

## **An Organization Development Intervention on Perceived Organization Support, Supervisor Feedback Environment, Supervisory Communication and Trust to Improve Supervisor-Subordinate Relationships:**

An Action Research Study in a Dessert Café and Restaurant, Phi Phi Island, Thailand

**Ananya Phunthasaen**

Lecturer, Martin de Tours School of Management and Economics  
Assumption University ,Thailand

**Sming Chungviwatanant, Ph.D.**

Lecturer , Graduate School of Business  
Assumption University , Thailand

Submitted: 22 October 2019

Double Blind Peer Reviewed

Accepted for publication : 20 November 2019

### **Abstract**

This research investigates the impact of Organization Development Intervention (ODI) on Perceived Organization Support (POS), Supervisor Feedback Environment, Supervisory Communication, and Trust to increase the level of Supervisor- Subordinate Relationships, conducted in a small sized dessert café-restaurant on Phi Phi Island, Krabi province, Thailand. Nine Organization development interventions (ODIs) were implemented over a five month period from January-May, 2019 and conducted with 18 participants, who are the store supervisors and operation staffs of the dessert café-restaurant in this study. Both quantitative (survey questionnaire) and qualitative (observation and in-depth interview) methods were used in the process of collecting and analyzing data in this study. The research was conducted using the concept of action research. The findings indicated that (1) There are differences between the Pre and Post organization development interventions (ODIs) on Perceived Organization Support (POS), Supervisor Feedback Environment, Supervisory Communication, Trust and Supervisor- Subordinate Relationships; and (2) Perceived Organization Support (POS), Supervisor Feedback Environment, Supervisory Communication, Trust and Supervisor- Subordinate Relationships showed statistically significant increases after ODI.

**Keywords:** organization development intervention, supervisor-subordinate relationship, perceived organization support , supervisor feedback environment , supervisory communication, trust

### **Introduction**

In order to survive in today's fast moving competitive world and gain competitive advantages, there are many new challenges and more complex situations that organizations have to confront. Organizations need to focus not only on good strategies or new technologies, but also on the human asset; without whose energy, support and commitment, business functions will not be ready. "Employees are the key to success in organizations; they are the driving engine of organizations" (Phakdeesattayaphong &

Chungviwatanant, 2014; Lu, 2015; Wongborphid & Kim, 2017). In an organization, employees develop a variety of relationships in order to perform works, obtain resources, make decisions and give emotional support. Relationships in the organization have come to form the very foundation (Ferris, et al., 2009). If compared between supervisor-subordinate relationships and co-worker relationships, the former are more profitable. In addition, high quality of supervisor-subordinate relationships show several positive outcomes (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). Therefore, building a higher level of supervisor-subordinate relationships can be one of the organizational strategies in order to help the organization gain competitive advantage and create organizational success.

This research is a case study at a small sized dessert café-restaurant on Phi Phi Island, Krabi province, Thailand, which is referred to as “Restaurant X” in this study. Restaurant X is located in front of Aonang beach, Phi Phi Don Island. Restaurant X was established since 2015 and has been managed by two young owners. Restaurant X consists of 18 full-time workers, of which 3 are store supervisors and 15 are operation staffs. The organizational assessment used Adizes’s organization life cycle, Preziosi’s organization diagnosis, SWOT analysis, observation of workplace behavior, and in-depth interviews. All staff members provided information and understanding on the existing situation and enabled the researcher to identify the areas in the Restaurant X that need improvement. Interpersonal conflicts, unprofessional working behavior of employees, low levels of trust, and lack of supervisory skill were identified as areas needing to be addressed.

The priority for the executive team is to focus on their employees’ behavior and relationships to become more professional during working, more harmonious and able to work together smoothly without conflict. Employees are important resources and an important contributing factor to customer satisfaction--which is the desired outcome of the service organization. Therefore, in order to achieve a successful transformation of the Restaurant X, this research intends to improve the supervisor- subordinate relationship through the improvement of perceived organization support (POS), effective supervisor feedback and communication, and trust.

## **Review of Related Literature**

### **Supervisor-Subordinate Relationships**

In an organization, a supervisor and subordinate relationship is considered as a vertical relationship in which the supervisor is assumed to be an embodiment of authority as perceived by employees (Graen & Uhl-Bien, 1995). The supervisor is the representative of the organization who is close to employees and viewed as the nature source who provides the value and information about the organization to his/her subordinates. Thus, a good relationship between a supervisor and subordinates can also bring about a good relationship between an organization and its employees (Rhoades & Eisenberger, 2002).

There have been several pieces of empirical evidences related to supervisor-subordinate relationships topic. However, the most widely accepted theory regarding supervisor-subordinate relationships, standing out among many scholars is the Leader-Member Exchange (LMX) theory. LMX theory has been continuously studied over the past four decades and served as the basis of more than 700 journal articles have been studying about supervisor-subordinate relationships. The LMX theory laid the foundation for most of empirical research studies in order to understand the relationship between the supervisor and subordinates. LMX theory describes how leaders develop different exchange relationships over time with various subordinates of the same group. The LMX model is based on the concept that role development will naturally result in different levels of the quality of relationships (Day & Miscenko, 2015). In this research, LMX theory is well suited to the focal organization situation since supervisors who function as leaders, developed a variety of roles with their subordinates and lead to different levels of the quality of relationship among the dyad.

In LMX, a leader is the one who is held responsible for communicating an organization's vision, mission and goal, motivates and encourages his followers, and has the interpersonal skills to build consensus and desire to lead (Kelley, 1988). This is referred to as the supervisor. Followers are the ones who share a mutual purpose with their leader, have faith in what the organization desires to achieve, and work for both the leader and the organization success (Chaleff, 2008). This is referred to as the subordinates. In the relationship, the leader is not over or better than the follower, but they are viewed as equals. The development through the series of social exchange relationship are defined as the quality of exchange relationship between supervisor and subordinates or LMX. The LMX ranges along the continuum from low quality of LMX relationship, based on the employment contract to the high quality of LMX relationship, which is the relationship moving beyond the job description (Graen & Uhl-Bien, 1995).

It is agreed among academics and practitioners that there are significant benefits of a high level of supervisor-subordinate relationship. A high level of supervisor-subordinate relationship (high quality of LMX) demonstrates several positive outcomes on both individual (i.e. job satisfaction, job performance, turnover intention, role conflict, role ambiguity, and burnout) and organization (i.e. organizational commitment, organization citizenship behavior, and actual turnover) (Gerstner & Day, 1997; Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Day & Miscenko, 2015). Therefore, building a higher supervisor and subordinate relationship is important to an organization since it leads to the organization's success. This is so because supervisors can persuade their subordinates to be committed to the organization (Wayne, Shore, Bommer, & Tetrick, 2002). Subordinates who experienced high quality of LMX are deemed to be committed to the organization, perform beyond in-role behavior, provide extra effort, engaged in OCB, and are willing to drive the company success because they are attached and loyal to their supervisor (Rhoades & Eisenberger, 2002).

### **Drivers of Supervisor-Subordinate Relationships**

There are many empirical studies on exploring the drivers of supervisor-subordinate relationships with both academics and practitioners which there are several drivers that could affect the level of supervisor-subordinate relationships, such as leader characteristic, follower characteristics, dyadic interactions, and leader trust (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). In this research, there are four drivers of supervisor-subordinate relationship were chosen based on the initial analysis of the focal company, including perceived organization support (POS), supervisor feedback environment, supervisory communication, and trust.

### **Perceived Organization Support (POS)**

Perceived Organization Support (POS) is defined as the employees' perception that their organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). POS are generally viewed as the organization's contribution to a positive reciprocity dynamic with their employees, in which employees tend to perform better to pay back when they received rewards and favorable treatment from the organization. In an organization, supervisors act as the organizational agents who provide favorable treatment from the organization to their subordinates. Hence, employees who receive beneficial treatment from the supervisor tend to contribute to POS.

The supervisor is viewed as the pillar that facilitates and develops the exchange relationship due to the fact that the supervisor has an interpersonal relationship with their employees and can also influence the exchange relationship between their subordinates and the organization (Cropanzano & Mitchell, 2005). Many previous studies found that employees' perceived organization support (POS) and supervisor-subordinate relationship is positively related and found to be a reciprocal relationship related (Wayne et.al., 1997; Masterson et al., 2000; Eisenberger, et al., 2014).

### **Supervisor Feedback Environment**

The conceptualization of the feedback environment focuses on supportive continuous feedback interaction and day to day process rather than to the formal appraisal feedback session (Steelman, Levy, & Snell, 2004). In an organization, supervisor is responsible for communicating organization decisions to subordinates, can influence subordinates to perform work due to the position (Rosen, Levy, & Hall, 2006), and continuous feedback exchange between the supervisor and subordinates can also increase the effectiveness performance management (O'Leary & Pulakos, 2011). Therefore, this study focuses on the supervisor as a source of feedback environment, which is in line with previous studies (Anseel & Lievens, 2007; Sparr & Sonnentag, 2008; Dahling & O'Malley, 2011). Supervisor feedback environment is defined as the extent to which employees perceive that their supervisor frequently or infrequently provides different forms of feedback in day to day working experience (Steelman, Levy, & Snell, 2004).

There are several studies that found a connection between supervisor feedback environment and a variety of work-related outcomes; supervisor-subordinate relationship (Steelman, Levy, & Snell, 2004; Dahling, Chau, & O'Malley, 2012; Peng & Lin, 2016),

organization citizenship behavior (OCB) (Lonsdale, 2016), job satisfaction, affective commitment, perception of politics, trust, and role ambiguity (Rosen, Levy, & Hall, 2006).

### **Supervisory Communication**

Generally, communication always occurs in the workplace which can be both work-related and social. Supervisor and subordinate communication are found to have a significant relationship with working relationships and work-related outcomes (Yrle, Hartman, & Galle, 2003). Supervisor and subordinate communication also known as supervisory communication, is defined as a process and interaction that has been practiced by superiors toward subordinates with the intention to achieve their task goals and maintain their relationships (Miles, Patrick, & King, 1996). Several studies found a positive relationship between supervisory communication and positive organizational outcomes such as job satisfaction (Tasnim & Akkas, 2017), work engagement (Wongborphid & Kim, 2017), organization commitment (Miles, Patrick, & King, 1996), burnout and turnover intention (Kim & Lee, 2009), and supervisor-subordinate relationship (Bakar, Mustaffa, & Mohamad, 2009). Therefore, building effective communication between supervisor and subordinates need to be considered in the organization.

### **Trust**

Trust development is shown as the most important element in the person's experiential process of learning as trustworthiness of others in developed through interaction among them over time. Trust is an indicator of growing a relationship among members of the dyad. (Mayer, Davis, & Schoorman, 1995; Lewicki & Wiethoff, 2000). Trust creates and add value to an organization. Trust enhances the knowledge creation and information flow in the organization, and help to improve interaction, relationship, and cooperation among organizational members. In an organization, supervisor and subordinate relationships are important and possibly the most important working relationship (Morrison, & Cooper-Thomas, 2013). A high level of trust from subordinates toward their supervisor results in several outcomes, including organization citizenship behavior (Ferrin & Dirks, 2002; Colquitt, Scott, & LePine, 2007) shares more information (Dirks & Ferrin, 2001), and enhances supervisor-subordinate relationships (Scandura & Pellegrini, 2008; Chen, Lam, & Zhong, 2012; Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). When a subordinate has highly trusted his/her supervisor, he/she would like to share information, and have interaction and cooperation with their supervisor in order to achieve expected outcomes, thus leading to a higher supervisor-subordinate relationship (Chen, Lam, & Zhong, 2012).

### **Conceptual Framework**

According to the initial analysis of the focal company and the review of related literature, the increase of perceived organization support (POS), supervisor feedback environment, supervisory communication, and trust, may lead to higher level of supervisor-subordinate relationship. The theoretical framework was developed through

the synchronization of previous empirical studies related with Leader-Member Exchange (LMX) theory. There are various theories and concepts pinned down to a more concrete theoretical framework to form an anchor for this research. The framework adopts the six main concepts of Leader-Member Exchange (LMX) (Dulebohn et al., 2012), social exchange perspective between perceived organization support (POS) and LMX (Wayne, Shore and Liden, 1997), feedback environment (Steelman, Levy, and Snell, 2004), trust model (Mayer, Davis and Schoorman, 1995), and supervisory communication (Miles, Patrick and King, 1996). This allows the researcher to create a conceptual framework of this study following the ideas of the theoretical framework. The conceptual framework of this study focuses on four independent variables; perceived organization support (POS), supervisor feedback environment, supervisory communication, and trust. While the dependent variable of this study is supervisor-subordinate relationship.

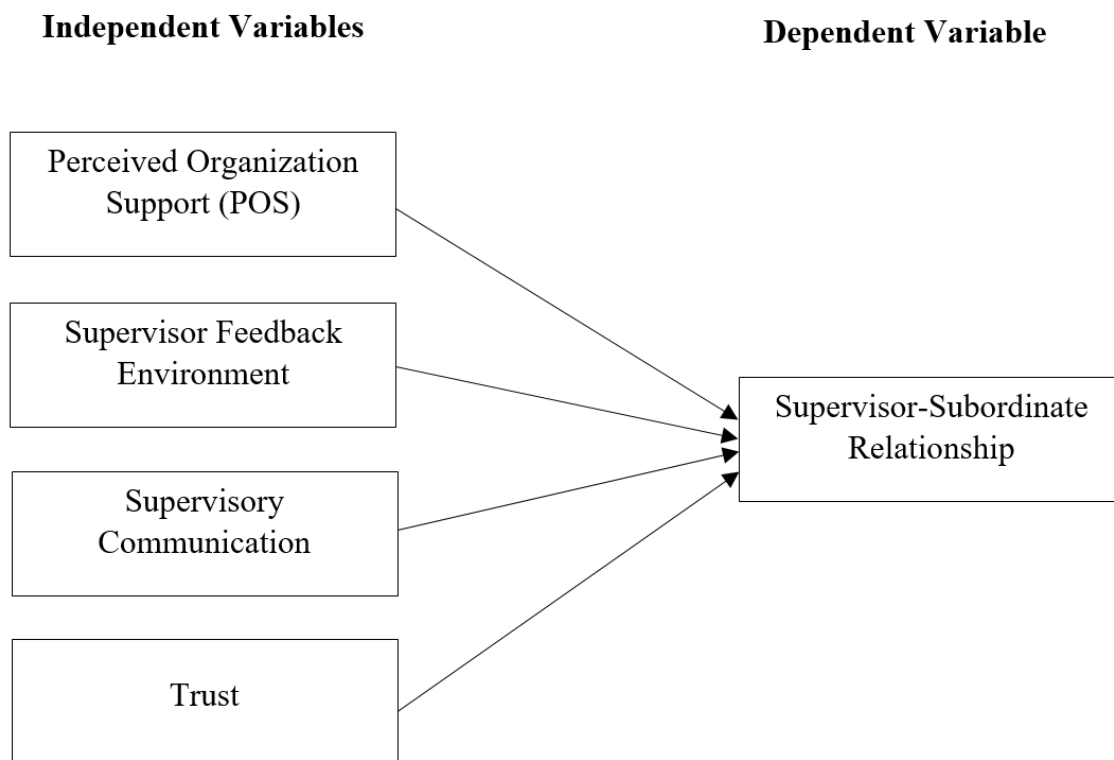


Figure 1: Conceptual Framework

### Action Research Framework

An action research framework consists of three stages, which are Pre-ODI, ODI, and Post- ODI, as shown in the Figure 2.

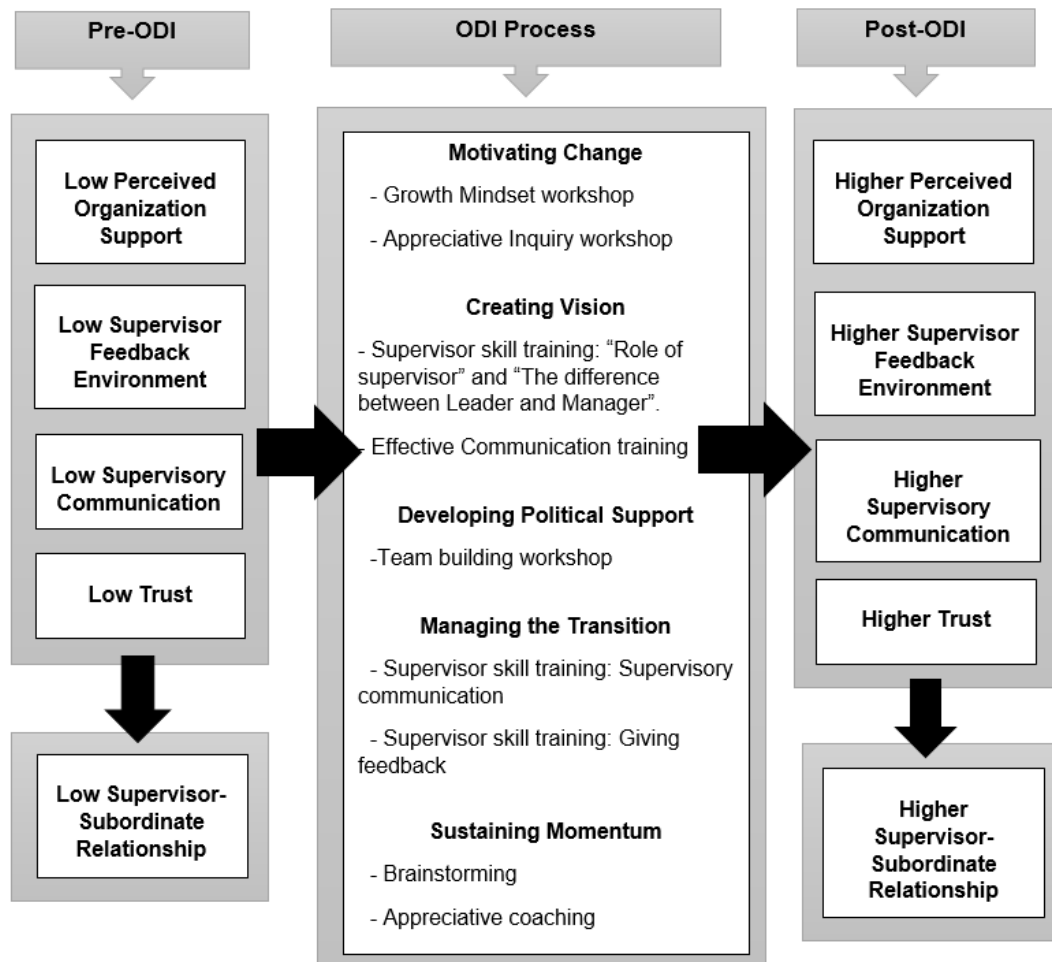


Figure2: Action Research Framework

- **Pre-ODI Stage**

Pre-ODI stage was the stage that explored the current situation of the focal organization by using both quantitative and qualitative methods. The methods included one-on-one in-depth interviews, observation and questionnaire. The objective of this stage was to understand the existing situation of Restaurant X on Perceived Organization Support (POS), Supervisor Feedback Environment, Supervisory Communication, Trust and Supervisor-Subordinate Relationships. It also explored the needs of the owners in the areas where they are willing to make improvement, and also the limitations of the organization.

- **Organization Development Intervention (ODI) Stage**

The design of OD interventions of this study applied the effective change management concept (Cummings& Worley, 2009) to be the framework in order to plan

the appropriate intervention to achieve a desired stage. There are five stages of effective change management, including motivating change, creating a vision, developing political support, managing transition and sustaining momentum. The independent variables of this study are placed at each change stage to create appropriate ODI in order to achieve objectives and desired outcomes.

### ***Stage 1 – Motivating Change***

The purpose of this stage is to allow participants to understand and realize the need for change, be willing to change by themselves without the feeling of being forced to, and perceived that the organization are concerned about them making change happen. Therefore, in order to motivate change among members, the researcher implements Growth Mindset and Appreciative Inquiry (AI) workshops for participants. The Growth Mindset workshop allows the participants to believe in their own abilities to develop themselves and learn how to respond to changes and challenges in the organization. The AI workshop generates positive psychology in order to lead participants to think of the appreciative goal, plan step by step and pursue it by focusing mainly on strengths and opportunities. This makes participants realize positive change and can sense the necessity of a change for the better in the future. Perceived organization support (POS) variable is placed on this stage in order to make employees perceived that the organization are concerned on their thinking and feeling while making change happen, and would like to support them during changing process.

### ***Stage 2 –Creating a Vision***

The purpose of this stage was to deliver the organization's goal and the hoped for the best outcomes. It also explored the reasons why the organization needs to change and how it is worthy of the effort. Therefore, the variable of Perceived Organization Support (POS) and Supervisory Communication in this study were placed in this stage in order to communicate the organization values and how the organization will support members along the change process. The researcher has applied supervisory skill training on the topic of "Role of Supervisor" and "The Difference between Leader and Manager" with all three-store supervisors in this stage to help them realize how their position important to the organization and how they can help their organization reach expected outcomes. The organizational vision and goals are shared with all store supervisors clearly to make them see clearly picture what the organization will want to be or want to accomplish in the future. The activities applied in this intervention to make all store supervisors feeling value and be a part of the organization, and would like to help the organization reach expected goal. Another intervention in this stage is an effective communication training and workshop was applied to all employees to allow the participants to understand the vision, organization's values and expected outcomes with the intention to create alignment between the organization and the employees. In addition, effective communication training aimed at improving the flow of the communication and be able to communicate appreciatively among all members in the organization was conducted.

### ***Stage 3 – Developing Political Support***



The purpose of this stage is to gain the support and collaboration from members of the organization in the change process. Therefore, the variable of Trust in this study is placed in this stage in order to generate a trust environment and a positive relationship with the intention to support changes in the organization. Thus, team building activities were implemented as intervention in order to build a pleasant environment and trust for change, and allow all the participants to involve in the change process.

#### ***Stage 4 – Managing the Transition***

The purpose of this stage was the thinking, learning and managing the process of change in the organization, which leads the organization from the existing situation to the desired outcomes in the future. Therefore, Supervisory Communication and Supervisor Feedback Environment variables in this study were placed in this stage. Supervisory skill trainings for supervisors were chosen to be an intervention in this stage in order to train supervisors how to communicate and give feedback to their subordinates. This is to facilitate smooth transition of change and resolve the conflict that happens in the organization through appreciative communication and feedback.

#### ***Stage 5 – Sustaining the Momentum***

The purpose of this stage was to sustain energy and support, commitment and reinforcement for carrying the change through the completion. The Perceived Organization Support (POS) variables in this study were placed in this stage to sustain the change in the organization. Brainstorming and Appreciative Coaching were used as an intervention in this stage. Brainstorming allows every member to participate and share their ideas how to sustain the change and how to help the organization transform to be the best workplace that everyone work together happily. In addition, brainstorming generated useful ideas that may not occur to an isolated individual puzzling over a problem, but the group itself gained strength and confidence as it improved their ability to brainstorm effectively. Moreover, Appreciative Coaching with all participants individually was placed as an intervention to coach and inspire them to believe in their own ability, develop themselves and learn, increase effort in dealing with challenges that may occur in the future, and have a positive attitude toward self and the organization for the long term.

- **Post-ODI Stage**

Post-ODI stage is the stage that evaluates the intervention activities implemented in the ODI stage. At this stage, researcher discuss on the improvements after ODI stage and gather the feedback from the owners and all the staffs. The same set of questionnaire was used to measure Perceived Organization Support (POS), Supervisor Feedback Environment, Supervisory Communication, Trust and Supervisor-Subordinate Relationships level. An in-depth interview with all participants was also used to collect the data in order to support the quantitative study.

### **Research Hypothesis**

Based on the conceptual framework the following hypotheses were tested:

**Hypothesis 1:** There is a difference between pre and post ODIs on perceived organization support (POS).

**Hypothesis 2:** There is a difference between pre and post ODIs on supervisor feedback environment.

**Hypothesis 3:** There is a difference between pre and post ODIs on supervisory communication.

**Hypothesis 4:** There is a difference between pre and post ODIs on trust.

**Hypothesis 5:** There is a difference between pre and post ODIs on supervisor-subordinate relationships.

### **Research Methodology**

The objective of this study was to improve the supervisor-subordinate relationship in the focal organization through the improvement of perceived organization support (POS), supervisor feedback environment, supervisory communication and trust. An action research is an appropriate approach used for this study since it focuses on improving a social issue that affects people's lives done through people interactions and relationships during the intervention process. The researcher used both quantitative and qualitative methods in the process of collecting and analyzing data in this study via survey questionnaire, observation, and in-depth interview. Nine organization development interventions (ODIs) were developed from January-May, 2019 and conducted on the 18 participants which included 3 store supervisors and 15 operation staffs of Restaurant X.

- **Pre-ODI stage**, this stage aimed to investigate the current situation of perceived organization Support (POS), supervisor feedback environment, supervisory communication, trust and supervisor-subordinate relationship in the focal organization by using both quantitative and qualitative methods. The methods included one-on-one in-depth interviews, observation and a questionnaire.
- **ODI stage**, the ODI stage is the process of implementing the designed intervention of the focal organization. The intervention activities were designed to improve the supervisor-subordinate relationship through the improvement of perceived organization support, supervisor feedback environment, supervisory communication and trust. The intervention period began on January 2019 and ended in May 2019. There were nine ODI activities including: Growth Mindset Workshop, Appreciative Inquiry (AI) Workshop, Supervisory Skill Training and Workshop (Role of Supervisor, Supervisory Communication, and Giving Feedback), Effective Communication Training and Workshop, Team Building, Brainstorming and Appreciative Coaching implemented in this study. The ODI activities were chosen based on the independent variables of this study and align with the focal organization assessment.
- **Post-ODI stage**, the Post-ODIs was conducted during June 2019. The researcher used the same set of questionnaires from Pre-ODI stage to collect the data

alongside with the owners and employee dialogues with the intention to seek their opinion and gather deep information. The actions at this stage were done with the purpose to explore the impact of the designed intervention of this current study on the variables and the comparison with Pre-ODI period, discussion on the improvements, and gather the feedback from the owners and all the staffs. At the end of the process, the results were presented to the owners of the focal organization.

### **Data Collection and Analysis Tools**

All questionnaires were translated into Thai version and have been reviewed by three peer reviewers for content validity test. The reliability test were used to test the questionnaire construct by applying Cronbach's Alpha reliability analysis in this study, which Cronbach's Alpha value reported range from 0.919 to 0.980, which is greater than 0.7. Therefore, the questionnaires in this current study were reliable (Sekaran & Bougie, 2016). The survey questionnaire instruments, using Likert scales, were gathered from associated literatures including Liden and Maslyn (1998); Mayer and Davis (1999); Miles, Patrick and King (1996); Rhoades and Eisenberger, (2002); and Steelman, Levy and Snell (2004).

The researcher used several methods and different instruments to analyze the data. A content analysis was used to analyze the qualitative data sets to validate the statistical analysis. The Median, Interquartile Range, Wilcoxon Signed-Rank Test, and Percentage Improvement were used to analyze the quantitative data. The researcher used Nonparametric statistical tools to analyze quantitative data because the number of the respondents were small (N=18) and the data may not be normally distributed. The SPSS program was used as a computing tool for the data analysis in this study.

### **Discussion of Results**

#### **Demographic Profile of Participants**

Demographic profiles of the respondents in this study shows that 18 respondents-employees; 3 are store supervisors and 15 are operation staffs. Majority of the respondents are male (55.56%). The demographic results show that the respondents were from those aged between 21-25 years old (50%) follow by aged between 26-30 years old (27.78%) respectively. In addition, 1-2 year working experience are the majority (44.44%) while less than 1 year working experience are the minority (16.67%). Moreover, most of the employee's highest educational background is vocational certificate/high school (88.89%).

#### **Research Outcome**

The results show that all variables had improved after the organization development interventions (ODIs) as evidenced by quantitative and qualitative data. There is a statistical significance on the median score of perceived organization support (POS), supervisor feedback environment, supervisory communication, trust and supervisor-subordinate relationship at the Post-ODI stage. The greatest improvement was

trust at 33.33% while perceived organization support (POS) and supervisor feedback environment showed the least improvement at 20% and supervisory communication showed improvement at 23.08%. For supervisor-subordinate relationship, the variable showed improvement at 28.57%. In addition, qualitative data conducted through executive dialogue with the owners, in-depth interviews with all store supervisors and operation staffs as well as the researcher’s observations aligned with quantitative result. A summary of connection between quantitative and qualitative results of this study is found in the following table.

Table 1

*Summary of the Connection between Quantitative and Qualitative Results*

Variable	Descriptive Statistical Result		% Improvement	Summary of Qualitative Result after ODIs
	Pre-ODI Median	Post-ODI Median		
Perceived Organization Support (POS)	(7-point scale) 5	(7-point scale) 6	20%	<ul style="list-style-type: none"> <li>- All employees perceived that the organization provides enough support to the employees.</li> <li>- Store supervisors can fulfill and support their subordinates instead of the organization.</li> <li>- When the employees need help or have problems with work-related issues, the organization can support them.</li> <li>- The organization cares for their employees’ health and well-being.</li> <li>- Employees feel valued and being one part of this organization, while the organization perceived that employees are important and value resources of the organization.</li> </ul>
	(7-point scale)	(7-point scale)		- Operation staffs perceived that both favorable and unfavorable

Supervisor Feedback Environment	5	6	20%	<p>feedback from store supervisors is beneficial for them to use as a guideline to improve themselves.</p> <ul style="list-style-type: none"> <li>- Operation staffs frequently received both favorable and unfavorable feedback from their store supervisors now.</li> <li>- When giving feedback, all store supervisors tend to be more concern on their subordinates' feeling.</li> <li>- All operation staffs feel comfortable to ask for suggestion and feedback from store supervisors.</li> </ul>
Supervisory Communication	(5-point scale) 3.25	(5-point scale) 4	23.08%	<ul style="list-style-type: none"> <li>- Better appreciative communication among employees occur in the organization. Every employee seems to be more aware on both verbal (wording) and non-verbal communication (facial expression and body language).</li> <li>- Operation staffs feel more comfortable to talk and ask for advice from store supervisors in both work and personal issue.</li> <li>- The related information flowed to all employees in the organization and employees received enough information to perform the work.</li> </ul>
	(5-point scale)	(5-point scale)		<ul style="list-style-type: none"> <li>- All operation staffs tend to be more trust store supervisors' skills and ability to perform work.</li> </ul>

Trust	3	4	33.33%	<p>They agree that the store supervisors are well qualified.</p> <ul style="list-style-type: none"> <li>- Operation staffs perceived that their store supervisors remain neutral, being justice, and quite fair to everyone</li> <li>- Employees tend to be more trust each other and willing to share their personal life together.</li> <li>- Employee’s behavior tends to change positively that why they tend to be more trust and unity.</li> </ul>
Supervisor-Subordinate Relationship	(5-point scale)  3.5	(5-point scale)  4.5	28.57%	<ul style="list-style-type: none"> <li>- Store supervisors and their subordinates can work well together. Both store supervisor and operation staffs have changed their behavior in the positive way. The store supervisors tend to be friendlier, more calm, and communicate more with their subordinates while operation staffs are more responsible in their job. These are the reason why the relationship between them are much better now.</li> <li>- Better working atmosphere, everyone seems to be happy to work together.</li> <li>- Employees willing to support each other and work together as a family.</li> <li>- Employees are very united now.</li> </ul>

**Hypothesis Testing**

**Hypothesis 1 – Hypothesis 5** were formulated and Wilcoxon Signed Rank Test was used to test these hypotheses. The results are shown in the following Table 2.

Table2

*Wilcoxon Signed Rank Test*

Variable		N	Mean Rank	Sum of Ranks	Test Statistics	
					Z	Sig. (2-tailed)
<b>Pair 1: Post- Pre Perceived Organization Support (POS)</b>	Negative Rank	2 <sup>a</sup>	2.50	5.00	-3.140	.002
	Positive Rank	13 <sup>b</sup>	8.85	115.00		
	Ties	0 <sup>c</sup>				
	Total	15				
<b>Pair 2: Post- Pre Supervisory Feedback Environment</b>	Negative Rank	0 <sup>d</sup>	.00	.00	-3.409	.001
	Positive Rank	15 <sup>e</sup>	8.00	120.00		
	Ties	0 <sup>f</sup>				
	Total	15				
<b>Pair 3: Post- Pre Supervisory Communication</b>	Negative Rank	1 <sup>j</sup>	3.50	3.50	-3.215	.001
	Positive Rank	14 <sup>k</sup>	8.32	116.50		
	Ties	0 <sup>l</sup>				
	Total	15				
<b>Pair 4: Post- Pre Trust</b>	Negative Rank	1 <sup>g</sup>	1.00	1.00	-3.356	.001
	Positive Rank	14 <sup>h</sup>	8.50	119.00		
	Ties	0 <sup>i</sup>				
	Total	15				
<b>Pair 5: Post- Pre Supervisor-Subordinate Relationship</b>	Negative Rank	0 <sup>m</sup>	.00	.00	-3.418	.001
	Positive Rank	15 <sup>n</sup>	8.00	120.00		
	Ties	0 <sup>o</sup>				
	Total	15				

**Hypothesis 1: There is a difference between pre and post ODIs on perceived organization support (POS).**

The Wilcoxon signed rank test of Pre-ODI and Post-ODI of Perceived Organization Support (POS) shown in Table 2, indicated that  $z = -3.140$  and the p value of the pair showed .002 less than .05 (at 95% Confidence Interval of the Difference). It shows there is a statistically significant difference between Pre and Post ODI. Therefore, the finding *support H1* that there is a statistically significant difference between pre and post ODIs on perceived organization support (POS).

**Hypothesis 2: There is a difference between pre and post ODIs on supervisor feedback environment.**

The Wilcoxon signed rank test of Pre-ODI and Post-ODI of supervisor feedback environment shown in Table 2, indicated that  $z = -3.409$  and p value of the pair showed .001 less than .05 (at 95% Confidence Interval of the Difference). It shows there is a

statistically significant difference between Pre and Post ODI. Therefore, the finding **support H2** that there is a statistically significant difference between pre and post ODIs on supervisor feedback environment.

**Hypothesis 3: There is a difference between pre and post ODIs on supervisory communication.**

The Wilcoxon signed rank test of Pre-ODI and Post-ODI of supervisory communication shown in Table 2, indicated that  $z = -3.215$  and p value of the pair showed .001 less than .05 (at 95% Confidence Interval of the Difference). It shows there is a statistically significant difference between Pre and Post ODI. Therefore, the finding **support H3** that there is a statistically significant difference between pre and post ODIs on supervisory communication.

**Hypothesis 4: There is a difference between pre and post ODIs on trust.**

The Wilcoxon signed rank test of Pre-ODI and Post-ODI of trust shown in Table 2, indicated that  $z = -3.356$  and p value of the pair showed .001 less than .05 (at 95% Confidence Interval of the Difference). It shows there is a statistically significant difference between Pre and Post ODI. Therefore, the finding **support H4** that there is a statistically significant difference between pre and post ODIs on trust.

**Hypothesis 5: There is a difference between pre and post ODIs on supervisor-subordinate relationships.**

The Wilcoxon signed rank test of Pre-ODI and Post-ODI of supervisor-subordinate relationship shown in Table 2, indicated that  $z = -3.418$  and p values of the pair showed .001 less than .05 (at 95% Confidence Interval of the Difference). It shows there is a statistically significant difference between Pre and Post ODI. Therefore, the finding **support H5** that there is a statistically significant difference between pre and post ODIs on supervisor-subordinate relationship.

### Conclusion

This research aims to improve perceived organization support (POS), supervisor feedback environment, supervisory communication, and trust in order to improve supervisor-subordinate relationships through the organization development interventions (ODIs) for Restaurant X on Phi Phi Island in Thailand. The findings indicate that after organization development interventions (ODIs), perceived organization support (POS), supervisor feedback environment, supervisory communication, trust and supervisor-subordinate relationship in this focal organization has improved.

In addition, qualitative data support the findings that participants showed increases in the relationship between store supervisors and subordinates, and among their colleagues. Every participant stated that the relationship among employees in the focal organization are much better when compared with the Pre-ODIs period. The conflict among employees hardly exists now in the organization and the working atmosphere is very good. Participants are happy, and they enjoy working with each other, be more



responsible in their job, and willing to help each other in order to make the organization success. The results reflect that the focal organization is moving on the positive direction in pursuit of their store supervisor and their subordinate relationship goals, which can be one of the organizational strategies in order to sustain organizational success and gain competitive advantage in the industry.

### **Recommendation for Further Research**

The focal organization of this current study is a small-sized service business, which only has limited the number of the respondents. Further study should consider the development of supervisor-subordinate relationship in larger service organizations in order to have larger number of the participants so as to gain deeper understanding toward the nature of supervisor-subordinate relationship. In addition, other type of business can be considered in order to apply the conceptual framework of this study to other cultural context to see if there is any difference. This could also help find appropriate approach of ODIs develop supervisor-subordinate relationship among various organization circumstances.

Moreover, leadership styles and characteristics of supervisors should be another area to be explored. Due to the nature of Thai organizations, supervisor or team leader is an important person to manage, guide, motivate and lead their subordinates in order to work and help the organization to achieve its goal and desired outcomes. There are some previous studies related with leader's characteristic and its impact toward subordinates' behaviors and supervisor-subordinate relationships but they are in western context. However, different contexts may lead to different outcomes. Therefore, studying leader's characteristics and its impact toward subordinates' behaviors and supervisor-subordinate relationships in Thai context are required in order to extent the knowledge in supervisor-subordinate relationship. As competitions nowadays become much harder, continuous development of the leader is required in order to help organization succeed in which ODIs could be a tool to support the organizations to reach expected outcomes and gain competitive advantage in the industry.

### **References**

- Anseel, F., & Lievens, F. (2007). The Long-Term Impact of the Feedback Environment on Job Satisfaction: A Field Study in a Belgian Context. *Applied Psychology: An International Review*, 56(2), 254-266. doi:10.1111/j.1464-0597.2006.00253.x
- Bakar, H. A., & Mustaffa, C. S. (2008). Relationship Between Superior-Subordinate Relationships Quality and Group Commitment: The Mediating Factor of Superior-Subordinate Communication. *Jurnal Komunikasi ; Malaysian Journal of Communication*, 24, 20-33.
- Bakar, H. A., Dilbeck, K. E., & McCroskey, J. C. (2010). Mediating Role of Supervisory Communication Practices on Relations Between Leader-Member Exchange and

- Employee Commitment to Workgroup. *Communication Monographs*, 77(4), 637-656.
- Bakar, H. A., Mustaffa, C. S., & Mohamad, B. B. (2009). LMX quality, supervisory communication and team-oriented commitment. *Corporate Communications An International Journal*, 14(1), 11-33. doi:10.1108/1356328091093105
- Brower, H. H., Schoorman, F. D., & Tan, H. H. (2000). A Model of Relational Leadership: The Integration of Trust and Leader-Member Exchange. *Leadership Quarterly*, 11(2), 227-250.
- Chaleff, I. (2008). *Creating new ways of following*. In: Riggio R, Chaleff I and Lipman-Blument J (eds) *The Art of Followership: How Great Followers Create Great Leaders and Organizations*. San Francisco: Jossey-Bass.
- Chen, Z., Lam, W., & Zhong, J. A. (2012). Effects of perceptions on LMX and work performance: Effects of supervisors' perception of subordinates' emotional intelligence and subordinates' perception of trust in the supervisor on LMX and, consequently, performance. *Asia Pacific Journal of Management*, 21(1), 1-20. doi:10.1007/s10490-010-9210-z
- Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, Trustworthiness, and Trust Propensity: A Meta-Analytic Test of Their Unique Relationships With Risk Taking and Job Performance. *Journal of Applied Psychology*, 92(4), 909-927. doi:10.1037/0021-9010.92.4.909
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874-900. doi:10.1177/0149206305279602
- Cummings, T. G., & Worley, C. G. (2009). *Organization Development & Change*. Ohio: South-Western Cengage Learning.
- Dahling, J. J., & O'Malley, A. L. (2011). Supportive Feedback Environments Can Mend Broken Performance Management Systems. *Industrial and Organizational Psychology*, 4(2), 201-203. doi:10.1111/j.1754-9434.2011.01327.x
- Dahling, J. J., Chau, S. L., & O'Malley, A. (2012). Correlates and Consequences of Feedback Orientation in Organizations. *Journal of Management*, 38(2), 531-546. doi:10.1177/0149206310375467
- Day, D. V., & Miscenko, D. (2015). Leader-Member Exchange (LMX): Construct Evolution, Contributions, and Future Prospects for Advancing Leadership Theory. doi:10.1093/oxfordhb/9780199326174.013.8
- Dirks, K. T., & Ferrin, D. L. (2001). The Role of Trust in Organizational Settings. *Organization Science*, 12(4), 450-467. doi:10.1287/orsc.12.4.450.10640
- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A Meta-Analysis of Antecedents and Consequences of Leader-Member Exchange

- Integrating the Past With an Eye Toward the Future. *Journal of Management*, 38(6), 1715-1759. doi:10.1177/0149206311415280
- Eisenberger, R., Shoss, K. M., Karagonlar, G., Gonzalez-Morales, G. M., Wickham, R., & Buffardi, L. C. (2014). The supervisor POS–LMX–subordinate POS chain: Moderation by reciprocation wariness and supervisor's organizational embodiment. *Journal of Organizational Behavior*, 36(5), 635-656. doi:10.1002/job.1877
- Evans, J. D. (1996). *Straightforward statistics for the behavioral sciences*. Belmont, CA: Brooks/Cole Publishing .
- Ferrin, D. L., & Dirks, K. T. (2002). Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice. *Journal of Applied Psychology*, 87(4), 611-628.
- Ferris, G. R., Liden, R. C., Munyon, T. P., Summers, J. K., Basik, K. J., & Buckley, M. R. (2009). Relationships at Work: Toward a Multidimensional Conceptualization of Dyadic Work Relationships. *Journal of Management*, 35(6), 1379–1403. doi:10.1177/0149206309344741
- Gerstner, C. R., & Day, D. V. (1997). Meta-Analytic Review of Leader-Member Exchange Theory: Correlates and Construct Issues. *Journal of Applied Psychology*, 82(6), 827-844. doi:10.1037/0021-9010.82.6.827
- Gomez, C., & Rosen, B. (2001). The Leader-Member Exchange as a Link between Managerial Trust and Employee Empowerment. *Group & Organization Management*, 26(1), 53-69. doi:10.1177/1059601101261004
- Graen, G. B., & Uhl-Bien, U.-B. (1995). Relationship-Based Approach to Leadership: Development of Leader-Member Exchange (LMX) Theory of Leadership over 25 Years: Applying a Multi-Level Multi-Domain Perspective. *Leadership Quarterly*, 6(2), 219-247.
- Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader–Member Exchange and Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology*, 92(1), 269-277. doi:10.1037/0021-9010.92.1.269
- Kelley, R. E. (1988). In Praise of Followers. *Harvard Business Review*, 66(6), 142-148.
- Kim, H., & Lee, S. Y. (2009). Supervisory Communication, Burnout, and Turnover Intention Among Social Workers in Health Care Settings. *Social Work in Health Care*, 48(4), 364-385. doi:10.1080/00981380802598499
- Lewicki, R. J., & Wiethoff, C. (2000). *Trust, Trust Development, and Trust Repair*. In M. Deutsch & P. T. Coleman (Eds.), *The handbook of conflict resolution: Theory and practice*. San Francisco, CA: Jossey-Bass.

- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of Leader-Member Exchange: An Empirical Assessment through Scale Development. *Journal of Management*, 24(1), 43-72. doi:10.1016/S0149-2063(99)80053-1
- Lonsdale, D. J. (2016). The effects of leader-member exchange and the feedback environment on organizational citizenship and withdrawal. *The Psychologist-Manager Journal*, 19(1), 41-59.
- Lu, L. H. (2015). Soaring Towards Positive Change: Reflection on an Action Research Case in Double Loop Learning Process. *ABAC ODI Journal Vision. Action. Outcome.*, 2(2).
- Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Epitropaki, O. (2016). Leader-Member Exchange (LMX) and Performance: A Meta-Analytic Review. *Personnel Psychology*, 69(1), 67-121. doi:10.1111/peps.12100
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. (2000). Integrating Justice and Social Exchange: The Differing Effects of Fair Procedures and Treatment on Work Relationships. *Academy of Management Journal*, 43(4), 738-748.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An Integrative Model of Organizational Trust. *Academy of Management Review*, 20(3), 709-734. doi:10.2307/258792
- Miles, E. W., Patrick, S. L., & King, W. C. (1996). Job level as a systemic variable in predicting the relationship between supervisory communication and job satisfaction. *Journal of Occupational and Organizational Psychology*, 69(3), 277-292. doi:10.1111/j.2044-8325.1996.tb00615.x
- Morrison, R. L., & Cooper-Thomas, H. D. (2013). *Relationships in organizations: A work psychology perspective*. London, UK: Palgrave Macmillan.
- O'Leary, R. S., & Pulakos, E. D. (2011). Managing Performance Through the Manager-Employee Relationship. *Industrial and Organizational Psychology*, 4(2), 208-214. doi:10.1017/S1754942600002741
- Peng, J.-C., & Lin, J. (2016). Linking supervisor feedback environment to contextual performances: The mediating effect of leader-member exchange. *Leadership & Organization Development Journal*, 37(6), 802-820. doi:10.1108/LODJ-10-2014-0207
- Phakdeesattayaphong, P., & Chungviwatanant, S. (2014). The Impact of Organization Development Interventions (ODI) on Employee Engagement through the improvement of Job Resources. *ABAC ODI JOURNAL Vision. Action. Outcome.*, 1(2).
- Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87(4), 698-714. doi:10.1037//0021-9010.87.4.698

- Rosen, C. C., Levy, P. E., & Hall, R. J. (2006). Placing Perceptions of Politics in the Context of the Feedback Environment, Employee Attitudes, and Job Performance. *Journal of Applied Psychology, 91*(1), 211-220. doi:10.1037/0021-9010.91.1.211
- Scandura, T. A., & Pellegrini, E. K. (2008). Trust and Leader-Member Exchange: A Closer Look at Relational Vulnerability. *Journal of Leadership & Organizational Studies, 15*(2), 101-110.
- Schoorman, F. D., Mayer, R. C., & Davis, J. H. (2007). An Integrative Model of Organizational Trust: Past, Present, and Future. *Academy of Management Review, 32*(2), 344-354.
- Sekaran, U., & Bougie, R. (2016). *Research Methods For Business: A Skill Building Approach 7th edition*. Haddington: John Wiley & Sons.
- Sparr, J., & Sonnentag, S. (2008). Feedback environment and well-being at work: The mediating role of personal control and feelings of helplessness. *European Journal of Work and Organizational Psychology, 17*(3), 388-412.  
doi:10.1080/13594320802077146
- Steelman, L. A., Levy, P. E., & Snell, A. F. (2004). The Feedback Environment Scale: Construct, Definition, Measurement, and Validation. *Educational and Psychological Measurement, 64*(1), 165-184. doi:10.1177/0013164403258440
- Tasnim, M., & Akkas, A. (2017). Impact of Supervisory Communication Skills on Employee Job Satisfaction: A Case Study on KIA Motors. *European Journal of Business and Management, 9*(6), 82-108.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived Organizational Support and Leader-Member Exchange: A Social Exchange Perspective. *The Academy of Management Journal, 40*(1), 82-111.
- Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The Role of Fair Treatment and Rewards in Perceptions of Organizational Support and Leader-Member Exchange. *Journal of Applied Psychology, 87*(3), 590-598.  
doi:10.1037//0021-9010.87.3.590
- Wongborphid, M., & Kim, S. (2017). The Impact of Organization Development on (ODI) on Teamwork and Communication and the Relationship with Employee Commitment, Work Engagement, and Job Satisfaction: Action Research of Family-Owned SME Transportation Company, Thailand. *APHEIT International Journal, 6*(2), 59-68.
- Yrle, A. C., Hartman, S., & Galle, W. P. (2003). Examining communication style and leader-member exchange: Considerations and concerns for managers. *International Journal of Management, 20*(1), 92-97.