YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

EFFECT OF SUPPORTIVE WORK ENVIRONMENT AND JOB AUTONOMY ON INNOVATIVE WORK BEHAVIOUR AND JOB PERFORMANCE OF NAUNG YOE TECHNOLOGIES CO., LTD.

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MBA II – 12

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ACADEMIC YEAR (2023 – 2025)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled "**Effect of Supportive Work Environment and Job Autonomy on Innovative Work Behaviour and Job Performance of Naung Yoe Technologies Co., Ltd.**" has been accepted by the Examination Board for awarding the degree of Master of Business Administration (MBA) degree.

Board of Examiners

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Yangon University of Economics

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ABSTRACT

The objectives of the study are to analyze the effect of supportive work environment and job autonomy on innovative work behaviour, to analyze the moderating effect of knowledge sharing on the relationship between supportive work environment and innovative work behaviour and to analyze the effect of innovative work behaviour on job performance of Naung Yoe Technologies Co., Ltd. Primary and secondary data are used in this study. The sample size includes a total of 68 IT professionals, including software developers, system engineers, network engineers, IT & solution supervisors, assistant engineers, executive engineers, and managers. The census sampling method is applied. The primary data are collected through online survey with structured questionnaires using a 5-point Likert scale in April 2025. Secondary data are sourced from previous research papers, textbooks, websites, organizational records and other related sources. Descriptive statistics and multiple linear regression analysis are employed to analyze the data. The results from regression analysis show that management support, co-workers support, and job autonomy have significant and positive effects on innovative work behaviour. Innovative work behaviour also has significant and positive effect on job performance. However, knowledge sharing does not moderate the relationship between supportive work environment and innovative work behaviour. Naung Yoe Technologies Co., Ltd. should continue prioritizing supportive management, encouraging co-worker collaboration, and fostering job autonomy to sustain and enhance employee innovative work behaviour and job performance.

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LIST OF ABBREVIATIONS

AutoCAD	Automatic Computer-Aided Design
CCTV	Closed-Circuit Television
HR	Human Resource
ICT	Information and Communication Technology
IoT	Internet of Things
ISO	International Organization for Standardization
IT	Information Technology
MD	Managing Director
PA systems	Public Address Systems
PLS-SEM	Partial Least Squares Structural Equation Modeling
SME	Small and Medium-sized Enterprises

CHAPTER 1

INTRODUCTION

In the modern global economy, the technology industry has emerged as a key driver of growth, competitiveness, and societal change. Myanmar's technology sector has been gradually expanding, playing a crucial role in the country's economic development. Efforts to enhance digital infrastructure and promote ICT adoption are helping businesses bridge technological gaps and unlock new opportunities. For companies in the technology sector, innovation and creativity are not merely beneficial but essential for survival. Developing new solutions and anticipating emerging trends enable businesses to adapt effectively to the rapidly evolving market landscape.

Employees are viewed as major source of creativity and innovation in organizational perspective (Lenka & Gupta, 2019). Skilled and efficient employees are essential for the growth and success of any industry. Organizations must continuously enhance employee creativity, identify key factors that drive innovation, and seek new ways to improve their products and services (Andriopoulos, 2001; Shalley & Gilson, 2004). Establishing a workplace that fosters innovation is crucial not only for employee performance but also for an organization's ability to adapt to rapid industry changes. A company that nurtures a culture of innovation empowers its employees to contribute fresh ideas, solve complex problems, and remain agile in an ever-evolving market.

Supportive work environment is defined as one where supervisors and colleagues provide emotional, informational, and instrumental support to employees, contributing to their well-being and job satisfaction (Lambert, 2000). Attiq et al. (2017) stated that a supportive work environment leads to higher job satisfaction and greater engagement in innovative behaviour. Similarly, Awang et al. (2019) pointed out that robust support from management and co-workers not only boosts creativity but also improves expertise and productivity. By fostering a culture of collaboration, autonomy, and recognition, organizations can maximize employee potential and drive sustained innovation, ultimately strengthening long-term success in a competitive industry.

Management support refers to the positive attitude and clear backing from senior leadership, which is essential for successful project implementation (Sabherwal et al., 2006). When employees receive strong support from their leaders, they feel more confident

in experimenting with new ideas and navigating work-related challenges. As noted by Majed et al. (2020), such support not only motivates employees to be more innovative but also assists them in refining ideas and managing workplace conflicts. Janssen (2005) further expressed management support as the extent to which supervisors provide encouragement, recognition, and resources to employees, creating a work environment that nurtures innovation.

Co-workers support is defined as the extent to which colleagues are helpful and dependable during challenging situations (Chiaburu & Harris, 2008). According to Rehman et al. (2019), strong co-worker support contributes to a healthier work environment, helping employees manage workplace stress and reducing absenteeism. Moreover, positive co-worker relationships contribute to a sense of belonging, reinforcing employees' confidence in their ability to perform effectively (Singh et al., 2019). Beyond its impact on job performance, co-worker support plays a significant role in fostering innovation within organizations. Scott and Bruce (1994) emphasized that a collaborative and supportive environment enables employees to openly share ideas, a crucial factor in initiating and implementing innovative work behavior.

Job autonomy is defined as the degree to which a job provides employees with the freedom, independence, and discretion to schedule their work and determine the methods used in completing tasks (Hackman & Oldham, 1976). Job autonomy fosters a sense of ownership, leading to increased job satisfaction and intrinsic motivation. Saragih (2011) stated that when employees have greater decision-making authority, they experience higher job satisfaction and motivation, which in turn enhances their overall performance. It refers to the extent to which employees have control over their tasks, schedules, and decision-making processes, allowing them to work independently and exercise discretion in how they perform their duties. Similarly, Langfred and Moye (2004) emphasized that job autonomy allows employees to exercise self-management and control over their tasks, leading to higher engagement and innovative work behaviour.

Knowledge sharing is an interactive process where knowledge flows between those who possess it and those who seek it, facilitating a continuous learning environment (Razmerita et al., 2016). Organizations benefit greatly when employees actively engage in knowledge-sharing practices. According to Cummings (2004), knowledge sharing involves providing task-related information, offering assistance, and collaborating with others to solve challenges, create new ideas, and implement policies or procedures. Connelly and

Kelloway (2003) emphasized the behavioral aspect of knowledge sharing, defining it as a set of actions that involve exchanging information and offering help to others within the organization. These interactions create a culture where employees feel encouraged to contribute their expertise, leading to a more dynamic and innovation-driven work environment.

Innovative work behavior is defined as the intentional development, introduction, and application of new ideas within a job role, group, or organization, aimed at enhancing performance at both the individual and organizational levels (Momeni et al., 2014). In today's rapidly evolving business landscape, fostering innovative work behaviour among employees is crucial, as it serves as a sustainable competitive advantage, ensuring long-term success and adaptability for organizations (Abstein & Spieth, 2014). Furthermore, Janssen (2000) described innovative work behaviour as the behavior from an employee towards recognition of a problem, generation of ideas, mobilization of support and realization of the ideas related to the initial problem. This comprehensive view highlights that innovative work behaviour not only fuels innovation but also fosters an adaptive and resilient organizational culture.

Job performance is defined as the tangible actions and outcomes that are directly linked to an organization's objectives (Campbell et al., 1993). Expanding on this, Borman and Motowidlo (1997) differentiated between task performance—the essential duties of a job—and contextual performance, which includes additional behaviors that support and enhance the work environment. Furthermore, Judge and Bono (2001) described job performance as reflecting how effectively and efficiently employees execute their assigned tasks, thereby demonstrating both individual and collective contributions to organizational outcomes. Murphy (1989) added that job performance is a multidimensional construct, encompassing not only the direct results of work efforts but also the broader impact of extra-role behaviors. Together, these definitions suggest that effective job performance involves more than merely completing core tasks; it also requires engaging in behaviors that improve and sustain the overall functioning of the organization.

Naung Yoe Technologies Co., Ltd. was established in 2005 and has become one of Myanmar's leading technology companies. The firm offers a range of services—including Software Development, Cyber Security & Networking, System Integration & Security Devices, Building Management Systems, and Satellite Services—to both government and private sectors. With offices in Nay Pyi Taw (its head office), Yangon, Mandalay, and

Mawlamyine, the company leverages the expertise of its skilled professionals to deliver high-quality IT solutions across the country. In an industry marked by rapid technological changes, companies like Naung Yoe Technologies Co., Ltd. rely on their employees' ability to generate and implement new ideas in order to stay competitive. This study examines how a supportive work environment and job autonomy influence the innovative work behavior and job performance of employees at Naung Yoe Technologies Co., Ltd.

1.1 Rationale of the Study

Myanmar's IT sector has the potential to drive economic growth and technological advancement as the nation strives to modernize its infrastructure and integrate into the global digital economy. However, the industry faces challenges such as limited infrastructure, a shortage of skilled professionals, and regulatory constraints. High employee performance and innovative behavior are crucial for organizations to navigate these obstacles effectively. Employees who excel in their roles can address issues like unreliable internet services and frequent power outages, ensuring consistent service delivery. Furthermore, fostering innovation enables companies to develop creative solutions tailored to the local context, enhancing competitiveness in a rapidly evolving market.

Job performance of employees is crucial for achieving and sustaining business success, especially in a fast-paced IT company like Naung Yoe Technologies Co., Ltd. High-performing employees drive operational efficiency by executing projects within stipulated timelines, minimizing costs, and delivering outputs that meet or exceed client specification. This proficiency directly enhances problem-solving capabilities, allowing teams to address complex technical challenges and adapt to emerging trends such as artificial intelligence, cybersecurity, and cloud computing. Additionally, consistent job performance strengthens customer satisfaction and trust, which are critical for client retention and market reputation in the IT sector.

In the IT industry, where innovation is essential to meet complex client demands and drive continuous improvement, encouraging innovative work behaviour among employees is key to achieving high job performance and sustainable growth. Employees exhibiting innovative work behaviour are constantly looking for creative solutions and ways to improve their daily work. Creative problem-solving in system design can enhance

product reliability, directly improving client satisfaction and retention. Furthermore, cultivating a culture of innovation attracts top talent, as professionals seek environments that value autonomy and intellectual growth. For Naung Yoe Technologies Co., Ltd., fostering a culture that encourages innovative work behavior can result in tailored software solutions that address specific client challenges, thereby strengthening client relationships and market position.

Knowledge sharing is crucial for organizations, particularly in the IT sector, as it enhances decision-making and fosters innovation. In Myanmar's developing technology sector, where access to advanced training resources is limited, internal knowledge sharing plays a crucial role in mitigating skill gaps among employees. By facilitating the exchange of information and expertise among employees, companies can build a learning organization that adapts swiftly to technological advancements and market changes. Furthermore, promoting a culture of knowledge sharing reduces the risk of knowledge loss due to employee turnover, ensuring that critical information remains within the company. It is a key process that links a supportive work environment to innovative work behaviour.

A supportive work environment exists when employees perceive that their organization values their contributions and prioritizes their well-being. This perception fosters a sense of belonging and psychological safety, encouraging individuals to feel comfortable expressing themselves and taking risks. Supportive work environment is crucial in Myanmar's rapidly growing IT sector as it enhances employee morale, reduces turnover, and attracts skilled professionals who are highly sought after. Furthermore, a supportive culture encourages innovation and collaboration, which are vital for IT companies to remain competitive and adapt to the dynamic technological landscape.

Management support is critical for fostering a stable and productive work environment in Myanmar’s high-pressure IT sector. By providing clear guidance, adequate resources, and fair treatment, managers empower employees to navigate complex technical challenges and align their efforts with organizational goals. This support builds trust and psychological safety, enabling employees to experiment with innovative solutions without fear of negative consequences. Effective management support not only retains talent in a competitive market but also cultivates a culture of accountability and long-term commitment, which are vital for sustaining innovation in Myanmar’s evolving tech landscape.

Co-workers support plays an essential role in fostering collaboration and a sense of belonging within the team. Positive relationships built on mutual respect and cooperation enhance teamwork, reduce stress, and promote open knowledge sharing. In a fast-paced and demanding industry like IT, especially in Myanmar where challenges such as talent shortages and rapid technological change are present, strong peer support can significantly improve employee engagement and retention. Together, management and co-worker support form a strong foundation for sustaining a resilient and innovative IT workforce.

Job autonomy is vital for environments that require rapid adaptation and creative problem-solving like Naung Yoe Technologies Co., Ltd. When employees have the freedom to make decisions about their tasks and approaches, they can respond more effectively to rapid technological changes and complex challenges. This empowerment fosters a sense of ownership and encourages the development of innovative solutions, as individuals are motivated to take initiative. Moreover, the trust inherent in job autonomy cultivates intrinsic motivation, which is strongly associated with enhanced creativity and improved overall job performance. Given the competitive and evolving nature of Myanmar's technology industry, fostering job autonomy can empower employees to respond more effectively to market demands and drive the company’s long-term success.

This study focuses on the effect of a supportive work environment and job autonomy on innovative work behaviour and job performance of Naung Yoe Technologies Co., Ltd. In the fast-paced IT sector, where rapid technological change and competitive pressures are the norm, creating an environment that both supports and empowers employees is critical for fostering creativity and enhancing performance. By examining these relationships, the study aims to provide actionable insights that can help IT companies in Myanmar optimize their human resource practices, drive continuous innovation, and sustain long-term competitive advantage.

1.2 Objectives of the Study

The objectives of this study are:

(1) To analyze the effect of supportive work environment and job autonomy on innovative work behaviour of Naung Yoe Technologies Co., Ltd.,

(2) To analyze the moderating effect of knowledge sharing on the relationship between supportive work environment and innovative work behaviour of Naung Yoe Technologies Co., Ltd., and

(3) To analyze the effect of innovative work behaviour on job performance of Naung Yoe Technologies Co., Ltd.

1.3 Scope and Method of the Study

This study examines the effect of supportive work environment and job autonomy on innovative work behaviour and job performance of Naung Yoe Technologies Co., Ltd., while also exploring the moderating role of knowledge sharing on the relationship between supportive work environment and innovative work behaviour. The target population includes 68 IT professionals, comprising software developers, system engineers, network engineers, IT & solution supervisors, assistant engineers, executive engineers, and managers as of 2025. Primary data is collected from all 68 employees using a census sampling approach through an online questionnaire based on a 5-point Likert scale. Secondary data is gathered from previous research, textbooks, websites, organizational records, and other relevant sources. The collected data is analyzed using descriptive statistics and regression analysis to provide insights into the study's research questions.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one introduces the study by presenting the rationale, objectives, scope, and methodology, as well as outlining the overall structure of the research. Chapter two provides the theoretical background, discussing key concepts such as supportive work environment, job autonomy, knowledge sharing, innovative work behaviour, and job performance; it also reviews previous studies and presents the conceptual framework. Chapter three details the profile of Naung Yoe Technologies Co., Ltd., its practices related to supportive work environment and job autonomy, demographic profile of respondents, and reliability analysis. Chapter four analyzes the effect of supportive work environment and job autonomy on innovative work behaviour and job performance of Naung Yoe Technologies Co., Ltd. Finally, Chapter five concludes the thesis by discussing the findings, offering suggestions and recommendations, and identifying areas for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter includes the theoretical background of supportive work environment, job autonomy, knowledge sharing, innovative work behavior, and job performance. Additionally, it presents the previous study and the conceptual framework of the study.

2.1 Supportive Work Environment

Supportive work environment is defined as the organizational climate that includes supervisory and peer support, the presence of obstacles, and opportunities to apply learned behaviors within the workplace (Zimmerman et al., 2019). Furthermore, support obtained from colleagues, supervisors, and the workplace reinforces positive work behaviors and attitudes such as organizational commitment and satisfaction with the job (Luthans et al., 2008). This aligns with the findings of Rhoades et al. (2001), who stated that a supportive work environment fosters trust and commitment, which in turn drive job satisfaction and innovation. Moreover, Naz et al. (2020) defined a supportive work environment as one that enhances employee retention by fostering organizational commitment and aligning individual and organizational values.

Similarly, Suan and Nasurdin (2014) expressed that encouragement and recognition from leaders and co-workers empowers employees to take initiative, experiment with new ideas, and actively engage in creative problem-solving. Building upon this, recent research offers a broader perspective. Rubel et al. (2018) linked supportive work environment to high-commitment human resource practices, such as skill development and fair rewards, which enhance both in-role performance and extra-role behaviors like mentoring. Anwar et al. (2020) further stated how supportive work environment principles extend to sustainability, showing that green human resource management practices, such as eco-friendly organizational policies, promote organizational citizenship behaviors toward environmental goals.

A supportive work environment comprises both tangible and intangible elements that foster positive interpersonal relationships, open communication, and the availability of necessary resources. One central component is leadership and peer support.

Transformational leaders who inspire and mentor teams, combined with collaborative peers, create psychological safety (Bass & Avolio, 1994). Additionally, elements such as resource accessibility, recognition and fairness also contribute to the overall supportive climate within an organization. Employees need tools, training, and flexibility to innovate. According to Naz et al. (2020), such an environment encompasses supervisory and peer support, as well as opportunities to apply learned behavior in the workplace.

Organizations can foster supportive work environments through various strategies, such as adopting robust human resource strategies, cultivating supportive leadership, and providing employees with ongoing professional development programs. A supportive work environment, particularly through management support and co-workers support, serves as a critical situational antecedent for fostering innovative work behavior. These dimensions broaden employees' perception of their roles and enhance their proactive motivation, enabling them to contribute creatively to organizational goals (Parker et al., 2006). While individual employees may generate novel ideas, the implementation of these ideas depends on collaborative support systems within the organization. Innovation, therefore, transcends individual initiative, requiring collective effort to adapt and apply ideas effectively across teams (Scott & Bruce, 1994).

2.1.1 Management Support

Travaglione et al. (2017) defined management support as organizational efforts to equip employees with tools, mentorship, and motivation to enhance productivity and career growth. Amabile et al. (1996) expanded this by emphasizing autonomy and encouragement, arguing that supportive environments enable employees to experiment and innovate without fear of reprisal. Similarly, Jiang and Shen (2018) stated management support as a reciprocal relationship rooted in fairness and trust, where leaders consult employees on decisions, fostering mutual respect.

Management support is a specific type of social support within the workplace, defined by the degree to which employees feel their managers are approachable and supportive in addressing work-related issues (Mazzetti et al., 2019). The importance of management support lies in its ability to drive innovative work behavior and job performance. Employees under supportive leadership are more likely to take risks, propose novel ideas, and persist through challenges (Hunter & Cushenbery, 2011; Shalley et al.,

2004). Management support provides a sense of involvement and contribution among employees which is required for engendering creative ideas, exploring new opportunities, and translating them to action (Calantone et al., 2002).

Management support contributes to enhanced job performance through the provision of necessary resources and the cultivation of intrinsic motivation. As Amabile et al. (1996) stated, access to training, tools, and sufficient time empowers employees to effectively refine and implement their ideas. Parker et al. (2006) argued that supportive leaders reduce fear of failure, a critical barrier to innovation in high-pressure industries. Furthermore, Shrivastava et al. (2006) noted that employees who experience supportive supervision exhibit more rapid problem-solving abilities and produce higher quality work, as relationships built on trust mitigate stress and improve concentration.

Hussain et al. (2022) further indicated that supportive environments are associated with lower levels of burnout and employee turnover, alongside increased engagement. Consequently, management support represents a strategic imperative, extending beyond a mere leadership tactic. By integrating tangible resources with intangible elements of trust, leaders can unlock the creative potential of their employees, thereby fostering organizational resilience and a competitive edge.

2.1.2 Co-workers Support

Iverson (1999) defined coworkers support as the extent to which individuals receive consideration from members of their social network, particularly in terms of obtaining information or practical assistance to manage stressful situations. Menguc and Boichuk (2012) expanded this definition, emphasizing that co-workers support ensures employees feel valued and empowered through collaborative assistance, such as sharing expertise or offering feedback. Similarly, Perry-Smith (2006) highlighted its role in fostering creativity, arguing that supportive colleagues provide task-relevant knowledge, enabling employees to experiment with innovative solutions.

In terms of the organizational environment, co-workers support is defined by the extent to which colleagues demonstrate a willingness to assist one another through collaboration, mutual aid, and respectful interactions (Indriyani et al., 2019). Expanding on this, Ng and Sorensen (2008) defined perceived co-workers support as employees' beliefs regarding the accessibility of both emotional and instrumental assistance from their

peers, such as practical help during periods of high workload or empathetic listening during stressful times. Lee et al. (2015) stated that employees who receive support often feel obligated to reciprocate, creating a cyclical culture of knowledge sharing and trust. Conversely, work environments lacking in co-worker support can diminish the motivation to collaborate, consequently hindering both individual and collective professional development.

The support derived from co-workers significantly interrelates with several key organizational variables, notably job satisfaction, stress reduction, and knowledge exchange. As DeClercq et al. (2020) stated, employees who perceive a high degree of support from their colleagues tend to report greater levels of job satisfaction and a reduced inclination to leave the organization, as positive peer relationships cultivate a sense of belonging and alleviate emotional exhaustion. This is corroborated by studies linking co-worker support to reduced burnout, as collaborative environments mitigate the psychological toll of high job demands. Furthermore, Lee and Choi (2003) and Hsu et al. (2007) expressed that supportive colleagues play a crucial role in facilitating knowledge integration, thereby enabling teams to combine diverse expertise effectively in the development of innovative solutions.

Co-workers support is a cornerstone of organizational success, particularly in fostering innovative work behavior and job performance. Amabile et al. (1996) stated that high-creativity teams exhibit stronger work group support, where peers actively share feedback and resources, enabling risk-taking and iterative problem-solving. Similarly, Zhou and George (2001) expressed that employees in supportive environments are more likely to propose novel ideas, as colleagues' input validates experimentation and reduces fear of failure. In terms of performance, Parker et al. (2006) linked co-worker trust to proactive behaviors, such as volunteering for challenging tasks or mentoring new hires, which drive productivity. As Kmieciak (2022) stated, the positive energy from supportive peer relationships not only enhances job satisfaction but also fortifies organizational loyalty, creating a virtuous cycle of growth and innovation.

2.2 Job Autonomy

Job autonomy refers to an individual's ability to make independent decisions regarding their work activities, which significantly influences job satisfaction and

motivation (Saragih, 2011). Similarly, Langfred and Moye (2004) characterized job autonomy as the extent of control employees possess over their tasks, encompassing decision-making authority and self-management capabilities, which can foster greater engagement in innovative endeavors. Furthermore, job autonomy empowers individuals to mitigate their exposure to stressors by enabling them to select tasks or limit engagement with more stressful ones, consequently reducing feelings of threat and promoting positive coping mechanisms (Elsass & Veiga, 1997).

Hussain et al. (2022) expressed job autonomy as a mechanism for structural empowerment, emphasizing that the way management designs roles directly influences employees' capacity for creative thought. According to Deci and Ryan (1987), self-determination theory posits that autonomy satisfies intrinsic psychological needs, enhancing motivation and engagement. In high-autonomy environments, employees exhibit greater harmonious work passion, a state where work aligns with personal identity, which mediates job crafting and proactive behaviors (Akram et al., 2013). In organizational settings, job autonomy is considered a critical factor influencing employees' innovative work behavior and overall job performance.

Garg and Dhar (2017) stated that autonomy enables employees to tackle complex tasks, fostering creativity through cognitive engagement. Hennessey and Amabile (2010) linked autonomy to intrinsic motivation, where empowered employees experiment with novel solutions, leading to higher patent outputs and process improvements. Similarly, Shalley et al. (2004) emphasized that autonomy in job design fosters the intrinsic motivational state required for creative tasks and innovative work behavior. Conversely, a lack of autonomy in job design can hinder employees' ability to be innovative, as it leaves no room for experimentation or trying new approaches (Bysted, 2013).

Job autonomy provides employees with the essential freedom and empowerment to be innovative (Alpkan et al., 2010). Hackman and Oldham (1976) explained that autonomy leads to a critical psychological state where employees feel personally responsible for the outcomes of their work. This sense of ownership, in turn, fosters greater internal motivation and higher work effectiveness. Similarly, Hussain et al. (2022) emphasized that adopting novel and creative ideas in the workplace requires enough freedom to break away from established norms. Moreover, job autonomy can help reduce individuals’ natural resistance to change, making it easier to embrace innovation.

2.3 Knowledge Sharing

Knowledge sharing is defined as the dissemination of individual knowledge within an organization, focusing on the spread of knowledge among employees to enhance collective understanding (Bock & Kim, 2002). Similarly, Crossan et al. (1999) described knowledge sharing as the transfer of knowledge across various levels, including individuals, groups, teams, departments, and even between organizations, highlighting its multi-faceted nature. In simpler terms, knowledge sharing can be understood as the intentional exchange of this knowledge among individuals, teams, or departments with the aim of improving collective understanding and ultimately enhancing organizational outcomes.

Knowledge sharing refers to the strategic imperative for sustaining competitive advantage, particularly in knowledge-intensive sectors where innovation hinges on collective expertise (Nonaka & Takeuchi, 1995). Vasanthapriyan et al. (2017) stated that in software development, collaborative knowledge transfer is indispensable for delivering complex IT projects, as individual employees rarely possess the full spectrum of required technical skills. Similarly, Xinyan and Xin (2006) expressed that knowledge sharing is a fundamental method for acquiring and creating workplace knowledge, enabling organizations to adapt and innovate.

Knowledge sharing intersects with variables such as collaboration, trust, and work environment. Lee et al. (2015) expressed that in supportive environments, employees are more inclined to share tacit knowledge such as troubleshooting techniques, due to mutual trust. Conversely, in competitive or unsupportive settings, employees may withhold knowledge to protect their status, stifling innovation (Lu et al., 2012). Edmondson (1999) stated that teams with high psychological safety exhibit greater knowledge exchange, as employees feel secure to experiment and voice unconventional ideas.

Knowledge sharing is pivotal for fostering innovative work behaviour and job performance. Ahmed et al. (2018) argued that organizations with robust knowledge-sharing cultures experience higher creativity, as employees combine diverse insights to develop novel solutions. Wei et al. (2020) further noted that knowledge sharing enhances organizational communication, allowing employees to learn from one another, exchange ideas, and stimulate the development of innovative concepts. However, employees often resist sharing knowledge due to fear of losing competitive edge or lack of incentives (Lin,

2007). Kmieciak (2022) stated that in software firms, hierarchical structures and time pressures further inhibit collaboration. To mitigate this, organizations can implement knowledge management systems and reward systems that recognize collaborative behaviors (Yesil & Dereli, 2013).

2.4 Innovative Work Behaviour

Janssen (2000) defined innovative work behaviour as the intentional generation, promotion, and realization of new ideas within a work role, team, or organization. This concept is closely linked to creativity, as emphasized by Scott and Bruce (1994), who further stated that innovative behavior extends beyond the initial creative act to encompass the adoption, production, and practical implementation of ideas that are both novel and useful. Thus, innovative work behavior represents a critical link between individual creativity and tangible organizational progress.

Reis et al. (2015) expressed three key stages of innovative work behaviour: the generation of novel and useful ideas, the promotion of new ideas by getting support from co-workers and superiors, and the implementation of these ideas. A supportive work environment is particularly critical for fostering innovative work behavior. Amabile et al. (1996) stated that employees who perceive their work environment as psychologically safe are more inclined to experiment with unconventional ideas due to a reduced fear of failure. Conversely, organizational structures characterized by rigid hierarchies or micromanagement tend to stifle innovation. Oldham and Cummings (1996) indicated that employees working under authoritarian leaders exhibited lower levels of innovative work behavior.

Innovative work behaviour is a cornerstone of organizational competitiveness, particularly in dynamic markets. In competitive markets, innovative work behaviour contributes to a firm's ability to differentiate its offerings, thereby improving market share and profitability (Marques et al., 2010). Janssen (2000) expressed that companies with high innovative work behaviour levels achieve faster process improvements and higher customer satisfaction due to continuous adaptation. Innovative work behaviour also enhances job performance by fostering problem-solving agility.

Moreover, organizations that foster innovative work behavior tend to experience lower employee turnover, as individuals feel valued and intellectually stimulated (Zhou &

George, 2001). Despite these benefits, cultivating innovative work behavior necessitates overcoming obstacles such as risk aversion and resource constraints. Dobni (2010) noted that only a minority of organizations successfully institutionalize innovative work behavior, often due to insufficient support systems. Bos-Nehles et al. (2017) identified several human resource management practices as significant contributors to innovative work behavior, including training and development, reward systems, job security, autonomy, task composition, job demands, time pressure, and feedback. These practices enhance employees' abilities, motivation, and opportunities to engage in innovative behaviors.

2.5 Job Performance

Campbell et al. (1993) defined job performance as the observable behaviors and outcomes that directly align with an organization's strategic objectives. This duality—outcomes versus behaviors—reflects the complexity of performance appraisal. While managers often prioritize results, such as met sales targets, employees may associate performance with daily efforts, including problem-solving or collaboration (Yilmaz, 2015). Similarly, Babin and Boles (1998) defined job performance as an employee's relative productivity compared to peers.

Job performance is defined as scalable actions, behavior, and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals (Viswesvaran & Ones, 2000). Somers and Birnbaum (1998) also stated that job performance refers to the extent to which employees meet productivity and behavioral expectations set by the organization. Furthermore, psychological empowerment, defined as employees' sense of autonomy and impact, drives performance by fostering ownership (Thomas & Velthouse, 1990; Spreitzer, 1995), as evidenced by empowered customer service agents resolving issues more rapidly due to their decision-making authority (Yilmaz, 2015).

The significance of job performance extends to various organizational outcomes, including productivity, profitability, and employee satisfaction. Lin and Huang (2021) emphasized that high-performing employees are vital for organizations to achieve their strategic goals and gain a competitive advantage. They further noted that firms with strong performance cultures possess higher profitability due to efficient processes and enhanced customer satisfaction. Moreover, strong job performance benefits employees directly:

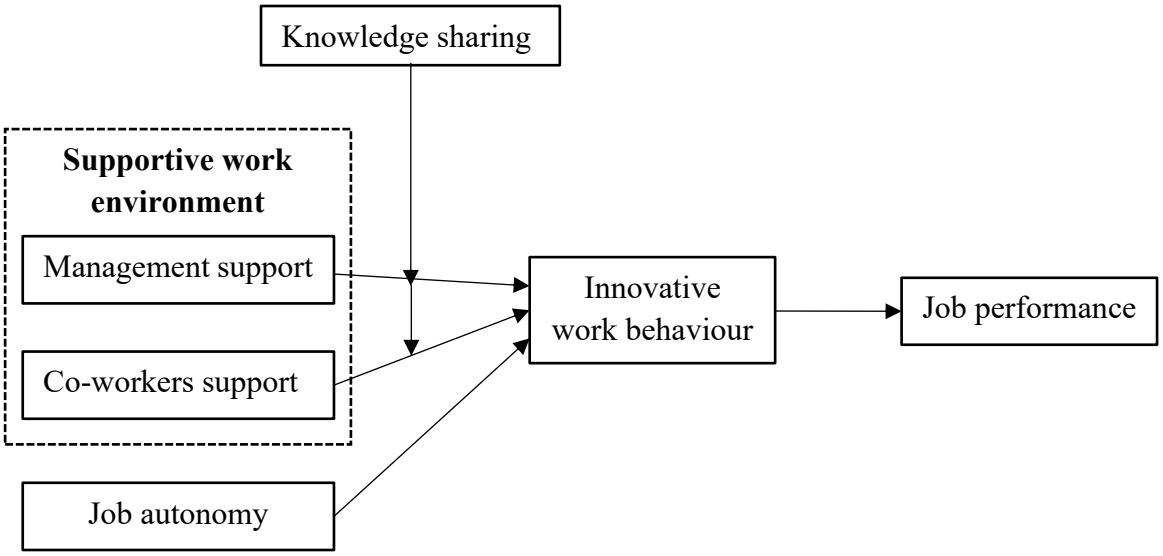
exceeding targets often leads to promotions or bonuses, thereby enhancing job satisfaction (Adiguzel et al., 2024).

Innovative work behavior is recognized as a driver of performance. Employees who experiment with new methods, such as automating repetitive tasks, often achieve higher output (Kanapathipillai, 2021). Job performance is a multifaceted construct shaped by individual capabilities, organizational support, and innovative practices. Balancing outcome-focused metrics with employee well-being ensures sustainable productivity. As Yilmaz (2015) noted, performance is not merely a managerial concern but a shared responsibility, requiring alignment between employee behaviors and organizational goals.

2.6 Previous Study

This section reviews the conceptual model from previous study relevant to understanding the effect of supportive work environment and job autonomy on innovative work behaviour and job performance. Hussain et al. (2022) investigated the factors influencing innovative work behavior and job performance, with a particular focus on the moderating role of knowledge sharing. The research targeted middle-level management employees within the Malaysian food and beverage (F&B) manufacturing sector. Utilizing purposive sampling, data were collected through survey questionnaires from 161 respondents over a three-month period. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for data analysis. The analysis involved assessing the measurement model to ensure reliability and validity, followed by evaluating the structural model to test the proposed hypotheses and assess relationships among variables. The conceptual framework of Hussain et al. (2022) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Hussain et al.



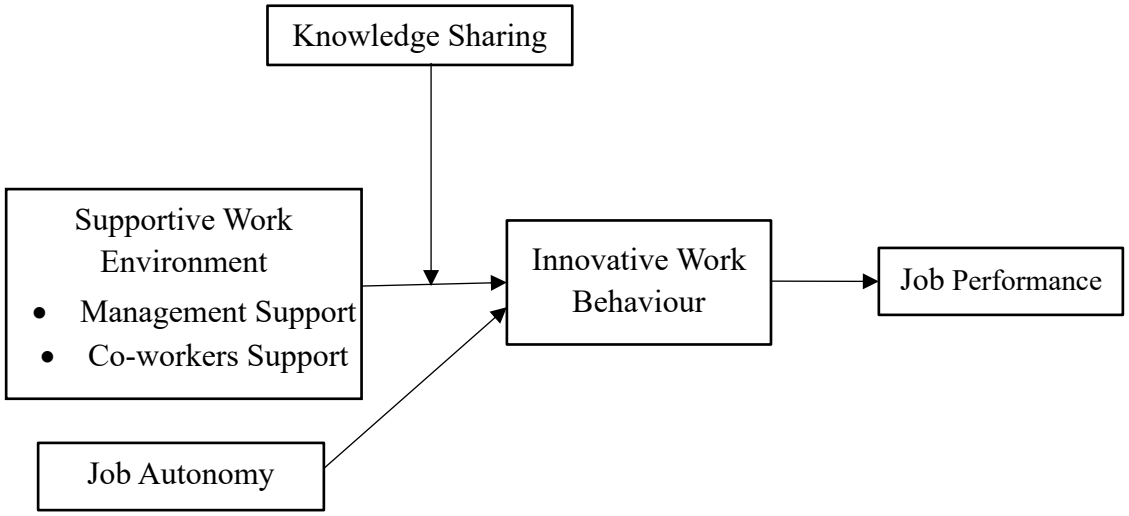
Source: Hussain et al. (2022)

According to Hussain et al. (2022), the findings revealed that management support did not have a significant effect on innovative work behaviour. Additionally, knowledge sharing did not moderate the relationships between management support, co-workers support, and innovative work behaviour. However, innovative work behaviour was found to moderate the relationships between co-worker support, job autonomy, and job performance. These results suggested that while direct managerial support may not directly enhance innovative behaviours, fostering job autonomy and supportive peer environments can positively influence job performance through innovative work behaviours. The study underscored the nuanced roles that organizational support structures play in enhancing employee innovation and performance within SMEs in the manufacturing sector.

2.7 Conceptual Framework of the Study

The conceptual framework of the study is adapted from the model proposed by Hussain et al. (2022). Figure (2.2) depicts the conceptual framework of the study.

Figure (2.2) Conceptual Framework of the Study



Source: Adapted from Hussain et al. (2025)

The framework aims to examine how supportive work environment and job autonomy influence innovative work behavior among employees. Furthermore, it examines the subsequent effect of innovative work behavior on job performance of employees at Naung Yoe Technologies Co., Ltd. In the first part of the conceptual framework, the independent variables are supportive work environment and job autonomy, while innovative work behavior serves as the dependent variable. Knowledge sharing is introduced as a moderating variable, specifically affecting the relationship between supportive work environment and innovative work behavior. The supportive work environment component within the framework encompasses both management support and co-worker support. The second part of the framework positions innovative work behavior as an independent variable, affecting job performance, which acts as the dependent variable.

CHAPTER 3

PROFILE, SUPPORTIVE WORK ENVIRONMENT AND JOB AUTONOMY PRACTICES OF NAUNG YOE TECHNOLOGIES CO., LTD.

This chapter presents the profile of Naung Yoe Technologies Co., Ltd., its organizational structure, and the supportive work environment and job autonomy practices implemented within the company. In addition, it includes the demographic profile of the respondents and the results of the reliability analysis.

3.1 Profile of Naung Yoe Technologies Co., Ltd.

Naung Yoe Technologies Co., Ltd., established in 2005, is nationally recognized company in Myanmar's technology sector, specializing in comprehensive technology solutions. Its core areas of expertise include security technology systems, software development, and the installation of networking technologies. Headquartered in Nay Pyi Taw with regional offices in Yangon, Mandalay and Mawlamyine, enabling it to serve a broad client base across Myanmar. The company employs experienced and skilled software developers and engineers, committed to delivering innovative and reliable technological services.

Since 2006, Naung Yoe Technologies Co., Ltd. has provided critical technological support across Myanmar, earning a reputation for excellence and trust among its clients. Strategic collaborations with domestic and international partners have further enhanced its capabilities, enabling the company to emerge as a market leader. As a result of its consistent performance and strategic collaborations, the company has emerged as a leading entity in the technology sector within a few years and continues to hold this prominent position.

The vision of Naung Yoe Technologies Co., Ltd. is to provide useful technological service support to governmental and private organizations in Myanmar, while continuously learning and applying innovative technologies for national benefit. The company is committed to full responsibility for its provided systems and equipment, ensuring timely service delivery, and prioritizing the interests of the country and its people in all service operations.

The mission of the company is to collaborate with leading global high-tech companies to advance Myanmar's technological systems. The company aims to become an unparalleled leader in nationwide technological operations and provide exceptional, unique technological consultation across the country. Furthermore, its core principle is to prioritize earning the strong trust and support of its customers through its services, placing this above solely pursuing company profits.

The core values of the company emphasize meticulous operation to ensure the long-term effectiveness and alignment with client needs in all undertaken projects. The company has a proven track record in delivering security and communication technology projects for critical infrastructure within both government and private sectors across Myanmar. Furthermore, their team of engineers and software developers responsible for system installation possess recognized international certifications and substantial professional experience.

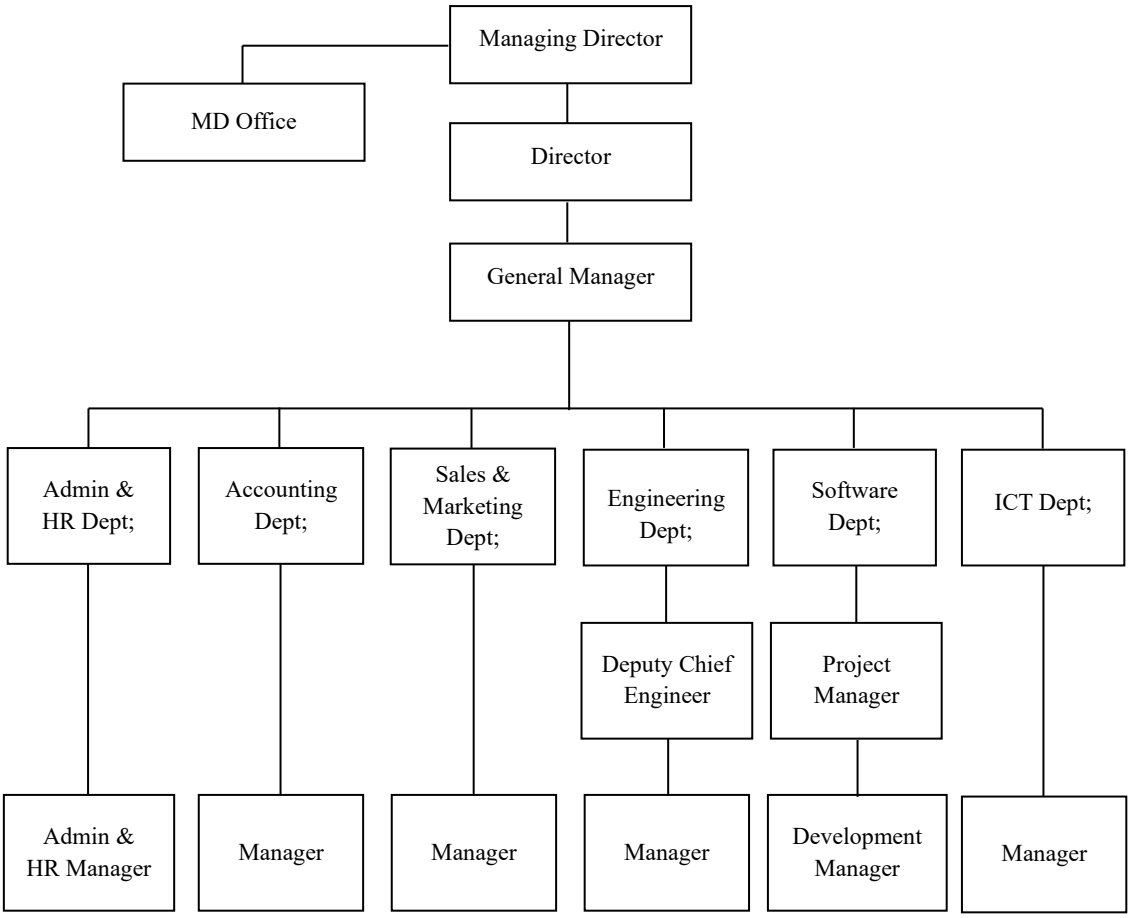
Currently, Naung Yoe Technologies Co., Ltd. offers a diverse range of services beyond its initial specializations. Its service portfolio has expanded to include the design, sale, installation, repair, maintenance, and technical consultation for IT communication and data storage, data processing systems, information communication systems, and information technology communication equipment. The company provides these quality systems to various sectors, such as government organizations, high-security facilities, hospitality (hotels), transportation (airports), and premium residential complexes.

Furthermore, demonstrating its commitment to customer satisfaction, the company offers warranties on its installed systems, provides thorough routine inspection and maintenance services, undertakes timely repairs, and efficiently manages the ordering and installation of related equipment. The company meticulously adheres to national laws and regulations in all projects, ensuring ethical and precise execution. Its dedication to quality is underscored by the ISO 9001:2015 certification for the delivery of security and IT solutions, reflecting its commitment to global standards of excellence. By integrating cutting-edge technology with a client-centric approach, Naung Yoe Technologies Co., Ltd. continues to drive innovation and reliability in Myanmar’s evolving digital landscape.

3.2 Organizational Structure of Naung Yoe Technologies Co., Ltd.

Naung Yoe Technologies Co., Ltd. adopts a hierarchical organizational structure led by the managing director, who holds the highest authority and oversees the strategic direction of the company. The MD office directly supports the managing director in executive decision-making and governance functions. The directors report to the managing director and, in this key leadership role, collaborate to align departmental operations with organizational objectives. The general manager occupies a central role, overseeing daily operations and facilitating communication between senior leadership and the six functional departments: admin and HR, accounting, sales and marketing, engineering, software, and ICT. Each of these departments is led by a manager, who is accountable for task execution and adherence to company policies within their respective areas. The organization chart of Naung Yoe Technologies Co., Ltd. is shown in Figure (3.1).

Figure (3.1) Organization Chart of Naung Yoe Technologies Co., Ltd.



Source: Naung Yoe Technologies Co., Ltd. (2025)

(i) Admin and HR Department

The admin and HR department at Naung Yoe Technologies Co., Ltd. is responsible for harmonizing human resource management and administrative operations to ensure organizational efficiency, compliance, and employee engagement. It oversees the full employee lifecycle, including recruitment, onboarding, performance evaluations, training, and offboarding, while ensuring alignment with company policies and labor regulations. The department manages payroll administration, workplace safety protocols, and compliance with legal standards to mitigate risks and maintain a secure work environment.

Administrative functions include coordinating office logistics, resource allocation, and daily operational support, such as managing supplies, organizing internal events, and maintaining data security systems. It also implements filing and documentation processes to safeguard confidential information and streamline record-keeping. By designing and enforcing workplace policies, the department fosters a structured environment while addressing employee relations, disciplinary matters, and internal communications. Additionally, it provides logistical assistance for projects, travel, and client interactions, ensuring smooth cross-departmental collaboration. Through these integrated efforts, the department enhances productivity, supports organizational goals, and cultivates a cohesive workplace culture that balances strategic priorities with day-to-day operational demands.

(ii) Accounting Department

The accounting department at Naung Yoe Technologies Co., Ltd. ensures accurate financial management and regulatory compliance across the organization. It oversees the preparation and analysis of financial statements, reconciliations, and budgetary controls to maintain transparency and fiscal accountability. The department manages inventory accounting, tracks asset valuations, and ensures alignment between physical stock and financial records. By executing daily accounting operations, it processes transactions, maintains ledgers, and prepares journal entries to uphold precise record-keeping. Compliance with legal standards, tax regulations, and internal financial policies is prioritized to mitigate risks and support audits. Through strategic financial planning and data-driven insights, the department aids decision-making, optimizes resource allocation, and contributes to the company’s long-term financial stability.

(iii) Sales and Marketing Department

The sales and marketing department at Naung Yoe Technologies Co., Ltd. is responsible for the strategic planning and execution of activities aimed at attracting potential clients and retaining existing customers. This involves developing and implementing comprehensive marketing campaigns across various media to promote the company's products and services, particularly those with high revenue potential.

The department analyzes the effectiveness of marketing efforts to inform future strategies and drives the creation of integrated sales and marketing solutions. Furthermore, they are tasked with producing effective marketing materials, managing their distribution, and adhering to allocated budgets. Maintaining strong customer relationships, identifying new business opportunities, and achieving sales targets are also key functions of this department. Ultimately, the sales and marketing department contributes significantly to the company's strategic objectives and overall growth by effectively managing sales activities and enhancing market presence.

(iv) Engineering Department

The engineering department at Naung Yoe Technologies Co., Ltd. is primarily responsible for the technical oversight and execution of the organization's engineering projects, spanning installation, and equipment maintenance. The department plays a crucial role in all phases of project life-cycles, ensuring effective and efficient completion through meticulous planning, supervision, and quality control. This involves the development and review of project plans, specifications, cost estimates, and contracts, alongside the implementation of relevant technical standards and procedures. A key function is the management of subcontractors, including their selection and performance monitoring, to ensure project success.

Furthermore, the engineering department is tasked with maintaining a safe and secure work environment by adhering to established standards and legal regulations. Collaboration with other departments and top management is essential to ensure project alignment with organizational goals and timelines. Ultimately, the engineering department contributes significantly to the organization's operational efficiency and the quality and reliability of its products and services through its comprehensive technical expertise and project management capabilities.

(v) Software Department

The software department focuses on the systematic design and development of software solutions, beginning with the architecture for organizing, storing, processing, and retrieving data. This involves defining data input methods, specifying calculation procedures, and establishing robust database systems. The department also handles the fundamental aspects of software creation, encompassing design methodologies and coding practices. Utilizing modeling tools such as is integral to their process, alongside the creation of detailed operational plans and data list formats.

The core function of the software department is the actual writing and construction of software programs. This is complemented by the development of comprehensive support documentation, including installation and user manuals, as well as procedures for authorization, registration, updates, and validity management. Furthermore, the department provides service and support as stipulated in client contracts. To maintain a competitive edge and enhance capabilities, the software department engages in ongoing research and development activities within the software domain and conducts training sessions for both internal and external personnel.

(vi) ICT Department

The ICT department at Naung Yoe Technologies Co., Ltd. serves as a central point for the integration of technology solutions, employing technical expertise and structured processes to deliver comprehensive communication and information systems. A core function involves the design and implementation of software architecture, which includes network designs and hardware integration strategies to ensure seamless system operation. Following installation and cabling, the department conducts thorough testing of individual components and integrated systems, meticulously documenting the results against established standards.

The ICT department is also responsible for the deployment of operating systems, software applications, and necessary drivers, coupled with rigorous functionality testing to meet specific technical requirements. Comprehensive documentation, covering test outcomes, technical diagrams, and operational manuals, is a key priority for maintaining clarity and adherence to regulations. Furthermore, the department provides essential client services such as employee training, formal system commissioning, and ongoing support

during the warranty period to ensure continuous system reliability. To foster innovation and enhance capabilities, the ICT department actively engages in research and development of hardware configurations and system optimizations, alongside conducting training programs for both internal and external stakeholders.

3.3 Supportive Work Environment Practices of Naung Yoe Technologies Co., Ltd.

Naung Yoe Technologies Co., Ltd. prioritizes a supportive work environment through a comprehensive strategy that integrates employee well-being, professional growth, and active engagement. Recognizing the demanding nature of the IT sector, the company ensures the comfort and safety of its workforce by providing essential resources. These include company-provided transportation options such as vehicles and ferries, reimbursement for work-related travel expenses, and job-specific safety uniforms and equipment.

Furthermore, the company is committed to creating a secure and pleasant workplace. This involves equipping the office with adequate facilities. For tasks performed in potentially hazardous areas, employees are provided with necessary safety gear, such as helmets, boots, gloves, and fire extinguishers. The maintenance of a comfortable ambient temperature through air conditioning and sufficient lighting is also crucial for IT professionals managing complex systems and databases where reliable, high-performing equipment is essential to minimize disruptions during multitasking across various technological platforms.

Employee engagement and camaraderie are actively fostered through various company-wide events. Annual staff welfare marathons in December and other sporting events, alongside workshop activities, are organized to build stronger relationships and mutual understanding among colleagues. These activities strengthen interpersonal relationships and promote teamwork. Naung Yoe Technologies Co., Ltd. also celebrates Burmese cultural festivals like Thadingyut, Tazaungdaing and Thingyan New Year with collective charitable activities and commemorative events, promoting unity and positive social interactions.

Recognizing and rewarding employee contributions is a key element of the supportive culture at Naung Yoe Technologies Co., Ltd. An annual bonus system, tied to performance, is implemented before the end of the budget year, and staff receive additional

allowances during the Thadingyut festival. A structured award system acknowledges departmental performance, overall company achievement, and exceptional contributions within significant projects, rewarding discipline, efficiency, problem-solving skills, and customer relations. Long-term commitment is also valued, with employees completing ten years of service receiving recognition. Moreover, employees with perfect attendance are provided with extra incentives. Social security benefits, such as a 5% salary savings allowance and contributions to Myanmar's Social Security Board, further underscore the company's commitment to financial stability.

3.3.1 Management Support

Naung Yoe Technologies Co., Ltd. demonstrates a strong commitment to management support through various strategic practices aimed at enhancing employee capabilities, fostering collaboration, and promoting a positive work environment. The company fosters open communication and collaborative problem-solving through regular weekly project meetings attended by various levels of staff, including directors, supervisors, managers, assistant managers, and other relevant personnel. Employees are encouraged to contribute their ideas and propose improved solutions for project-related issues.

Furthermore, the management team and supervisors actively engage in employee development by providing theoretical work-related instruction within the company and hands-on practical skills training on-site. To enhance this supportive culture and recognize valuable contributions, the company annually presents the best employee award, acknowledging individuals who demonstrate strong interpersonal skills, produce high-quality documentation, effectively share knowledge with junior colleagues, and submit well-structured reports.

Recognizing the importance of staying at the forefront of technological advancements, the company actively invests in the continuous professional development of its employees. The company ensures its workforce remains proficient in international standards by facilitating overseas technical training programs and hosting domestic workshops led by foreign experts from global partners such as Dahua Technology (China), Bosch GmbH (Germany), and Cisco Systems (USA). These initiatives equip employees

with advanced skills in areas like cybersecurity, IoT integration, and network infrastructure, which are critical for executing complex projects

Furthermore, employees receive regular, bi-monthly product, service, and systems training, covering areas like fire alarm systems, PA systems, CCTV systems, solar systems, and IT-related topics, often delivered in collaboration with international partners like Dahua Technology to ensure up-to-date knowledge on the latest tools and software updates. Beyond technical skills, the company also supports the professional growth of its managerial staff by encouraging and providing necessary assistance for pursuing management-related diplomas in fields like project management and HR. Similarly, the company supports employees in acquiring valuable technical certifications, such as certified AutoCAD training.

In addition to these developmental and collaborative practices, the company prioritizes employee well-being and fair compensation. Overtime fees are provided to employees who are required to work beyond regular hours. The company also places a strong emphasis on creating an inclusive and harmonious atmosphere where employees at all levels feel engaged, can communicate openly, and operate in accordance with fundamental ethical principles. Furthermore, safety is a paramount concern, with mandatory safety training aligned with ISO 9001:2015 standards conducted annually to ensure a secure working environment for all staff. This comprehensive approach to management support underscores the company's commitment to its employees' growth, well-being, and collaborative success.

3.3.2 Co-workers Support

Naung Yoe Technologies Co., Ltd. cultivates a collaborative and inclusive workplace culture by emphasizing teamwork, mutual respect, and peer support. Employees consistently describe their colleagues as friendly and warm-hearted, and superiors are noted for maintaining an open-door policy characterized by equitable treatment and positive encouragement, cultivating an environment of mutual respect within and across teams. Instances of collaborative task completion are marked by a strong sense of mutual assistance in navigating workplace challenges and collectively resolving technical issues, such as troubleshooting network cabling errors or addressing software-hardware integration problems.

Moreover, Naung Yoe Technologies Co., Ltd. supports employee development through peer-to-peer mentorship. In these initiatives, experienced senior engineers and software developers offer practical, hands-on guidance to junior colleagues during real-world field installations at various sites, including airports, hotels, and both public and private organizations. This direct engagement facilitates practical skill acquisition and knowledge transfer. Additionally, employees routinely assist one another in resolving technical challenges, such as debugging software errors or optimizing data storage configurations, thereby cultivating a culture of shared problem-solving within the organization.

Naung Yoe Technologies Co., Ltd. strengthens workplace cohesion and employee relationships through structured initiatives that extend beyond daily operations. The company organizes company-wide cultural events, such as traditional celebrations and annual activities like the December marathon, which unite employees from head offices and branch locations. These events foster a shared sense of belonging and teamwork, reinforcing organizational unity. Cross-departmental collaboration is embedded into project workflows, with ICT, Software, and Engineering teams jointly addressing complex assignments, such as integrating IoT systems for high-security facilities or optimizing network infrastructure for government installations.

To maintain harmony, minor workplace disagreements are resolved informally within teams through open dialogue, while persistent conflicts are escalated to department managers or HR for culturally sensitive mediation, ensuring resolutions align with Myanmar's emphasis on communal respect. Further reinforcing collective responsibility, the company hosts workshops and charity initiatives during festivals like Thadingyut, encouraging employees to participate in community-focused activities. These practices not only enhance peer bonds but also reflect the company's commitment to balancing professional rigor with Myanmar's cultural values, creating a supportive and inclusive work environment.

3.4 Job Autonomy Practices of Naung Yoe Technologies Co., Ltd.

Naung Yoe Technologies Co., Ltd. prioritizes delegation and tiered autonomy within its IT operations to ensure rapid and effective responses to critical system failures, network disruptions, or cybersecurity incidents. Recognizing the potential for cascading

failures, operational downtime, and compromised data integrity stemming from delayed resolution, the company implements a structured yet flexible framework. This approach aims to balance established workflows with employee empowerment, particularly among its IT professionals in the software, ICT and system, and engineering departments.

Job autonomy is embedded within a hierarchical structure that clearly defines roles and responsibilities, enabling employees to exercise discretion in their tasks while maintaining overall organizational objectives. The company's autonomy practices underscore skill-based trust, collaborative problem-solving, and operational flexibility within defined boundaries. Managers and team leaders are afforded greater latitude in strategic planning and the delegation of responsibilities, whereas individual contributors are granted autonomy within the scope of their assigned duties. Furthermore, the company actively cultivates task ownership for its IT professionals, especially within activity-oriented teams, entrusting them with significant responsibility for the planning, execution, and delivery of their designated project components.

Empowerment is also fostered through problem-solving and technical decision-making, expecting IT professionals to diagnose and resolve technical challenges using their expertise. Experienced frontline technicians and engineers are authorized to address critical issues immediately, such as reconfiguring routers during network outages or replacing malfunctioning hardware, utilizing predefined protocols without needing prior approval. Additionally, the company encourages collaborative engagement and the contribution of technical insights during the initial design and planning phases of projects, allowing IT professionals, including software developers and system designers, to influence the project's direction.

Overall, Naung Yoe Technologies Co., Ltd. strategically employs a model of tiered job autonomy within its IT division. This model, characterized by clearly defined roles, skill-based trust, and empowerment in task ownership and problem-solving, aims to ensure both efficient daily operations and agile responses to critical IT challenges. By balancing structural clarity with operational flexibility, the company seeks to mitigate risks and leverage the expertise of its IT professionals effectively.

3.5 Demographic Profile of Respondents

This study surveyed a total of 68 employees from Naung Yoe Technologies Co., Ltd. The respondents' demographic characteristics, including gender, age, marital status, educational background, occupational position, salary range, and years of employment with the company, were analyzed to provide a comprehensive profile of the sample population. Detailed demographic data for the participants are presented in Table (3.1).

Table (3.1) Demographic Profile of Respondents

Sr. No.	Demographic Factors		Number of Respondents	Percentage
1.	Gender	Male	50	74
		Female	18	26
2.	Age (Years)	Below 25	15	22
		25 – 35	30	44
		36 – 45	17	25
		46 – 55	5	7
		56 and above	1	2
3.	Marital Status	Single	42	62
		Married	26	38
4.	Educational Background	Bachelor's degree	63	93
		Master's degree	5	7
5.	Position	Non-managerial level	43	63
		Managerial level	25	37
6.	Monthly Salary (MMK)	Below 500,000	33	49
		500,000 – 1,000,000	10	15
		1,000,001 – 1,500,000	22	32
		1,500,001 and above	3	4
7.	Years of Employment at the Company	1 – 5	34	50
		6 – 10	20	29
		11 and above	14	21
Total			**68**	**100**

Source: Survey Data (2025)

The demographic data of the respondents, as presented in Table (3.1), reveals a comprehensive profile of the 68 employees surveyed at Naung Yoe Technologies Co., Ltd. In terms of gender, the majority of respondents are male (74%), while females account for 26%, suggesting a male-dominated workforce, which is common in the technology sector in Myanmar. Most employees fall within the age range of 25 to 35 years old (44%), followed by those aged 36 to 45 years old (25%) and under 25 years old (22%), indicating a relatively young workforce. Only a small proportion of respondents are aged 46 to 55 (7%) or over 55 years (2%).

Regarding marital status, 62% of the participants are single and 38% are married, which aligns with the overall age distribution. In terms of educational background, the majority of employees hold a bachelor's degree (93%), while 7% have attained a master's degree. This indicates a well-qualified workforce with academic credentials appropriate for roles in the IT and engineering sectors.

With respect to job positions, 63% of employees are in non-managerial roles, and 36.8% are in managerial positions, indicating a balanced representation between operational and supervisory staff. Salary data show that nearly half of the respondents (49%) earn below 500,000 MMK, followed by 32% earning 1,000,001 to 1,500,000 MMK. Only 15% earn between 500,000 and 1,000,000 MMK, and 4% receive more than 1,500,000 MMK.

Finally, regarding the years of employment at the company, 50% of the employees have been working for 1 to 5 years, 29% have worked for 6 to 10 years, and 21% have served for over 10 years. No respondent reports having less than one year of experience. This distribution suggests a stable workforce with a strong retention rate and a blend of moderately and highly experienced employees, which is essential for the growth and competitiveness of an IT company in Myanmar.

3.6 Reliability Analysis

The reliability test using Cronbach's alpha is commonly applied in research to assess the internal consistency of a set of questionnaire items that are intended to measure the same underlying construct. According to Tavakol and Dennick (2011), alpha values of 0.90 and above indicate excellent reliability, 0.80–0.89 are considered good, 0.70–0.79

acceptable, 0.60–0.69 questionable, 0.50–0.59 poor, and below 0.50 unacceptable. In this study, Cronbach's alpha is used to evaluate the reliability of 41 items across six key variables: management support, co-workers support, job autonomy, knowledge sharing, innovative work behaviour, and job performance. Table (3.2) presents the alpha values for each scale, confirming their reliability for further analysis.

Table (3.2) Reliability Analysis

Sr. No.	Variables	Number of Items	Cronbach's Alpha	Interpretation
1.	Management Support	5	0.767	Acceptable
2.	Co-workers Support	6	0.778	Acceptable
3.	Job Autonomy	5	0.738	Acceptable
4.	Knowledge Sharing	6	0.750	Acceptable
5.	Innovative Work Behaviour	9	0.863	Good
6.	Job Performance	10	0.864	Good

Source: Survey Data (2025)

According to Table (3.2), the Cronbach's alpha values for management support (0.767), co-workers support (0.778), job autonomy (0.738), and knowledge sharing (0.750) fall within the range of 0.7 to 0.8, which is considered acceptable. This indicates that the individual items under each of these variables are reasonably consistent and reliable for measuring their respective constructs.

Conversely, both innovative work behaviour and job performance constructs exhibit acceptable internal consistency, with Cronbach's alpha coefficients of 0.863 and 0.864, respectively, falling into the good category. This suggests a high level of internal consistency among the items measuring these dependent variables, reinforcing the reliability of the outcome constructs in this research.

These results indicate that respondents answered the items related to innovative behaviour and job performance in a coherent and consistent manner. Overall, the reliability analysis confirms that the measurement instruments used in this study are statistically sound and capable of yielding dependable results further analysis.

CHAPTER 4

ANALYSIS ON THE EFFECT OF SUPPORTIVE WORK ENVIRONMENT AND JOB AUTONOMY ON INNOVATIVE WORK BEHAVIOUR AND JOB PERFORMANCE OF NAUNG YOE TECHNOLOGIES CO., LTD.

This chapter presents employee perception on supportive work environment, job autonomy, knowledge sharing, innovative work behaviour, and job performance. Furthermore, it includes the analysis on the effect of supportive work environment and job autonomy on innovative work behaviour, the moderating effect of knowledge sharing on the relationship between supportive work environment and innovative work behaviour, and the effect of innovative work behaviour on job performance.

This study collects primary data through online survey with a structured questionnaire consisting of five main sections: (1) demographic information, (2) supportive work environment and job autonomy, (3) knowledge sharing, (4) innovative work behaviour, and (5) job performance. The demographic section includes seven questions to gather participants' background details. The other sections apply a 5-point Likert scale, where responses range from 1 (strongly disagree) to 5 (strongly agree), to assess perceptions of the respondents.

A census sampling method is used, targeting all 68 IT professionals employed at Naung Yoe Technologies Co., Ltd. The respondents include software developers, system engineers, network engineers, IT & solution supervisors, assistant engineers, executive engineers, and managers. A 100% response rate is achieved, with all 68 participants completing the survey. For data analysis, both descriptive statistics and regression analysis are applied. Descriptive statistics is interpreted using mean scores based on Best's (1977) classification: 1.00–1.80 (strongly disagree), 1.81–2.60 (disagree), 2.61–3.40 (neutral), 3.41–4.20 (agree), and 4.21–5.00 (strongly agree). Prior to regression analysis, data reliability is assessed to ensure the validity of the scales.

4.1 Employee Perception on Supportive Work Environment, Job Autonomy, Knowledge Sharing, Innovative Work Behaviour and Job Performance

This section presents descriptive statistics for supportive work environment, job autonomy, knowledge sharing, innovative work behaviour, and job performance. The analysis includes mean values and standard deviations for each questionnaire item, along with the overall mean scores for each variable. These results provide insights into the extent to which employees agree or disagree with the current organizational practices at Naung Yoe Technologies Co., Ltd.

4.1.1 Supportive Work Environment

This section details employee perceptions regarding the supportive work environment within the organization. For the purpose of this study, the supportive work environment is evaluated through two main attributes: management support and co-workers support.

(1) Management Support

Management support is assessed using five questions. The descriptive statistics for this variable, including means, standard deviations, and the overall mean score, are summarized in Table (4.1).

Table (4.1) Management Support

Sr. No.	Description	Mean	Standard Deviation
1.	Feeling easy to approach to the supervisors.	3.90	0.55
2.	Receiving encouragement and support from the supervisors.	3.93	0.61
3.	Having access to resources needed to do the work.	3.85	0.55
4.	Receiving the guidance and help needed to do the work.	3.90	0.55
5.	Being are aware of the policies and procedures to perform the work.	3.91	0.51
Overall Mean		**3.90**	

Source: Survey Data (2025)

Based on Table (4.1), the mean values for all five items measuring management support, as well as the overall mean, fall within the range of 3.41 to 4.20. This corresponds to the agree level. Employees agree that they feel comfortable approaching their supervisors and receive encouragement and support from the supervisors. Respondents also agree that they have access to the necessary resources, as well as the guidance required to complete their work. Moreover, they agree that they are well-informed about relevant policies and procedures.

(2) Co-workers Support

Co-workers support is assessed using six questions. The mean scores, standard deviations, and the overall mean value are presented in Table (4.2).

Table (4.2) Co-workers Support

Sr. No.	Description	Mean	Standard Deviation
1.	Having relationships based on trust and reciprocal faith.	4.04	0.61
2.	Trusting the co-workers.	3.94	0.48
3.	Sharing a common purpose and collective aspirations with others at work.	3.79	0.59
4.	Sharing information and learning from one another.	3.94	0.60
5.	Viewing themselves as partners in charting the direction of the organization.	3.82	0.52
6.	Interacting and exchanging ideas with people from different areas of the organization.	3.94	0.62
Overall Mean		**3.91**	

Source: Survey Data (2025)

According to the results shown in Table (4.2), the mean scores for all six items assessing co-workers support, and the overall mean fall within the interpretation range of 3.41 to 4.20. This indicates the agree level. Employees agree that they have relationships based on trust and reciprocal faith. They agree that they can trust their co-workers, share a common purpose and collective aspirations. They also agree that they share information and learn from one another. Furthermore, they agree that they interact and exchange ideas with people from different areas of the organization. Additionally, they agree on viewing themselves as partners in driving organizational goals which further supports the presence of a cooperative environment.

4.1.2 Job Autonomy

Job autonomy is measured using five questions. The mean scores, standard deviations, and the overall mean value are shown in Table (4.3).

Table (4.3) Job Autonomy

Sr. No.	Description	Mean	Standard Deviation
1.	Having the freedom to try out new ways of doing things.	3.79	0.59
2.	Being encouraged by the supervisor to think creatively.	4.01	0.61
3.	Having the opportunity to discuss new ideas with colleagues from other departments.	3.94	0.54
4.	Being allowed to decide how to go about getting the job done.	3.66	0.56
5.	Being free to choose the methods used in carrying out work.	3.93	0.53
Overall Mean		**3.87**	

Source: Survey Data (2025)

According to Table (4.3), the mean values, including the overall mean, are in the range of 3.41 to 4.20. This aligns with the agree category. Employees agree that they have the freedom to try out new ways of doing things and feel encouraged by their supervisors to think creatively, which reflects support for innovation. They also agree that they have opportunities to discuss new ideas with colleagues from other departments. In addition, employees agree that they are allowed to decide how to carry out their tasks. Finally, they agree that they have the flexibility to choose the methods used in performing their work.

4.1.3 Knowledge Sharing

Knowledge sharing is assessed using six questions. The mean scores, standard deviations, and the overall mean value are summarized in Table (4.4).

Table (4.4) Knowledge Sharing

Sr. No.	Description	Mean	Standard Deviation
1.	Valuing knowledge sharing with others in the organization.	3.98	0.47
2.	Recognizing the benefits of knowledge sharing within the organization.	3.97	0.52
3.	Finding knowledge sharing with others in the organization pleasant.	3.88	0.53
4.	Receiving organizational support for knowledge sharing.	3.88	0.53
5.	Having sufficient opportunities to share knowledge within the organization.	3.78	0.62
6.	Using valid processes and channels to share knowledge across locations and departments.	3.71	0.57
Overall Mean		**3.87**	

Source: Survey Data (2025)

Based on the results presented in Table (4.4), all the mean scores, including the overall mean value, fall within the range of 3.41 to 4.20, indicating the agree level. Employees agree that they value knowledge sharing with others in the organization, recognize its benefits, and find it pleasant. In addition, they agree that they receive organizational support for knowledge sharing and have sufficient opportunities to share knowledge within the organization. They also agree on using valid processes and channels to share knowledge across locations and departments.

4.1.4 Innovative Work Behaviour

Innovative work behavior is measured through nine questions. The mean scores, standard deviations, and the overall mean value are presented in Table (4.5).

Table (4.5) Innovative Work Behaviour

Sr. No.	Description	Mean	Standard Deviation
1.	Creating new ideas for improvements.	4.06	0.59
2.	Searching for new working methods, techniques, or tools.	4.16	0.53
3.	Generating original solutions to problems through new ideas.	4.01	0.58
4.	Actively testing new ideas.	4.21	0.53
5.	Trying different approaches to solve problems.	4.15	0.50
6.	Generating new ideas for difficult issues.	4.09	0.62
7.	Working hard on developing new things.	4.15	0.55
8.	Contributing to the implementation of new ideas.	4.19	0.52
9.	Taking action to support innovative ideas.	4.16	0.48
Overall Mean		**4.13**	

Source: Survey Data (2025)

According to the results shown in Table (4.5), all mean values (including overall mean) for innovative work behaviour, except one with a mean score of 4.21, fall within the range of 3.41 to 4.20, indicating an agree level of response. Employees agree that they create new ideas for improvements and search for new working methods, techniques, or tools. They also agree that they generate original solutions to problems through new ideas and try different approaches to solve them. Furthermore, employees agree on generating new ideas for difficult issues, working hard on developing new things, contributing to the implementation of new ideas, and taking action to support innovative ideas.

One of the mean values falls within the range of 4.21 and 5.00, which represents a strongly agree level. Employees strongly agree that they are actively testing new ideas.

4.1.5 Job Performance

Job performance is evaluated using ten questions. The mean scores, standard deviations, and the overall mean value from the descriptive analysis are presented in Table (4.6) below.

Table (4.6) Job Performance

Sr. No.	Description	Mean	Standard Deviation
1.	Completing tasks on time.	4.10	0.58
2.	Meeting work goals.	4.04	0.68
3.	Ensuring that services meet quality standards.	4.16	0.59
4.	Responding quickly to problems.	4.18	0.60
5.	Performing hard tasks properly.	4.03	0.62
6.	Updating technical knowledge to improve job performance.	4.31	0.60
7.	Working in accordance with organizational expectations.	4.18	0.62
8.	Taking initiative to improve work results.	4.15	0.63
9.	Working hard on assigned tasks.	4.09	0.62
10.	Executing tasks foreseeing their results.	3.96	0.53
Overall Mean		**4.12**	

Source: Survey Data (2025)

Based on the results presented in Table (4.6), all mean values, including the overall mean, fall within the range of 3.41 to 4.20—indicating an agree level—except for one item with a mean score of 4.31. Employees agree that they complete tasks on time and meet work goals. They also agree on ensuring that services meet quality standards and responding quickly to problems. Furthermore, employees agree on performing hard tasks properly, working in accordance with organizational expectations, and taking initiative to

improve work results. Additionally, they agree on working hard on assigned tasks and executing tasks foreseeing their results.

One of the mean values falls within the range of 4.21 to 5.00, which represents to the strongly agree level. Employees strongly agree that they regularly update their technical knowledge to enhance their job performance.

4.2 Analysis on the Effect of Supportive Work Environment and Job Autonomy on Innovative Work Behaviour

This section analyzes the effect of supportive work environment (management support and co-workers support) and job autonomy on innovative work. Here, management support, co-workers support, and job autonomy act as independent variables, while innovative work behavior is analyzed as the dependent variable. To assess these relationships, linear regression analysis is applied, and the results are presented in Table (4.7).

Table (4.7) Effect of Supportive Work Environment and Job Autonomy on Innovative Work Behaviour

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.410	.138		2.983	.004	
Management Support	.444***	.070	.468	6.296	.000	4.542
Co-workers Support	.138**	.069	.144	2.007	.049	4.224
Job Autonomy	.375***	.081	.392	4.610	.000	5.957
R	.960					
R Square	.922					
Adjusted R Square	.919					
Durbin-Watson	1.940					
F Value	252.824***					

Source: Survey Data (2025)

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The results presented in Table (4.7) indicate a very strong correlation (R = 0.960) between the independent variables (management support, co-workers support, and job autonomy) and innovative work behaviour. The R-squared value of 0.922 reveals that 92.2% of the variance in innovative work behaviour is statistically explained by the combined influence of these three predictors. The overall regression model is significant at the 1% level, as evidenced by the F-statistic (252.824, $p < 0.001$). The regression coefficients further indicate that each of the three independent variables has a positive significant effect on innovative work behaviour.

Among the predictors, management support has the strongest significant positive effect on innovative work behaviour at the 1% significance level (B = 0.444, $p < 0.001$). This implies that when employees receive higher levels of management support, they are more likely to engage in innovative work behaviour. The result highlights the critical need

for leaders to actively engage with their teams, providing guidance and resources that empower employees to take risks and explore new ideas. Investing in management training focused on supportive leadership practices can yield significant returns in terms of increased employee innovation. For Naung Yoe Technologies Co., Ltd., this finding reflects how a proactive and approachable leadership style helps IT professionals feel confident to experiment, solve problems creatively, and contribute beyond routine tasks.

Co-workers support has significant and positive effect on innovative work behaviour at 5% level, although the magnitude of this effect is smaller than that of management support and job autonomy. This indicates that support from colleagues contributes to innovative work behaviour among IT professionals at Naung Yoe Technologies Co., Ltd. Fostering a collaborative team environment is essential, as it enables employees to share knowledge, provide feedback, and collectively overcome challenges, all of which contribute to a more innovative workforce. Implementing team-building activities and creating platforms for open communication can help cultivate this supportive peer dynamic.

Job autonomy has significant and positive effect on innovative work behaviour at 1% level. The organizational structure at Naung Yoe Technologies Co., Ltd., while hierarchical, allows IT professionals flexibility in how they perform their tasks—such as selecting appropriate methods or solving technical problems. This autonomy encourages a sense of ownership and creativity, especially within project-based teams where employees are responsible for specific components. As a result, employees with greater autonomy tend to show higher levels of innovative work behaviour.

In summary, the regression analysis in Table (4.7) indicates that management support, co-workers support, and job autonomy all have significant and positive effect on innovative work behaviour among the IT professionals at Naung Yoe Technologies Co., Ltd. Management support appears to be the most influential factor, followed by job autonomy, with co-workers support also making a significant positive contribution.

4.3 Analysis on the Moderating Effect of Knowledge Sharing on the Relationship between Supportive Work Environment and Innovative Work Behaviour

This section analyzes the moderating effect of knowledge sharing on the relationship between supportive work environment and innovative work behaviour using linear regression analysis. The results of this analysis are summarized in Table (4.8).

Table (4.8) Moderating Effect of Knowledge Sharing on the Relationship between Supportive Work Environment and Innovative Work Behaviour

Variable	Model 1				Model 2			
	Unstandardized Coefficients		Beta	Sig.	Unstandardized Coefficients		Beta	Sig.
	B	Std. Error			B	Std. Error		
(Constant)	.286	.147		.056	.241	.181		.188
Management Support	.467***	.071	.493	.000	.476***	.078	.502	.000
Co-workers Support	.162**	.070	.168	.023	.157**	.071	.164	.031
Knowledge Sharing	.359***	.087	.344	.000	.366***	.094	.350	.000
Management Support * Knowledge Sharing					.004	.027	.020	.890
Co-workers Support * Knowledge Sharing					.000	.033	.000	.999
R	.958				.958			
R Square	.918				.918			
Adjusted R Square	.914				.912			
F Value	239.160***				139.531***			

Source: Survey Data (2025)

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Based on Table (4.8), model 1 evaluates the direct effects of the supportive work environment (comprising management and co-worker support) and knowledge sharing on innovative work behavior. Model 2 introduces the interaction terms between management support and knowledge sharing (management support × knowledge sharing) and between co-workers support and knowledge sharing (co-workers support × knowledge sharing) to test for moderation.

In model 2, the R square value remains unchanged at 0.918, and the adjusted R square slightly declines comparing to model 1. This indicates that the inclusion of the interaction terms does not substantially improve the model's explanatory power. The F value also decreases to 139.531, though the model remains statistically significant at the 1% level, indicating it still provides a good fit. While the direct effects of management support, co-workers support, and knowledge sharing on innovative work behaviour remain significant in Model 2, both of the interaction terms are not significant ($p > 0.1$). This indicates that knowledge sharing does not moderate the relationship between supportive work environment and innovative work behaviour.

In Naung Yoe Technologies Co., Ltd., supportive elements, such as encouragement from managers and colleagues, individually play a strong role in driving innovative work behaviour among employees. However, the lack of significant moderation by knowledge sharing implies that while employees may be exchanging knowledge, this alone does not necessarily strengthen the influence of managerial or peer support on innovative work behaviour. This may reflect an environment where support and innovation already operate effectively on their own, regardless of how much knowledge sharing takes place. Direct interpersonal support and autonomy are more influential drivers of innovation than collaborative knowledge sharing, in the current organizational setting. This could be influenced by the nature of IT work, where individual initiative and direct leadership engagement often lead to more impactful innovation outcomes.

To summarize, the results from Table (4.8) show that management support, co-workers support, and knowledge sharing have a positive and direct effect on innovative work behaviour among IT professionals at Naung Yoe Technologies Co., Ltd. However, knowledge sharing does not function as a significant moderator in the relationships between the supportive work environment (encompassing both management and co-workers support) and innovative work behaviour among the surveyed IT professionals.

4.4 Analysis on the Effect of Innovative Work Behaviour on Job Performance

This section analyzes the effect of innovative work behaviour on job performance using linear regression analysis. Here, innovative work behaviour serves as the independent variable and job performance as the dependent variable. The results of this analysis are shown in Table (4.9).

Table (4.9) Effect of Innovative Work Behaviour on Job Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.134	.407		2.784	.007	
Innovative Work Behaviour	.723***	.098	.672	7.363	.000	1.000
R	.672					
R Square	.451					
Adjusted R Square	.443					
Durbin-Watson	1.798					
F Value	54.208***					

Source: Survey Data (2025)

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the result presented in Table (4.9), the R square value of 0.451 suggests that approximately 45.1% of the variance in job performance can be statistically explained by innovative work behaviour. The Durbin-Watson statistic of 1.798 suggests no significant autocorrelation in the residuals, and the F-value of 54.208 is statistically significant at the 1% level, confirming the model's overall significance. Innovative work behaviour has significant and positive effect on job performance at 1% level ($B = 0.723$, $p < 0.001$). This implies that employees who demonstrate higher levels of innovative work behaviour tend to achieve better job performance.

This result highlights the strategic importance of fostering innovative work behaviour among IT professionals, as it has a direct and measurable impact on job performance. The positive and significant relationship suggests that when employees engage in idea generation, problem-solving, and continuous improvement, their overall work effectiveness also improves. For a technology-driven company like Naung Yoe

Technologies Co., Ltd., where performance depends heavily on adaptability, creativity, and technical efficiency, this reinforces the value of an innovation-oriented workforce. This finding also indicates that the existing organizational culture values innovation and connects it to positive outcomes for both individual career advancement and overall company productivity. It aligns with the company's existing practices, such as providing ongoing technical training and encouraging employee input in project planning.

CHAPTER 5

CONCLUSION

This chapter is organized into three main sections: findings and discussions, suggestions and recommendations, and needs for future research. These sections collectively address the effect of supportive work environment and job autonomy on innovative work behaviour and job performance of employees at Naung Yoe Technologies Co., Ltd.

5.1 Findings and Discussions

This study focuses on the effect of supportive work environment and job autonomy on innovative work behaviour and job performance of Naung Yoe Technologies Co., Ltd. Primary data are collected using a structured online questionnaire distributed to all 68 IT professionals within the company, including individuals in roles such as software developers, system engineers, network engineers, IT & solution supervisors, assistant engineers, executive engineers, and managers. A census sampling method ensures participation from the entire target population. The collected data are subsequently analyzed using descriptive and regression statistics.

The demographic profiles of the surveyed employees at Naung Yoe Technologies Co., Ltd. reveal a workforce predominantly comprised of young male individuals. Most employees are under 35 years old and hold bachelor's degrees. This aligns with the company's nature as a technology-focused organization that demands adaptability and technical expertise. The distribution across non-managerial and managerial roles suggests a balanced organizational structure. Salary ranges indicate a varied compensation structure within the company. The workforce stability is evident, with many employees having 1 to 10 years of tenure, aligning with the company's emphasis on retaining skilled professionals. This demographic profile underscores a blend of youth, technical qualification, and moderate experience, which supports the company's operational demands in dynamic IT environments while highlighting opportunities to enhance diversity and career progression pathways.

The overall mean value for management support falls within the agree range. The findings reveal that employees typically feel comfortable approaching their management and receive encouragement along with the necessary resources and guidance to perform their tasks effectively. This aligns with the company's practices of providing regular technical training, performance-based recognition, and clear guidance through weekly project meetings. Furthermore, employees are well-informed about relevant company policies and procedures, highlighting the company's emphasis on open communication and skill development. Such a supportive leadership environment is particularly crucial for IT professionals who often handle complex tasks and require managerial backing to implement innovative ideas effectively

The overall mean value for co-workers support falls within the agree range, indicating a generally positive perception among the IT professionals at Naung Yoe Technologies Co., Ltd. The findings suggest a collaborative atmosphere, with employees generally agreeing that their workplace relationships are based on trust and mutual faith. Furthermore, the results indicate that employees interact and exchange ideas across different organizational areas and view themselves as partners in achieving company goals, highlighting a cooperative environment. This aligns with the company's efforts to cultivate teamwork and mutual respect, as evidenced by their organized company-wide events and the emphasis on peer-to-peer mentorship and collaborative problem-solving.

The overall mean value for job autonomy falls within the agree range, indicating that the employees generally perceive a degree of freedom and discretion in their work. Employees agree that they have the opportunity to try new ways of doing things and feel encouraged to think creatively. They also have opportunities to discuss new ideas with colleagues and are allowed to decide how to carry out their tasks and choose their work methods. This aligns with the company's tiered autonomy approach, where IT professionals have discretion in technical decision-making and problem-solving, and those in frontline roles are empowered to resolve critical issues independently, supported by predefined protocols.

The overall mean value for knowledge sharing falls within the agree range, indicating a positive perception among employees. They generally agree that they value knowledge sharing, recognize its benefits, and find it to be a pleasant aspect of their work. Employees also receive organizational support for knowledge sharing and feel they have sufficient opportunities to engage in it through established processes and channels across

different locations and departments. This aligns with Naung Yoe Technologies Co., Ltd.'s investments in workshops, certifications, and collaborations with global partners like Dahua Technology, where the integration of technical updates into routine workflows ensures teams stay current with industry trends.

The overall mean value on innovative work behaviour falls within the agree range. This indicates that the IT professionals at Naung Yoe Technologies Co., Ltd. are generally inclined towards innovation in their roles. Employees agree that they create new ideas for improvements, seek new working methods, and generate original solutions to problems. They also report trying different approaches and working hard to develop and implement new things, as well as supporting innovative ideas. This aligns with the company's emphasis on continuous professional development and encouraging employees to contribute their ideas during project meetings.

Furthermore, overall mean value for job performance is at the agree level. This indicates that employees generally have a positive perception of their performance. They agree on performing well in their roles, meeting goals, and maintaining quality standards. Employees strongly agree on regularly updating their technical knowledge to enhance job performance, which is particularly relevant in the dynamic IT sector. The responses also suggest a high level of motivation and personal initiative among employees, with many striving to improve their results and update their skills. This level of performance is crucial in an IT company where delivering reliable and timely solutions is key to client satisfaction and organizational growth.

The findings from the regression analysis demonstrate that management support, co-workers support, and job autonomy significantly positive effect on innovative work behaviour. This means that they enhance innovative work behavior among IT professionals at Naung Yoe Technologies Co., Ltd. Management support exerts the strongest influence, driven by accessible leadership, resource provision, and structured practices like regular meetings and overseas training. Job autonomy's impact aligns with the company's hierarchical yet flexible model, empowering employees with task ownership and frontline decision-making authority. Co-workers support, though effective, plays a smaller role, likely due to task-focused collaboration in technical roles. These findings underscore the importance of the company's supportive work environment practices and autonomy frameworks in fostering innovation, particularly in a sector requiring rapid problem-solving and technical agility.

The analysis reveals that knowledge sharing does not significantly moderate the relationship between supportive work environment and innovative work behaviour. Management support, co-workers support and knowledge sharing each have a direct and significant positive effect on innovative work behaviour. This suggests that although knowledge sharing is valued and practiced at Naung Yoe Technologies Co., Ltd., it does not necessarily strengthen or weaken the influence of management or co-workers support on innovative work behaviour. The level of knowledge sharing among IT professionals does not significantly alter the impact of feeling supported by management or colleagues on their tendency to be innovative. This is likely due to the direct effects of support from management and co-workers being consistently strong enough to encourage innovative work behaviour within the company culture, without the need of a moderating effect from knowledge sharing.

Based on the analysis, innovative work behaviour has significant positive effect on the job performance, meaning that employees who engage in innovative activities tend to perform better in their jobs. At Naung Yoe Technologies Co., Ltd., where IT professionals are often required to solve complex problems, develop new systems, and implement advanced technologies, innovative behaviour is a valuable driver of performance. Employees who propose new solutions, adopt new tools, and refine work processes are better able to meet organizational goals and maintain high levels of efficiency. The result highlights the importance of encouraging creative thinking and initiative among staff to enhance overall productivity and job effectiveness.

5.2 Suggestions and Recommendations

According to the analysis of the surveyed data, it is evident that supportive work environment (specifically management support and co-workers support) and job autonomy play crucial roles in influencing innovative work behaviour, which in turn significantly enhances job performance. Therefore, Naung Yoe Technologies Co., Ltd. should further strengthen and institutionalize these practices to maintain its innovative edge and improve employee performance in a sustainable manner.

Firstly, since management support is found to have the strongest influence on innovative work behaviour, the company should continue to invest in leadership development initiatives. Managers and supervisors should be trained to provide consistent

feedback, recognize employee contributions, and maintain open communication channels. Naung Yoe Technologies Co., Ltd should continue to foster practices such as regular technical training, performance-based recognition, and clear guidance. Efforts could be made to further enhance this support by actively soliciting employee ideas and feedback, and by ensuring managers consistently champion innovative initiatives proposed by their teams.

Secondly, co-workers support also plays a significant role in fostering innovative work behaviour. The company should maintain and strengthen the existing collaborative culture that is fostered through events and mentorship. Encouraging more project-based teamwork and creating platforms for informal knowledge exchange among peers could further enhance this aspect of the supportive work environment. Digital platforms, such as internal forums for sharing coding solutions or troubleshooting tips, would facilitate peer-to-peer knowledge exchange. Pairing senior engineers with junior staff during on-site installations, such as deploying airport security systems, could also strengthen practical skill transfer through mentorship.

Thirdly, job autonomy also shows a significant positive impact on innovative work behaviour. The company should maintain its effective tiered autonomy approach. IT professionals at Naung Yoe Technologies Co., Ltd. are often responsible for solving complex, time-sensitive problems that require discretion and creativity. Thus, the organization should further encourage employee participation in decision-making, particularly in project planning and implementation phases. The company should also formalize task ownership in project workflows, such as allowing teams to lead end-to-end execution of software updates. However, autonomy should be accompanied by clear guidelines and supportive supervision to maintain accountability and direction.

Based on the analysis, the effect of innovative work behaviour on job performance clearly indicates a significant positive relationship. As innovative work behaviour increases, so does job performance. Employees who frequently generate new ideas, test novel solutions, and improve work processes tend to perform at higher levels. Consequently, the company should continue to reinforce practices that encourage innovation in daily work and further foster a culture that values creativity, experimentation, and continuous improvement."

In conclusion, Naung Yoe Technologies Co., Ltd. has already established a strong foundation in terms of supportive management, team collaboration, and flexible work practices. By further enhancing these areas with targeted initiatives and organizational policies, the company can strengthen employee innovative work behaviour and performance, ultimately driving long-term growth and competitive advantage in Myanmar's dynamic IT sector.

5.3 Needs for Further Research

While this study provides valuable insights into the impact of supportive work environment and job autonomy on innovative work behaviour and job performance at Naung Yoe Technologies Co., Ltd., several limitations suggest directions for future research. First, the findings are based on a small sample of 68 IT professionals from a single company in Myanmar, which may restrict their applicability to other industries or regions. Second, the cross-sectional design captures perceptions at one moment, limiting insights into long-term trends or causal relationships. Self-reported data also introduces potential response bias. Future research could expand the sample size to include diverse IT companies, employ longitudinal designs, and explore additional variables that may influence innovative work behaviour and performance such as leadership style, organizational culture, or digital readiness. Qualitative methods, like interviews or focus groups, could also offer a more in-depth understanding of employee experiences and the organizational context.

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APPENDIX A

QUESTIONNAIRE

THE EFFECT OF SUPPORTIVE WORK ENVIRONMENT AND JOB AUTONOMY ON INNOVATIVE WORK BEHAVIOUR AND JOB PERFORMANCE OF NAUNG YOE TECHNOLOGIES CO., LTD.

Dear Respondents,

I am conducting a survey to examine how a supportive work environment and job autonomy influence innovative work behavior and job performance at Naung Yoe Technology Co., Ltd. This research is part of my master's thesis for the MBA program at Yangon University of Economics and is solely for academic purposes. Your participation is highly valued, and I appreciate the time you dedicate to this survey. Your honest responses will contribute significantly to the accuracy of the study's findings. All information you provide will be kept strictly confidential.

Section (A): Demographic Profile

Please choose the most relevant answer by ticking the boxes below.

1. Gender

□ Male

□ Female

2. Age

□ Below 25 years old

□ 25 – 35 years old

□ 36 – 45 years old

□ 46 – 55 years old

□ 56 years old and above

3. Marital Status

□ Single

□ Married

4. Educational Background

□ Bachelor's degree

□ Master's degree

5. Position

□ Non-managerial level

□ Managerial level

6. Monthly Salary

□ Below 500,000 MMK

□ 500,000 – 1,000,000 MMK

□ 1,000,001 – 1,500,000 MMK

□ 1,500,001 MMK and above

7. Years of Employment at the Company

□ 1 – 5 years

□ 6 – 10 years

□ 11 years and above

Section (B): Supportive Work Environment and Job Autonomy

To gather your perspectives, please indicate how much you agree or disagree with each of the following statements using the scale provided below.

Strongly Disagree	Disagree	Neutral (Somewhat agree and somewhat disagree)	Agree	Strongly Agree
1	2	3	4	5

Supportive Work Environment

No.	Description	1	2	3	4	5
	Management Support					
1.	Employees feel it is easy to approach to their supervisors.					
2.	Employees receive encouragement and support from their supervisors.					
3.	Employees have access to resources that they need to do their work.					
4.	Employees have the guidance and help that they need to do their work.					
5.	Employees are aware of the policies and procedures to perform his/her work.					
	Co-workers Support					
1.	Employees have relationships based on trust and reciprocal faith.					
2.	Employees trust in their co-workers.					
3.	Employees share a commonality of purpose and collective aspirations with others at work.					

4.	Employees share information and learn from one another.					
5.	Employees view themselves as partners in charting the direction of the organization.					
6.	Employees interact and exchange ideas with people from different areas of the organization.					

Job Autonomy

No.	Description	1	2	3	4	5
1.	I have the freedom to try out new ways of doing things.					
2.	My supervisor encourages me to think creatively.					
3.	I have the opportunity to discuss new ideas with my colleagues from other departments.					
4.	I am allowed to decide how to go about getting my job done.					
5.	I am free to choose the methods to use in carrying out my work.					

Section (C): Knowledge Sharing

To gather your perspectives, please indicate how much you agree or disagree with each of the following statements using the scale provided below.

Strongly Disagree	**Disagree**	**Neutral (Somewhat agree and somewhat disagree)**	**Agree**	**Strongly Agree**
1	**2**	**3**	**4**	**5**

Knowledge Sharing

No.	**Description**	**1**	**2**	**3**	**4**	**5**
1.	Knowledge sharing with others in the organization is valuable.					
2.	Knowledge sharing with others in the organization is beneficial.					
3.	Knowledge sharing with others in the organization is pleasant.					
4.	The organization supports knowledge sharing.					
5.	The opportunities to share knowledge within the organization are sufficient.					
6.	There are valid processes/channels to share knowledge between different locations and departments.					

Section (D): Innovative Work Behaviour

To gather your perspectives, please indicate how much you agree or disagree with each of the following statements using the scale provided below.

Strongly Disagree	Disagree	Neutral (Somewhat agree and somewhat disagree)	Agree	Strongly Agree
1	2	3	4	5

Innovative Work Behaviour

No.	Description	1	2	3	4	5
1.	I create new ideas for improvements.					
2.	I often search out new working methods, techniques or instruments.					
3.	My ideas generate original solutions to problems.					
4.	I work actively to test new ideas.					
5.	I try to solve problems in different ways.					
6.	I generate new ideas on difficult issues.					
7.	I work hard in the process of developing new things.					
8.	I contribute to the implementation of new ideas.					
9.	I take action on support for innovative ideas.					

Section (E): Job Performance

To gather your perspectives, please indicate how much you agree or disagree with each of the following statements using the scale provided below.

Strongly Disagree	Disagree	Neutral (Somewhat agree and Somewhat disagree)	Agree	Strongly Agree
1	2	3	4	5

Job Performance

No.	Description	1	2	3	4	5
1.	I complete my tasks on time.					
2.	I meet my goals.					
3.	I make sure that services meet quality standards.					
4.	I respond quickly when problems come up.					
5.	I perform hard tasks properly.					
6.	I try to update my technical knowledge to do my job.					
7.	I do my job according to what the organization expects from me.					
8.	I take initiatives to improve my results at work.					
9.	I work hard to do the tasks designated to me.					
10.	I execute my tasks foreseeing their results.					

APPENDIX B

SPSS OUTPUT

Regression Analysis for the Effect of Supportive Work Environment and Job Autonomy on Innovative Work Behaviour

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.960[a]	.922	.919	.10806	1.940

a. Predictors: (Constant), JA, CWS, MS

b. Dependent Variable: IWB

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.856	3	2.952	252.824	.000[b]
	Residual	.747	64	.012		
	Total	9.603	67			

a. Dependent Variable: IWB

b. Predictors: (Constant), JA, CWS, MS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.410	.138		2.983	.004		
	MS	.444	.070	.468	6.296	.000	.220	4.542
	CWS	.138	.069	.144	2.007	.049	.237	4.224
	JA	.375	.081	.392	4.610	.000	.168	5.957

a. Dependent Variable: IWB

Regression Analysis for the Moderating Effect of Knowledge Sharing on the Relationship between Management Support and Innovative Work Behavior

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.958[a]	.918	.914	.11086	
2	.958[b]	.918	.912	.11244	1.798

a. Predictors: (Constant), KS, CWS, MS

b. Predictors: (Constant), KS, CWS, MS, interaction1, interaction

c. Dependent Variable: IWB

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.817	3	2.939	239.160	.000[b]
	Residual	.786	64	.012		
	Total	9.603	67			
2	Regression	8.820	5	1.764	139.531	.000[c]
	Residual	.784	62	.013		
	Total	9.603	67			

a. Dependent Variable: IWB

b. Predictors: (Constant), KS, CWS, MS

c. Predictors: (Constant), KS, CWS, MS, interaction1, interaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.286	.147		1.947	.056		
	MS	.467	.071	.493	6.566	.000	.227	4.402
	CWS	.162	.070	.168	2.327	.023	.245	4.083
	KS	.359	.087	.344	4.123	.000	.184	5.444
2	(Constant)	.241	.181		1.331	.188		
	MS	.476	.078	.502	6.102	.000	.194	5.147
	CWS	.157	.071	.164	2.208	.031	.240	4.167
	KS	.366	.094	.350	3.894	.000	.163	6.145
	interaction	.004	.027	.020	.139	.890	.064	15.712
	interaction1	5.627E-005	.033	.000	.002	.999	.067	14.915

a. Dependent Variable: IWB

Regression Analysis for the Effect of Innovative Work Behaviour on Job Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.672[a]	.451	.443	.30422	1.798

a. Predictors: (Constant), IWB

b. Dependent Variable: JP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.017	1	5.017	54.208	.000[b]
	Residual	6.108	66	.093		
	Total	11.125	67			

a. Dependent Variable: JP

b. Predictors: (Constant), IWB

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.134	.407		2.784	.007		
	IWB	.723	.098	.672	7.363	.000	1.000	1.000

a. Dependent Variable: JP