pre-ODIs survey. The outcomes indicated that level of perception towards supportive leadership practices, level of affective organizational commitment and work engagement of the employees at GPCL are significantly enhanced.

## Research Methodology

This article employed the quantitative method as the primary method for data collection. The pre-ODIs and post-ODIs data were gathered using the structured questionnaire. The structured questionnaire was tested with Cronbach Alpha Co-Efficient to ensure the reliability of  $>0.70$  as shown in Table 2. The questionnaire contained the 5-fixed choices questions.

### Scope of Variables

This article has three main variables: supportive leadership, affective organizational commitment, and work engagement. Supportive leadership was the independent variable, and affective organizational commitment and work engagement are dependent variables.

**Table 2**

*Variables, Number of Items, and Cronbach's Alpha Co-efficient*

Variable	Dimension	Number of Items	Cronbach's Alpha Score
Supportive leadership	Idealized Influence (Attributed)	3	0.781
	Idealized Influence (Behavior)	3	0.738
	Individualized Consideration	3	0.771
	Intellectual Stimulation	3	0.765
	Inspirational Motivation	3	0.799
	Contingent Reward	3	0.730
	Management by Exception (Active)	3	0.743
Affective Organizational Commitment	Affective Organizational Commitment	3	0.775
Work Engagement	Vigor	3	0.787
	Dedication	3	0.793
	Absorption	3	0.792
Total		33	

Source: Pre-ODIs Questionnaire Survey by the researcher, 2021

### Scope of Population and Sample

The total population of this study was 197, comprising two main groups by order of span of control: staff and supervisory as shown in Table 3. The respondents are all the managers and employees from Gold Power Company except CEO. This research employs purposive sampling in general and specifically, the total population sampling (Etikan et al., 2016) is used because the number of cases being investigated is relatively small and it is important to get the whole picture too.

**Table 3***Role, Job position, Population, Actual sample and Sampling method Used*

Role	Job position	Population (N)	Actual Sample (n)	Sampling method
Staff	Staff	135	135	Purposive Sampling (Etikan et al., 2016)
Supervisory	Supervisor	21	21	Purposive Sampling (Etikan et al., 2016)
	Manager	28	28	Purposive Sampling (Etikan et al., 2016)
	Senior Manager	10	10	Purposive Sampling (Etikan et al., 2016)
	Director	3	3	Purposive Sampling (Etikan et al., 2016)
	<b>Total</b>	<b>197</b>	<b>197</b>	

Source: Developed by the researcher, 2021

**Research Procedure**

The Organization Development Interventions (ODIs) summarized in Table 4 are designed and delivered for those 63 people in the supervisory and above positions in order to enhance their supportive leadership behaviors. ODIs sections of 20 days-80 hours in total were implemented through trainings, coaching, and role-play sections. Out of those 63 in supervisory position, only 62 people except CEO is included in the questionnaire survey to rate the perception towards the supportive leadership behaviors of their respective superiors, self-rating of their own affective organizational commitment and work engagement. For CEO, there is no superiors above him to judge the supportive leadership behavior, so he was excluded from the questionnaire survey. As those 62 managers and supervisors hold leadership positions and at the same time, they are subordinate to their respective superiors, therefore they are both subject of ODIs and the respondents of the questionnaire survey. For those 135 employees who are not in supervisory position are taking part only in questionnaire survey. With the use of fixed-response, 5-point Likert scale, the perceptions of those 135 employees towards the supportive leadership behaviors of their respective superiors, self-rating of their own affective organizational commitment and work engagement. The printed version of questionnaires was distributed to all those (62+135) 197 respondents and all were successfully completed during pre-ODIs and post-ODIs using the same questionnaires. The collected data were analyzed with the use of SPSS 25.

**Data Collection, Organization Development Interventions (ODIs), and Analysis**

The nature of this research work is participatory action research, and thus the data collection and analysis are done twice; one before and another upon completion of the Organization Development Interventions (ODIs). The participatory action research comprised three stages, whereby the duration of time between stage I and stage III were about three months apart.

**Stage I: Pre-Organization Development Interventions (ODIs)**

At this stage, data collection before ODIs involved two groups of respondents:  $n=62$  participants (e.g., supervisor, manager, senior manager, and director; except CEO) completed the



questionnaire. As for Group two, the respondents involved 135 staff who held non-supervisory levels; these respondents only completed the questionnaire. The structured questionnaire was translated into the Myanmar language from the original English version and distributed to the ( $N=197$ ) respondents. Out of 198 personnel at GPCL, all except CEO are included in questionnaire survey because there is no one above CEO to rate for perceived supportive leadership. The **data analysis** treatments comprise descriptive statistics, i.e., average means (M), standard deviation (SD), and percentage (%).

### ***Stage II: Organization Development Interventions (ODIs)***

During this stage, Organization Development Interventions (ODIs) which were drawn from literature reviews and previous studies for improvement and they are done in a 20-day and 80 hours of ODIs, which are planned to promote the practices of supportive leadership in the focal organization. ODIs are conducted on all 63 managers and leaders including CEO. ODIs with their respective duration, number of participants involved and the dimensions of supportive leadership that are mainly affected by a particular ODI are summarized the following Table 4.

**Table 4**

*Supportive Leadership Dimensions and ODIs Implemented at GPCL*

Supportive Leadership Dimensions	Organization Development Interventions (ODIs)	Days	Hours	Number of Participants
Idealize Influence (Attribute)	Leadership skills training; Success stories of great leaders shared, and discussions sessions; In-house technical skill training to build Confidence of the Followers (Food Safety; Quality Management); Inside-out leadership and authentic leadership training; and Role-play sections to build the trust of followers	5	20	63
Idealized Influence (Behavior)	WBL training; Whole Brain Thinking training, and coaching; Training on Pygmalion effect; Servant leadership and people-oriented leadership training	5	20	63
Inspirational Motivation	Value-job alignment and vision-job alignment activities; Training and coaching on Appreciative Inquiry techniques; Training and coaching for setting and managing stretching goals	3	12	63
Intellectual Stimulation	Short session of self-awareness reflection; Role-play sessions for practicing to enhance awareness on followers	2	8	63
Individualized Consideration	Training on the individual-differences theories; Contingency leadership training	2	8	63
Contingent Reward	Leadership training on setting targets, and giving psychological rewards, and role-play sections	1	4	63
Management by Exception (Active)	Leadership continuum trainings; Teaching and coaching on mindful leadership training (20 mins+40 mins; 4 sections of meditation-2days)	2	8	63
	<b>TOTAL</b>	<b>20</b>	<b>80</b>	

Source: Prepared by the researcher, 2021

### ***Stage III: Post-Organization Development Intervention (ODIs)***

At this stage, data collection involved the same groups of respondents:  $n=62$  and  $n=135$ . After about three months, the participation rate in this research remains 100 percent. There are no



changes in the number of workforces during this period. The data analysis treatments comprise descriptive statistics, i.e., average means (M), standard deviation (SD), percentage (%), and paired-sample T-test.

## Discussion of Results

### Demographic Characteristics

The majority of the respondents are female, and most employees at GPCL are between 30 to 35 years. In terms of year of service, those with 4 to 6 years are the majority. The details of some demographic characteristics of the respondents are shown in Table 5.

**Table 5**

*Demographic Characteristics of the Respondents*

Demographic		Frequency	Percent
<b>Gender</b>	Male	85	43.2
	Female	109	55.3
	Others	3	1.5
<b>Age</b>	18-23 years	8	4.1
	24-29 years	45	22.8
	30-35 years	87	44.2
	36-41 years	43	21.8
	42 years and above	14	7.1
<b>Tenure</b>	1-3 years	40	20.3
	4-6 years	109	55.3
	7-9 years	29	14.7
	10-12 years	12	6.1
	13 years, and above	7	3.6
<b>Position</b>	Staff	135	68.5
	Supervisor	21	10.7
	Manager	28	14.2
	Senior Manager	10	5.1
	Director	3	1.5
<b>Education Level</b>	Matriculation	4	2.1
	Bachelor	171	86.8
	Post Graduate Diploma	16	8.1
	Masters	5	2.5
	Doctorate	1	5
<b>Marital Status</b>	Single	59	29.9
	Married	48	24.4
	Married with Children	83	42.1
	Single with Children	4	2.1
	Others	3	1.5

### **Supportive Leadership's Item-level Comparative Results Pre-ODIs and Post ODIs, and Effect Size**

The description of each item of supportive leadership's dimensions are analyzed with the use of non-parametric test, the Wilcoxon Signed Rank Test, because the responses to each item is rank order or ordinal in nature therefore a parametric test like paired sample t-tests cannot be employed. The effect size  $R$  is calculated as  $Z$  statistic divided by square root of the sample size ( $N$ ), that is:  $R = Z/\sqrt{N}$  (Tomczak & Tomczak, 2014). Summary of the results are shown in the following Table 6.

Table 6

Summary of Wilcoxon Signed Rank Test for each Item under Supportive Leadership

	Post-ODI and Pre-ODI Measurements of Individual Items	Median Value		Wilcoxon Signed Rank Test Results					
		Pos t- OD I	Pre - OD I	Number of Respondents who perceive			Z score	p. value	Effect Size (R)= Z/ $\sqrt{N}$
				Post-ODI score >Pre-ODI	Post-ODI score =Pre-ODI	Post-ODI score <Pre-ODI			
<b>Idealized Influence (Attribute)</b>	Instills pride in me for being associated with him or her.	3.00	3.00	105	88	4	-9.215	0.000	0.657 (Large)
	Goes beyond self-interest for the good of the group.	4.00	3.00	109	79	9	-8.917	0.000	0.635 (Large)
	Acts in ways that build respect.	3.00	3.00	103	84	10	-8.482	0.000	0.604 (Large)
<b>Idealized Influence (Behavior)</b>	Discusses his/her most important values and beliefs.	3.00	3.00	98	98	1	-9.054	0.000	0.645 (Large)
	Specifies the importance of having a strong sense of purpose.	3.00	3.00	113	78	6	-9.448	0.000	0.673 (Large)
	Emphasizes the importance of having a collective sense of mission.	4.00	3.00	127	67	3	-10.238	0.000	0.729 (Large)
<b>Inspirational Motivation</b>	Talks optimistically about the future.	3.00	3.00	107	90	0	-9.810	0.000	0.699 (Large)
	Talks enthusiastically about what needs to be accomplished.	4.00	3.00	121	68	8	-9.593	0.000	0.684 (Large)
	Expresses confidence that goals will be achieved.	4.00	3.00	137	55	5	-10.467	0.000	0.746 (Large)
<b>Intellectual Stimulation</b>	Seeks differing perspectives when solving problems.	4.00	3.00	125	69	3	-10.184	0.000	0.726 (Large)
	Gets others to look at problems from many different angles.	4.00	3.00	124	69	4	-9.845	0.000	0.701 (Large)
	Suggests new ways of looking at how to complete assignments.	4.00	3.00	134	60	3	-10.441	0.000	0.744 (Large)
<b>Individualized Consideration</b>	Spends time teaching and coaching.	3.00	3.00	108	86	3	-9.427	0.000	0.672 (Large)
	Considers an individual's needs, abilities, and aspirations of others.	4.00	3.00	116	78	3	-9.795	0.000	0.698 (Large)
	Helps others to develop their strengths.	4.00	3.00	120	71	6	-9.639	0.000	0.687 (Large)

<b>Contingent Reward</b>	Provides others with assistance in exchange of their efforts.	3.00	3.00	91	100	6	-8.348	0.000	0.595 (Large)
	Makes clear what one can expect to receive for achieving performance goals.	4.00	3.00	115	75	7	-9.478	0.000	0.675 (Large)
	Expresses satisfaction when others meet expectations	3.00	3.00	98	92	7	-8.670	0.000	0.618 (Large)
<b>Management by Exception (Active)</b>	Focuses attention on my deviations from the standards and support me in solving them.	3.00	3.00	107	87	3	-9.418	0.000	0.671 (Large)
	Keeps track of all the mistakes and teaches me and others how to correct them.	3.00	3.00	111	83	3	-9.638	0.000	0.687 (Large)
	Directs his/her attention to track my mistakes and supports me how to correct them.	3.00	3.00	106	89	2	-9.595	0.000	0.684 (Large)

Note: N=197; Significant level <0.001; Effect Size  $R>0.5$ = Large (Tomczak & Tomczak, 2014; Cohen, 1974)

Among the specific supportive leadership behaviors as described in each questionnaire item, larger changes between before and after ODIs occurs in leaders' behavior that are expressing confidence that goals will be achieved ( $R=0.746$ ), suggesting new ways of looking at how to complete assignments ( $R=0.744$ ), emphasizing the importance of having a collective sense of mission ( $R=0.729$ ), seeking differing perspectives when solving problems ( $R=0.726$ ), and getting others to look at problems from many different angles ( $R=0.701$ ). In general, all the behaviors of supportive leadership have been enhanced after ODIs as indicated by the effect size  $R$  value of larger than 0.50.

### Comparative Results of Overall Pre-ODIs (Before) and Post-ODIs, and Effect Size

As illustrated in Table 6, the overall results of supportive leadership in the Pre-ODIs stage indicated  $M=2.86$ ,  $SD=0.27$ , and in the Post-ODIs, the results indicated  $M=3.48$ ,  $SD=0.43$ . The mean difference was  $M=0.54$ ,  $SD=0.41$ .

**Table 7***Descriptive Statistics and T-Test*

Variable	N	Mean		SD		T-test				
		Before	After	Before	After	Mean Differences (Post-Pre)	SD	t	P-value	Effect Size (Z score)
Intellectual Stimulation	197	2.79	3.58	0.32	0.52	0.79	0.52	21.31	0.000	1.518 (Large)
Management-by-Exception (Active)	197	2.86	3.47	0.30	0.44	0.61	0.44	19.66	0.000	1.401 (Large)
Inspirational Motivation	197	2.86	3.56	0.27	0.53	0.70	0.54	18.39	0.000	1.310 (Large)
Idealized Influence (Behavior)	197	2.79	3.45	0.33	0.55	0.66	0.53	17.67	0.000	1.259 (Large)
Individualized Consideration	197	2.83	3.51	0.31	0.55	0.68	0.56	16.95	0.000	1.208 (Large)
Contingent Reward	197	2.85	3.37	0.30	0.44	0.53	0.47	15.80	0.000	1.126 (Large)
Idealized Influence (Attribute)	197	2.84	3.44	0.29	0.52	0.59	0.53	15.73	0.000	1.120 (Large)
<b>Overall Supportive Leadership</b>	<b>197</b>	<b>2.83</b>	<b>3.48</b>	<b>0.27</b>	<b>0.43</b>	<b>0.65</b>	<b>0.41</b>	<b>22.47</b>	<b>0.000</b>	<b>1.601 (Large)</b>

Note: Significance level  $p < 0.001$ ; Effect size  $\geq 0.8$  (Cohen, 1974)

When statistically viewing all the seven dimensions of supportive leadership style, these showed significant changes between pre-ODIs and post-ODIs; this indicated the effectiveness of ODIs on enhancing supportive leadership at GPCL. The Mean differences of all dimensions of supportive leadership range from  $M=0.79$  to  $M=0.53$ , and  $SD=0.56$  to  $SD=0.44$ . Cohen's effect sizes and respective P-values indicated that all dimensions of supportive leadership have significantly affected by ODIs and according to their descending effect sizes are: Intellectual Stimulation, Management-by-Exception (Active), Inspirational Motivation, Idealized Influence (Behavior), Individualized Consideration, Contingent Reward, Idealized Influence (Attribute). The results also showed that the effect size of overall supportive leadership is higher than those of any other dimensions, which confirmed that ODIs have significantly affected supportive leadership.

### **Affective Organizational Commitment's Item-level Comparative Results for Pre-ODIs and Post ODIs, and Effect Size**

The specific behavior and mood descriptions under affective organizational commitment variable are analyzed with the use of Wilcoxon signed ranked test and the results are shown in Table 8.

**Table 8***Summary of Wilcoxon Signed Rank Test for each Item under Affective Organizational Commitment*

Post-ODI and Pre-ODI Measurements of Individual Items	Median Value		Wilcoxon Signed Rank Test Results					
			Number of Respondents who perceive			Z score	p. value	Effect Size (R)= $Z/\sqrt{N}$
	Post-ODI	Pre-ODI	Post-ODI >Pre-ODI	Post-ODI =Pre-ODI	Post-ODI <Pre-ODI			
I would be very happy to spend the rest of my career with this organization.	3.00	3.00	108	88	1	-9.647	0.000	0.687 (Large)
I enjoy discussing about my organization with people outside it.	4.00	3.00	129	65	3	-10.221	0.000	0.728 (large)
I really feel as if this organization's problems are my own.	4.00	3.00	127	70	0	-10.527	0.000	0.750 (Large)

Note: N=197; Significant level <0.001; Effect Size  $R>0.5$ = Large (Tomczak & Tomczak, 2014; Cohen, 1974)

Among the specific behaviors and mood description under effective organizational commitment, after ODIs, the majority of the subordinates enjoy discussing about his or her organization with people outside it ( $R=0.728$ ), and they really feel more as if this organization's problems are their own ( $R=0.750$ ). In general, the subordinates experience more of all three behavior and mood descriptions under affective organizational commitment after ODIs indicated by  $R$  values of larger than 0.50.

### **Affective Organizational Commitment: Pre-ODI and Post-ODI, and Effect Size**

As illustrated in Table 7 below, the Mean difference of affective organizational commitment indicated  $M=0.78$ ,  $SD=0.533$ ,  $P= 0.000.$ , and the effect size of 1.468. As it is larger than 0.80, it can be said that the effect of ODIs on the overall affective organizational commitment is effective.

**Table 9***Pre-Post-ODIs Changes in overall Affective Organizational Commitment*

Variable	N	Mean		SD		T-test				
		Before	After	Before	After	Mean Differences (Post-Pre)	SD	t	P-value	Effect Size
Affective Organizational Commitment	197	2.82	3.55	0.32	0.45	0.78	0.533	20.60	0.000	1.468 (Large)

Note: Significance level  $p < 0.001$ ; Effect size  $\geq 0.8$  (Cohen, 1974)

### Employee Work Engagement's Item-level Comparative Results Pre-ODIs and Post ODIs, and Effect Size

For analyzing the changes in specific experiences under work engagement, Wilcoxon signed-rank test is done for changes in each item before and after ODIs, and the results are shown in the following Table 10.

**Table 10**

*Summary of Wilcoxon Signed Rank Test for each Item under Work Engagement*

Dimension	Individual Items	Median Value		Wilcoxon Signed Rank Test Results					
				Number of Respondents who perceive			Z score (b)	p. value	Effect Size (R)= $Z/\sqrt{N}$
		Post-ODI	Pre-ODI	Post-ODI score >Pre-ODI	Post-ODI score =Pre-ODI	Post-ODI score <Pre-ODI			
<b>Vigor</b>	At my work, I feel bursting with energy and mentally resilient.	3.00	3.00	111	85	1	-9.899	0.000	0.705 (Large)
	When I get up in the morning, I feel like going to work.	4.00	3.00	110	78	9	-8.923	0.000	0.636 (Large)
	At my work I always persevere, even when things do not go well.	4.00	3.00	123	68	6	-9.932	0.000	0.708 (Large)
<b>Dedication</b>	I find the work that I do full of meaning and purpose	4.00	3.00	120	76	1	-10.053	0.000	0.716 (Large)
	I am enthusiastic about my job and it is challenging	4.00	3.00	117	73	7	-9.347	0.000	0.666 (Large)
	My job inspires me and I am proud on the work that I do	4.00	3.00	117	77	3	-9.808	0.000	0.699 (Large)
<b>Absorption</b>	Time flies when I'm working and is difficult to detach myself from my job.	4.00	3.00	123	72	2	-10.143	0.000	0.723 (Large)
	When I am working, I forget everything else around me and I am immersed in my work.	4.00	3.00	131	64	2	-10.372	0.000	0.739 (Large)
	I feel happy when I am working intensely	4.00	3.00	137	56	4	-10.653	0.000	0.759 (Large)

Note: N=197; Significant level <0.001; Effect Size  $R>0.5$ = Large (Tomczak & Tomczak, 2014; Cohen, 1974)

In general, all the specific behaviors and mood that employees experienced after ODIs have been improved significantly as indicated by the effect size of larger than 0.50. In particular, the majority of the subordinates after ODIs have experienced more of time flies when they are working and it is difficult to detach themselves from their job ( $R=0.723$ ); when they are working, they forget everything else around them and they are immersed in their work ( $R=0.739$ ); They feel happy when they are working intensely ( $R=0.759$ ); they find the work that they do full of meaning and purpose ( $R=0.716$ ); at their work, they feel bursting with energy and mentally resilient ( $R=0.705$ ), and at their work, they always persevere, even when things do not go well ( $R=0.708$ ).



### Employee Work Engagement: Pre-ODIs and Post-ODI, and Effect Size

As illustrated in Table 11 below, the Mean difference of work engagement indicated  $M=0.72$ ,  $SD=0.450$ ,  $P=0.000$ , and the effect size of 1.468. As it is larger than 0.80, it can be said that the effect of ODIs on the overall affective organizational commitment is effective.

**Table 11**

*Comparisons of mean and effect size of each dimension of work engagement*

Dimensions, and Variable	N	Mean		SD		T-test				
		Before	After	Before	After	Mean Differences (Post-Pre)	SD	t	Sig. (2-tailed)	Effect Size (r)
Absorption	197	2.85	3.63	0.304	.493	0.78	0.533	20.598	0.000	1.463
Vigor	197	2.85	3.50	0.288	.514	0.65	0.515	17.715	0.000	1.262
Dedication	197	2.81	3.53	0.322	.579	0.72	0.578	17.511	0.000	1.246
<b>Overall Work Engagement</b>	<b>197</b>	<b>2.84</b>	<b>3.55</b>	<b>0.28</b>	<b>0.46</b>	<b>0.72</b>	<b>0.450</b>	<b>22.35</b>	<b>0.000</b>	<b>1.596</b>

Note: Significance level  $p < 0.001$ ; Effect size  $\geq 0.8$  (Cohen, 1974)

*H1o:* There are no significant effects of ODIs on supportive leadership and its dimensions.

*H1a:* There are significant effects of ODIs on supportive leadership and its dimensions.

The result of t-test analysis indicates that all the dimensions of supportive leadership and overall supportive leadership has changed significantly after ODIs as indicated by large effect sizes of  $Z > 0.80$  and respective P-value of 0.000. Therefore, Null hypothesis is rejected and alternative hypothesis accepted, and concluded that there are significant effects of ODIs on supportive leadership and its dimensions.

*H2o:* There are no significant changes in the condition of perceived supportive leadership, affective organizational commitment, and work engagement of the employees at Gold Power Company before and after ODIs.

*H2a:* There are significant changes in perceived supportive leadership, affective organizational commitment, and work engagement of the employees at Gold Power Company before and after ODIs.

From the results of t-tests, it is evident that supportive leadership, affective organizational commitment and work engagement level have significantly and positively changed as indicated by positive mean difference values and respective P-value of 0.000. Accordingly, Null hypothesis is rejected and alternative hypothesis is accepted. Therefore, it is concluded that there are significant changes in perceived supportive leadership, affective organizational commitment and work engagement of the employees at Gold Power Company before and after ODIs.

### Impact of Supportive Leadership on Affective Organizational Commitment at Post-ODI Stage

To find the impact of supportive leadership on affective organizational commitment, Linear regression analysis is done and summary results are shown in Table 12.

**Table 12**

*Summary of Regression analysis on Supportive leadership and Affective Organizational commitment*

Dependent Variable= Affective Organizational Commitment						
R= 0.947; R Square= 0.896						
The significant level of the overall model= 0.000						
F= 1679.43						
Durbin-Watson = 2.065						
Independent Variables	Beta Value	t	“p” Value	Significant Level	Collinearity Statistics	
					Tolerance	VIF
Overall Supportive Leadership	0.947	40.981	0.000	Very High	1.000	1.000

Note: Significant level <0.001

R-value for this regression model is 0.947, so there is a good relationship between the perception of the overall supportive leadership and affective organizational commitment and this is significant at 0.000 level. As the F value for the model is large enough, beta values and associated t values are significant,  $F(1;195) = 1679.43$ ,  $p = 0.000$ , it can be said that a 1.000-unit increase in the overall supportive leadership will result in a 0.947-unit increase in the level of affective organizational commitment.

### Impact of Supportive Leadership and Affective Organizational Commitment on Work Engagement

For finding the impact of supportive leadership and affective organizational commitment on work engagement, another linear regression analysis is done and the summary of the results are shown in Table 13.

**Table 13**

*Summary of linear regression analysis on Supportive leadership, Affective organizational commitment and Work engagement*

<b>Dependent Variable= Overall Work Engagement</b>						
<b>R= 0.972; R Square= 0.944</b>						
<b>The significant level of the overall model= 0.000</b>						
<b>F= 1648.21</b>						
<b>Durbin-Watson = 1.760</b>						
<b>Independent Variables</b>	<b>Beta Value</b>	<b>t</b>	<b>“p” Value</b>	<b>Significant Level</b>	<b>Collinearity Statistics</b>	
					<b>Tolerance</b>	<b>VIF</b>
Affective Organizational Commitment	0.197	3.763	0.000	Very High	0.104	9.612
Overall Supportive Leadership	0.783	14.916	0.000	Very High	0.104	9.612

Note: Significant level <0.001

As the R-value for this regression model is 0.972, it can be said that there is a good relationship between overall supportive leadership, affective organizational commitment, and work engagement, and this is significant at 0.000 level. As the F value for the model is large enough, and the conclusion for this model is a significant predictor of work engagement,  $F(2;194) = 1648.21$ ,  $p = 0.000$ , and all findings of beta values and associated t values are significant. Therefore, it can be said that a 1.000-unit increase in the Overall Supportive Leadership can result in 0.783 unit increases in the level of work engagement; and a 1.000-unit increase in the level of affective organizational commitment will result in 0.197 unit increases in work engagement.

### **Impacts of Each Dimensions of Supportive Leadership on Work Engagement and Affective Organizational Commitment**

To reveal the impact of each dimension of supportive leadership on affective organizational commitment and each dimension of work engagement, linear regression analyses are done and the results are summarized in the following Table 14.

**Table 14***Impacts of Dimensions of Supportive leadership*

Supportive Leadership Dimensions	Impact from Regression Analyses Beta Value (p- value)				
	Vigor	Dedication	Absorption	Work Engagement	Affective Organizational Commitment
Idealize Influence (Attribute)	0.197** (0.007)	0.170* (0.026)	0.172 * (0.023)	0.207*** (0.000)	0.121** (0.006)
Idealized Influence (Behavior)	0.257*** (0.000)	0.106 (0.137)	0.038 (0.589)	0.155*** (0.000)	0.103* (0.011)
Inspirational Motivation	0.302*** (0.000)	0.035 (0.392)	0.217*** (0.000)	0.214 *** (0.000)	0.177 *** (0.000)
Intellectual Stimulation	0.131* (0.029)	0.235*** (0.000)	0.190** (0.002)	0.217*** (0.000)	0.288 *** (0.000)
Individualized Consideration	0.019* (0.644)	0.221*** (0.001)	0.109 (0.094)	0.144*** (0.000)	0.225*** (0.000)
Contingent Reward	0.072 (0.251)	0.071 (0.279)	0.031 (0.636)	0.068* (0.016)	0.088* (0.019)
Management by Exception (Active)	0.009 (0.898)	0.131 (0.084)	0.227** (0.003)	0.140* (0.016)	0.126** (0.004)

Note: \*\*\* Significant at 0.001; \*\* Significant at 0.01; \* Significant at 0.05

Vigor is mostly affected by idealized influence (behavior) (Beta=0.257; p=0.000) and inspirational motivation (Beta=0.302; p=0.000). Dedication is mostly affected by intellectual stimulation (Beta=0.0235; p=0.000), and individualized consideration (Beta=0.221; p=0.000), while absorption is mostly affected by inspirational motivation (Beta=0.217; 0.000). For overall work engagement, all seven dimensions of supportive leadership affect at different significant level and at different impact level. Five dimensions of supportive leadership according to their impact level on overall work engagement are: intellectual stimulation (Beta=0.217; p=0.000), inspirational motivation (Beta=0.214; p=0.000), idealized influence (attribute) (Beta=0.207; p=0.000), idealized influence (behavior) (Beta=0.155; p=0.000), and individualized consideration (Beta=0.144; p=0.000). Other two dimensions impact less at less significant level, and these in descending order of impact are: management by exception (active) (Beta=0.140; p=0.016), and contingent reward (Beta=0.068; p=0.016). For affective organizational commitment, all seven dimensions of supportive have shown significant impacts, in particular, intellectual stimulation (Beta=0.288; p=0.000), individualized consideration (beta= 0.225; p=0.000), and inspirational motivation (Beta=0.177; 0.000) have shown higher level impacts in descending order.

*H3o:* There are no impacts of supportive leadership on affective organizational commitment and work engagement of the employees at Gold Power Company.

*H3a:* There are significant impacts of supportive leadership on affective organizational commitment and work engagement of the employees at Gold Power Company.

From the above linear regression analyses, both regression models indicate  $R=0.947$ ,  $P=0.000$ ; and  $R=0.972$ ,  $P=0.000$ , therefore, it is found that supportive leadership has significant and positive impact on affective organizational commitment; and combined supportive leadership and affective organizational commitment have significant and positive impacts on work engagement. Moreover, all seven dimensions of supportive leadership have shown different impacts on dimensions of work engagement, overall work engagement, and affective organizational commitment. Therefore, Null hypothesis is rejected and alternative hypothesis is accepted. Accordingly, it can be concluded that there are significant impacts of supportive leadership on affective organizational commitment and work engagement of the employees at Gold Power Company.

### **Summary of Findings, Discussion, and Conclusions**

This action research adopts the change model of Kurt Lewin (Lewin, 1947), which includes unfreeze, change, and refreeze stages. As the ODIs have been implemented as the change process, it is important to perform the refreeze stage to achieve sustainable change and improvements. Among 197 respondents of this research, those managers and employees at GPCL, there are majority of female, age between 30 to 35 years, and with the tenure of 4 to 6 years. After ODIs, mean value of perception on supportive leadership and its constituent dimensions have significantly and positively changed with the mean values between 3.37 and 3.58 and all those changes are statistically significant.

Before ODIs, mean value of supportive leadership and its dimensions fall between 2.79 and 2.86. The effect of changes as indicated by Z scores of between 1.120 and 1.601 pointed out that ODIs have caused positive, large and significant effects on supportive leadership. Level of affective organizational commitment is positively and significantly changed after ODIs as indicated by increases in mean value to 3.55 in post-ODIs from 2.82 in pre-ODIs. Work engagement after ODIs has improved as indicated by mean value of 3.55 which is significantly larger than that of 2.84 before ODIs. It is found that supportive leadership has large, positive and significant impact on affective organizational commitment and work engagement. Affective organizational commitment also has positive and significant impact on work engagement, but the size of impact is smaller than that of supportive leadership as indicated by Beta values of 0.197 and 0.783 respectively.

While overall work engagement and affective organizational commitment are positively and significantly affected at different levels by all seven dimensions of supportive leadership, their impacts on each dimension of work engagement have differed. For vigor, contingent reward and management by exception (active); for dedication, idealized influence (behavior), inspirational motivation, contingent reward and management by exception (active); and for absorption, idealized influence (behavior), individualized consideration, and contingent reward have shown no significant impacts at least at 0.05 level.

Among the supportive leadership dimensions, those of transformational leadership dimensions have more significant impacts on work engagement and affective organizational commitment. This is similar to the findings of Porter (2015) and Xiang et al. (2017), as they pointed out that practicing more transformational leadership behaviors can enhance the work engagement level and commitment level of the employees. The finding of this research highlights the importance of supportive leadership on the enhancement of work engagement of the workforce, and this is in line with the findings of Wilmar (2015), who argued that when superiors use job resources to motivate their subordinates, the result will be the higher level of work engagement. This research found that using dimensions of supportive leadership can increase the affective organizational commitment level and this finding is congruent with those of Parolini (2009), and Pearce and Sims (2002), who stated that there are positive linkages between the use of those supportive leadership behaviors and increased affective organizational commitment of followers. The finding of positive impact of affective organizational commitment on work engagement is in line with the finding of Kuok and Taormina (2015) who pointed out that when workers are emotionally attached to the organization, they found themselves more involved in their jobs.

### **Recommendations**

The ODIs designs and delivery informed the initial impact on the intended changes and may not be effectively adequate for achieving sustainable growth and changes in the GPCL. Accordingly, the following recommendations for a sustainable enhancement of affective organizational commitment and work engagement of the workforce at GPCL is presented. It is recommended that GPCL should conduct subsequent training projects in order to strengthen the supportive leadership practices and people-oriented leadership behaviors among the superiors throughout the organization. The GPCL should strive for continuously align the organizational value with leadership behaviors of those superiors in order to avoid the misalignment between organizational value and leadership practices.

It is recommended for those in middle managers to use supportive leadership practices more when they encounter inefficient subordinates. Those middle managers are encouraged to see their subordinates more of an individual with diverse needs and capabilities and they need to be trained and coached more on how to be more people-oriented and at the same time performing their tasks by achieving highest possible objective results.

At GPCL, in future, HR department should revise the KPIs for those in the supervisory positions by putting more of supportive and people-oriented leadership behaviors when doing performance appraisal. Moreover, HR department should monitor the level of affective organizational commitment and work engagement at least bi-annually or if possible, quarterly in order to mitigate turnover intention and minimize actual HR turnover.

For other researchers, it is recommended to focus their studies on other determinants of affective organizational commitment and work engagement rather than leadership behaviors.

### Limitations and Further Research

The sample is collected only from the baby food industry; the result and interpretation may not represent the relationships and impacts of supportive leadership and work engagement in other industries, even in Myanmar. The workforce in other industries may have different perceptions, opinions towards supportive leadership, including the impact levels on affective organizational commitment and work engagement. With this, it is necessary to conduct further research to include data from across the various private sector industries in Myanmar.

In addition, this research was conducted at one company and not with other baby food companies; therefore, the results may not represent the relationships between supportive leadership, affective organizational commitment, and work engagement of the whole baby food industry in Myanmar.

Finally, considering the cultural difference, the future study could further deep dive into how local culture influences affective organizational commitment, work engagement, and leadership capability whereby leadership style in Myanmar setting may not exactly be replicated from the West.

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