

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MSESI PROGRAMME**

**THE EFFECT OF BUSINESS ETHICS AND
ORGANIZATIONAL CULTURE ON EMPLOYEE
ENGAGEMENT AND JOB PERFORMANCE AT
TREE 4 ALL CO., LTD**

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MSESI II – 30

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YANGON UNIVERSITY OF ECONOMICS
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ACADEMIC YEAR (2022-2024)

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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 Sustainable Entrepreneurship and Social Innovation (MSESI).

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Business Ethics and Organizational Culture on Employee Engagement and Job Performance at TREE 4 ALL Co., Ltd**” has been accepted by the Examination Board for awarding Master of Sustainable Entrepreneurship and Social Innovation (MSESI) degree.

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ABSTRACT

The objectives of this study are to analyze the effect of business ethics and organizational culture on employee engagement and to analyze the effect of employee engagement on job performance of employees at TREE 4 ALL Co., Ltd. In this study, both primary and secondary data are used. Primary data are collected from 60 respondents by using simple random sampling method. The primary data are collected by using questionnaire survey method with structured questionnaire. By using Raosoft sample size calculator, the sample size is 60 employees out of 70 employees. Descriptive statistics and linear regression methods are applied to analyze data. The secondary data are composed from previous research papers, textbooks, websites, and other related information. Honesty, fairness/ justice, public benefits in mind have positive and significant effects on employee engagement. Interpersonal dimension and task dimension have positive and significant effects on employee engagement and employee engagement has also positive and significant effects on job performance. Theses results confirm that TREE 4 ALL Co., Ltd should endeavor to continually maintain business ethics to be honesty, fairness, organizational culture in both interpersonal and task. TREE 4 ALL should enhance the business ethics and organizational culture to increase the employee engagement and job performance.

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CHAPTER 1

INTRODUCTION

Multinational corporations have to constantly adjust to new opportunities and challenges in the ever-changing business environment of today. At its core, an organization is a collection of people who have been brought together to use systems to accomplish particular goals. All business operations are greatly affected by organizational culture and business ethics, which are strongly tied to other corporate functions. Employees with a positive organizational culture are more committed, and their enthusiasm and dedication are evident in their excellent work performance.

Business ethics are the values and norms that direct people's and organizations' conduct in the business sector (Ferrell et al., 2015). These guidelines guarantee that company operations are carried out honestly, fairly, and with regard for all parties involved. Building trust, upholding a good reputation, and guaranteeing long-term success in today's intricately linked global marketplace all depend on ethical behavior (Crane & Matten, 2016).

Business ethics, defined as the application of moral principles in business decision-making, plays a pivotal role in shaping organizational conduct (Ferrell et al., 2018). Ethical companies are more likely to build long-term trust with stakeholders, including employees, customers, and the wider community (Brown & Treviño, 2006). In a competitive market, ethical behavior can also provide a differentiating factor that enhances the company's reputation and fosters customer loyalty (Schwartz, 2001). It influences how employees interact, how decisions are made, and how the organization adapts to external challenges. When an organization's culture aligns with ethical practices, the result is a cohesive and high-performing work environment.

Honesty involves being truthful and transparent in all business dealings, ensuring that information provided to stakeholders is accurate and free from deception (Weiss, 2014). Fairness or justice in business ethics refers to treating all stakeholders equitably, making unbiased decisions, and ensuring that benefits and burdens are distributed justly (Crane & Matten, 2016). Having the public benefit in mind means that a company prioritizes positive impacts on society and the environment, aligning its operations with the broader social good beyond profit maximization (Schwartz, 2017). Community

relationship refers to the interactions and connections a business fosters with the local community, aiming to build trust, support, and mutual benefit through engagement and collaborative efforts (Carroll & Buchholtz, 2014).

Organizational culture is defined as the shared values, beliefs, and norms that influence how people within an organization interact, make decisions, and achieve their goals (Schein, 2010). It encompasses various elements such as vision, values, norms, systems. Organizational culture, rooted in the conventional culture of its environment, provides a major competitive advantage in the business landscape. Although organizational culture is not a tangible asset that an organization can automatically own, a strong organizational structure fosters a better organization. Corporate culture is fundamental to the development of the organization and the cornerstone of an efficient corporate management mechanism. It encompasses the vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits of the corporation.

Additionally, organizational culture plays a critical role in defining how teams cooperate, make decisions, and handle challenges. A cohesive culture encourages employees to work together toward common goals, often resulting in higher levels of innovation, commitment, and job satisfaction. For service-based organizations, fostering a collaborative and transparent environment ensures that employees feel supported, which enhances customer service and organizational performance.

Incorporating the interpersonal and task dimensions of organizational culture could also strengthen employee engagement. Interpersonal dimension emphasizes teamwork, social relations, and group cohesion, while task dimension relates to the clarity of roles, expectations, and task structures within the organization (Denison & Mishra, 1995).

Task dimension refers to the structural aspects of work in an organization, focusing on the clarity of roles, responsibilities, and the expectations surrounding tasks (Denison & Mishra, 1995). It ensures that tasks are clearly defined and aligned with organizational goals, which is critical for performance efficiency and accountability.

These dimensions collectively shape the dynamics between employees and can significantly contribute to overall job performance. Companies like TREE 4 ALL Co., Ltd. can benefit from a culture that aligns with ethical standards, promoting honesty, fairness, and a focus on community relationships.

Employee engagement refers to the level of enthusiasm and dedication an employee feels toward their job and organization (Saks, 2006). It is characterized by a strong emotional and psychological connection to the workplace, which drives employees to go above and beyond in their roles (Kahn, 1990). Engaged employees are typically more productive, exhibit higher levels of job satisfaction, and are more likely to remain with their employer, reducing turnover rates and associated costs (Harter et al., 2002).

Employee engagement is another crucial factor contributing to organizational success. It refers to the emotional commitment that employees have toward their work and the organization (Saks, 2006). Engaged employees are more likely to put in discretionary effort, resulting in better job performance and productivity (Kahn, 1990). Engagement is influenced by various factors, including the organization's ethical standards, leadership style, and overall culture. Research has shown that employees who perceive their organization as ethical are more likely to be engaged, motivated, and committed to their roles (Rhoades & Eisenberger, 2002). They also tend to exhibit higher levels of job satisfaction, loyalty, and a willingness to contribute to organizational success (Harter et al., 2002).

Job performance is the overall effectiveness of an employee in executing their job duties, which includes their ability to achieve specific goals, meet quality standards, and contribute positively to the organization (Campbell, 1990).

Effective performance management systems are essential for assessing and improving job performance. These systems typically involve setting clear performance standards, providing regular feedback, and implementing development plans to address performance gaps (Armstrong, 2006).

Job performance is crucial to achieving organizational success and serving customers effectively. Therefore, this study introduces the process of analyzing the effect of business ethics, organizational culture, and employee engagement on job performance at TREE 4 ALL Co., Ltd., a business process outsourcing company in Myanmar. Job performance is the outcome of an employee's engagement, skills, and the environment provided by the organization (Campbell et al., 1993).

The business environment is dramatically evolving due to shifting customer demands. In the competitive field of business process outsourcing, where new entrants

continually emerge, delivering high-quality service is paramount. Job performance is critical to achieving organizational goals and success.

This study focus business ethics and organizational culture on employee engagement and job performance at TREE 4 ALL Co., Ltd., a Myanmar-based business process outsourcing company. The company's reliance on human capital to deliver services to clients makes it essential to understand how ethical practices and cultural values influence employee behavior and, ultimately, organizational performance. As the business environment becomes more complex and competitive, companies like TREE 4 ALL must focus on creating an ethical and supportive workplace that enhances employee engagement and job performance.

The relationship between business ethics, organizational culture, employee engagement, and job performance has been the subject of numerous studies across various industries. However, there is a lack of research specifically focused on the business process outsourcing industry in Myanmar. As this industry is highly competitive and service-driven, the role of employees is critical in determining organizational success. By focusing on TREE 4 ALL Co., Ltd., this study aims to fill the gap in existing literature and provide practical recommendations for improving employee engagement and performance in the business process outsourcing sector.

This study aims to analyze the effect of business ethics and organizational culture on employee engagement and job performance at TREE 4 ALL Co., Ltd. By understanding these relationships, the research seeks to provide insights into how organizations can enhance their performance and remain competitive in the ever-changing business environment.

1.1 Rationale of the Study

Job performance is essential for driving employee engagement; when employees perform well, they are likely to feel more invested and motivated in their roles. This heightened engagement is significant because it can lead to enhanced organizational culture, characterized by trust, collaboration, and shared values. A strong organizational culture, in turn, promotes adherence to ethical standards, guiding employees to make decisions that align with the company's values.

The effect of job performance is a cornerstone of employee engagement. Organizations that prioritize and foster a culture of high performance are likely to reap the benefits of increased productivity, employee satisfaction, and a more engaged workforce. Recognizing and promoting the symbiotic relationship between job performance and employee engagement is key to cultivating a thriving and successful workplace.

Employee engagement is intertwined with business ethics and organizational culture. By fostering a workplace environment where employees are actively engaged, organizations create a foundation for ethical decision-making, trust, and the development of a positive culture that aligns with their values and goals.

Moreover, as businesses face increasing competition and the need for ethical conduct, it is crucial to recognize the value of cultivating an engaged workforce. Engaged employees are more likely to contribute positively to the organization, uphold ethical standards, and collaborate effectively with their peers. The importance of business ethics and organizational culture in shaping employee engagement and job performance cannot be overstated. As organizations face increasing pressure to deliver superior services and meet customer expectations, fostering an ethical and supportive work environment becomes essential.

Business ethics and organizational culture play in shaping employee engagement and job performance. Studying these relationships is crucial because employee engagement is directly linked to organizational success, influencing productivity, retention, and overall workplace morale. Business ethics is particularly important as it establishes trust within the workplace, setting a foundation for employee commitment and satisfaction. When organizations prioritize ethical behavior, employees are more likely to view their work as meaningful and align their efforts with organizational goals. In today's business landscape, characterized by intense competition and ethical scrutiny, companies that uphold strong ethical principles gain a reputation for integrity, which enhances both employee engagement and customer loyalty.

Similarly, organizational culture plays a transformative role by influencing how employees perceive their workplace and interact with each other. A positive organizational culture that emphasizes teamwork, support, and shared values not only drives job satisfaction but also improves productivity by creating a cohesive environment.

This culture shapes how employees experience their roles, their sense of belonging, and their willingness to contribute beyond the minimum requirements.

TREE 4 ALL Co., Ltd., the focus on business ethics and organizational culture is particularly relevant in its efforts to boost job performance through engagement. By examining these factors, this study aims to provide insights into how ethical practices and supportive culture can be leveraged to create an engaging and productive workplace, thus highlighting actionable strategies that can benefit similar service-based companies in Myanmar.

In summary, this study underscores the importance of business ethics and organizational culture in achieving high performance, offering practical guidance to organizations seeking sustainable growth through an engaged workforce at TREE 4 ALL Co., Ltd.

1.2 Objectives of the Study

The two main objectives are as follow.

- 1) To analyze the effect of business ethics and organizational culture on employee engagement at TREE 4 ALL Co., Ltd.
- 2) To analyze the effect of employee engagement on job performance of employees at TREE 4 ALL Co., Ltd.

1.3 Scope and Method of the Study

This study focuses mainly on the business ethics and organizational culture, employee engagement and job performance of employees. The primary and secondary data are used in this research. The primary data are collected using a structured survey questionnaire design with 5-point Likert scales by using personal interview method. By using Raosoft sample size calculator, the sample size is 60 employees. Simple random sampling method is applied to select 60 out of 70. The questionnaires are set and distributed to 70 employees. Secondary data are collected from text books, published thesis, research papers, reference books, internet websites and academic journals. The collected data are analyzed using descriptive and linear regression methods.

1.4 Organization of the Study

Chapter one is introduction and presents rationale and objectives of the study, scope and method and organization of the study. Chapter two is focusing on the theories and background related to the study, previous paper of the study and conceptual framework of the study. Chapter three presents profile and business ethics and organizational culture of TREE 4 ALL Co., Ltd, reliability test and demographic profile of respondents. Chapter four presents analysis of the effect of business ethics and organizational culture on employee engagement and job performance at TREE 4 ALL Co., Ltd. Chapter five is concluded with findings and discussions, suggestions and recommendations, and needs for the further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter describes the theoretical background, concepts, and models that form the conceptual framework of research. This chapter begins with the theoretical background of business ethics and organizational culture. Later, it explains the way to measure the job performance of employees and the theories studied on these topics are discussed in this chapter. Finally, the conceptual framework used in the study is explained.

2.1 Business Ethics

Business ethics refers to the application of ethical principles and standards to the actions and decisions made in business (Ferrell et al., 2015). It encompasses a broad range of moral concerns that arise in the context of business practices, including issues related to fairness, honesty, integrity, and responsibility. Business ethics guide organizations in conducting operations in a way that is consistent with legal regulations and moral principles, which helps to establish trust and build positive relationships with stakeholders, including employees, customers, and the broader community (Ferrell et al., 2016).

In the increasingly globalized and competitive business environment, ethical practices are essential to long-term success. Ethics in business is not just about avoiding legal consequences or bad publicity; it is also about building a reputation for integrity, which can lead to a competitive advantage. Ethical companies often enjoy higher levels of trust from their employees and customers, leading to greater organizational loyalty, engagement, and, ultimately, better performance (Trevino & Nelson, 2017).

Business ethics are the principles that guide the moral and ethical decisions of an organization, influencing how employees interact with customers, society, and the environment. It encompasses honesty, fairness, integrity, and accountability in business practices. Business ethics form the foundation for building trust and long-term relationships with stakeholders. According to Treviño and Nelson (2016), ethical

leadership plays a pivotal role in promoting ethical behavior across the organization, which, in turn, can lead to sustainable business success.

Moreover, Solomon (1992) emphasized that organizations adhering to strong ethical standards often enjoy improved public perceptions and customer loyalty. Ethical practices also foster a positive work environment, ensuring that employees feel valued and respected. These ethical principles contribute to employee satisfaction and retention, as employees are more likely to stay with an organization that aligns with their personal values (Ferrell et al., 2014).

2.1.1 Honesty

Honesty in business is typically defined as being truthful, transparent, and sincere in all interactions and transactions, upholding integrity even in challenging situations (Kernis, 2003). Honesty is integral to authentic leadership and involves consistency between one's beliefs and actions, fostering trust and respect in relationships.

One of the core principles of business ethics is honesty, which involves being truthful in all business dealings. Honesty ensures that stakeholders receive accurate information, helping them to make informed decisions. In the context of employee relations, honesty from management builds a foundation of trust, which enhances employee engagement and job satisfaction (Kaptein, 2008). Honest communication, especially in times of crisis or uncertainty, is critical to maintaining transparency and openness within an organization.

An organization that is honest about its financial standing or about changes in the work environment, even when delivering bad news, fosters a culture where employees feel respected and trusted. This, in turn, can increase their loyalty and commitment to the company. Furthermore, companies that promote honesty in their external business dealings with customers and clients build stronger relationships, which are crucial for long-term success (Crane & Matten, 2016).

2.1.2 Fairness and Justice

Fairness and justice in business ethics refers to the idea that decisions and policies should be made impartially and without favoritism (Ferrell et al., 2015). Fairness and

justice involve treating all stakeholders equitably and making unbiased decisions that are just and impartial within the organization (Beauchamp & Bowie, 2004). It involves treating all stakeholders, including employees, customers, and shareholders, with equal respect and consideration. This concept is particularly important in the workplace, where fairness in promotions, rewards, and disciplinary actions can significantly effect on employee engagement (Rawls, 2001). When employees perceive that they are treated fairly, they are more likely to be motivated and satisfied with their jobs, leading to improved performance (Greenberg, 1990).

Organizations that emphasize fairness are likely to experience fewer conflicts, as employees trust that decisions are made with justice in mind. Fair treatment in compensation, opportunities for advancement, and recognition of effort can increase the sense of belonging among employees, promoting a more inclusive and collaborative work environment (Colquitt et al., 2001). As such, fairness is not only a moral imperative but also a practical one that can enhance organizational performance by creating a positive work culture where employees feel valued and treated with respect.

2.1.3 Public Benefit in Mind

Public benefit in mind refers to the focus on creating or enhancing outcomes that positively impact the general public, emphasizing collective welfare over individual interests (Moore, 2013). Another critical dimension of business ethics is acting with the public benefit in mind. This concept extends beyond the immediate interests of the company and its stakeholders to include broader societal and environmental concerns. Businesses have a responsibility to ensure that their operations positively contribute to the communities in which they operate, and do not cause harm. This might involve engaging in corporate social responsibility initiatives, promoting sustainability, or making business decisions that balance profit with the welfare of society (Carroll & Buchholtz, 2014).

A company that prioritizes public benefit might implement environmentally friendly practices, ensure fair labor conditions, or invest in community development projects. Such ethical considerations can enhance the company's reputation, attract socially conscious customers, and create goodwill within the community. Employees in organizations that value the public benefit are more likely to feel proud of their employer and engage more fully in their work, as they see their efforts contributing to a greater good (Porter & Kramer, 2006).

Business ethics are a critical foundation for organizational success. The principles of honesty, fairness, and considering the public benefit help create a culture of trust and respect within the organization, which enhances employee engagement and performance. By fostering an ethical work environment, businesses can not only meet legal and moral obligations but also build strong, sustainable relationships with their employees, customers, and the broader community.

2.1.4 Community Relationship

Community relationship in organizational theory refers to the interactions, trust, and collaboration among individuals within an organization (Cohen & Prusak, 2001). This concept emphasizes the importance of fostering positive, inclusive relationships between employees, supervisors, and managers. Strong community relationships improve teamwork, mutual respect, and collective engagement, which enhances organizational performance. Studies suggest that supportive relationships at work lead to higher employee satisfaction and engagement, creating an environment where individuals feel connected and valued (Cohen & Prusak, 2001; Adler & Heckscher, 2009).

Community relationships can have a positive effect on organizational culture and job performance (Cohen & Prusak, 2001). Additionally, Adler and Heckscher (2009) noted that strong community relationships encourage collaboration and the sharing of knowledge, both of which are essential for organizational learning and innovation. These collaborative efforts enable organizations to adapt to evolving business environments and enhance their competitive advantage.

2.2 Organizational Culture

According to Schein (2010), organizational culture encompasses the underlying assumptions and beliefs that guide behavior and interactions, shaping how employees perceive, think, and feel about their work environment.

Organizational culture is a critical determinant of organizational success, affecting everything from employee satisfaction to organizational performance (Cameron & Quinn, 2011). The way an organization approaches decision-making, leadership, collaboration, and employee engagement can all be traced back to the underlying culture. When an organization's culture aligns with the values and expectations of its employees, it can lead

to higher levels of engagement, job satisfaction, and overall productivity (Denison & Mishra, 1995).

Organizational culture is typically composed of several interrelated elements, including artifacts, values, and basic underlying assumptions (Schein, 1985). Artifacts are the visible and tangible manifestations of culture, such as office layout, dress code, and formal policies. Values are the explicit beliefs that guide decision-making and behavior, while underlying assumptions are the deeply held beliefs that are often unconscious but drive the organization's practices and values.

According to the Competing Values Framework by Cameron and Quinn (2011), organizational culture can be categorized into four types: Clan, Adhocracy, Market, and Hierarchy. Each type of culture emphasizes different values:

- Clan culture focuses on collaboration, mentorship, and a family-like atmosphere.
- Adhocracy culture values innovation, creativity, and flexibility.
- Market culture prioritizes competitiveness, goal achievement, and external success.
- Hierarchy culture emphasizes formal structures, stability, and control.

These categories help explain how culture can shape behaviors and attitudes in different organizations, influencing everything from decision-making processes to employee motivation and engagement. The culture of an organization is key in determining whether employees feel aligned with the company's goals and values, which in turn affects their level of commitment and performance (O'Reilly et al., 1991).

Organizational culture plays a vital role in shaping employee engagement, the emotional commitment employees have toward their organization and its goals. When the culture of an organization aligns with the values, needs, and expectations of its employees, it fosters a sense of belonging and purpose, which enhances engagement (Kahn, 1990). Engaged employees are more likely to put in discretionary effort, stay committed to their roles, and contribute to the overall success of the organization (Ehrhart et al., 2013).

Organizational culture refers to the shared values, beliefs, and practices that shape an organization's social and psychological environment (Schein, 2010). It influences employees' behavior, decision-making, and overall performance. A strong organizational

culture fosters collaboration, innovation, and alignment with corporate goals. A positive organizational culture is essential for fostering employee engagement and productivity, as it provides a supportive work environment that encourages individuals to contribute their best efforts (Deal & Kennedy, 1982).

Organizational culture is typically categorized into interpersonal dimensions, which emphasize teamwork, communication, and relationship-building, and task dimensions, which focus on goal achievement, performance expectations, and accountability (Hofstede, 2001). Cameron and Quinn (2006) argued that organizations with cultures promoting both interpersonal relationships and task tend to achieve higher levels of productivity and employee satisfaction.

2.2.1 Interpersonal Dimension

The interpersonal dimension of organizational culture refers to the ways in which relationships, collaboration, and communication are structured within an organization (Schein, 2010). It encompasses the quality of interpersonal relationships, the emphasis on teamwork, and the social environment that fosters mutual respect and understanding among employees.

A culture that emphasizes strong interpersonal relationships often promotes teamwork and open communication, leading to a more cohesive workforce. Organizations that prioritize the interpersonal dimension tend to focus on group rewards rather than individual achievements and foster environments where social bonds between employees are encouraged (Kozlowski & Bell, 2003). This type of culture often leads to higher levels of employee satisfaction, engagement, and loyalty, as individuals feel supported and valued within their teams.

Moreover, fostering a positive interpersonal dimension within organizational culture can help reduce workplace conflicts, improve collaboration, and increase the overall sense of belonging within the company (Schneider et al., 2013). In contrast, a lack of focus on interpersonal relationships can lead to disengagement, siloed work practices, and higher turnover rates.

2.2.2 Task Dimension

The task dimension of organizational culture refers to how work is structured, managed, and completed within an organization (Schein, 2010). It focuses on task orientation, the clarity of roles, goal setting, and the systems in place to support employees in achieving their objectives. A culture that emphasizes the task dimension typically has clear expectations, accountability mechanisms, and structured processes that enable employees to perform their tasks efficiently (Cameron & Quinn, 2011).

In a task-oriented culture, employees are often motivated by well-defined goals and performance metrics. Such a culture provides a structured environment where employees understand their responsibilities and are given the tools and resources necessary to succeed. This clarity and focus on outcomes can result in higher levels of job performance, as employees are able to align their efforts with the company's objectives (Hartnell et al., 2011).

However, while a strong focus on the task dimension can drive productivity, it must be balanced with attention to the interpersonal dimension. Overemphasis on tasks without regard for relationships can create a rigid and impersonal work environment, which may harm employee morale and engagement. Effective organizational cultures find a balance between task orientation and the interpersonal aspects of work, ensuring that both relationships and productivity are prioritized.

Both the interpersonal and task dimensions of organizational culture influence employee engagement. A culture that supports positive relationships and effective communication between employees, while also providing clear goals and accountability, creates an environment where employees feel motivated and empowered to perform at their best. By fostering a culture that values both interpersonal relationships and task accomplishment, organizations can significantly enhance employee engagement and performance (Hartnell et al., 2011).

2.3 Employee Engagement

Employee engagement refers to the emotional commitment and involvement of employees toward their organization and its goals (Kahn, 1990). When employees are engaged, they are more likely to contribute positively to the organization's success, demonstrate greater loyalty, and go above and beyond their formal job responsibilities.

The concept of employee engagement goes beyond mere job satisfaction, as it emphasizes an active and enthusiastic connection with work tasks, colleagues, and the broader organization (Kahn, 1990). Engaged employees are characterized by high energy, dedication, and the willingness to invest effort in their work (Schaufeli et al., 2002).

According to Kahn (1990), engagement is influenced by three psychological conditions, meaningfulness, safety, and availability. Employees are more likely to engage when they find meaning in their work, feel safe to express themselves without fear of negative consequences, and have the physical and emotional resources to engage in their tasks fully. Kahn's framework laid the groundwork for understanding the underlying psychological factors that contribute to employee engagement.

Various factors contribute to employee engagement, including leadership, organizational culture, job design, and recognition. Leadership plays a critical role in shaping employee engagement, as leaders set the tone for organizational values and work expectations. Effective leaders foster an environment of trust, open communication, and support, which enhances employees' sense of belonging and motivation (Bakker & Demerouti, 2008).

Organizational culture is another key driver of engagement. A positive culture that promotes teamwork, collaboration, and shared goals encourages employees to feel connected to their work and colleagues. Organizations with a strong culture of recognition and rewards also tend to have higher levels of employee engagement, as employees feel valued and appreciated for their contributions (Robinson et al., 2004).

Engaged employees are more likely to be productive, innovative, and committed to achieving the organization's goals. Studies have shown that engagement is positively associated with job performance, customer satisfaction, and organizational profitability (Harter et al., 2002). Engaged employees are also more likely to stay with their organization, reducing turnover rates and associated costs (Saks, 2006).

Furthermore, employee engagement contributes to better mental health and job satisfaction. Engaged employees experience less burnout, stress, and fatigue, as their connection to their work helps buffer them against workplace pressures (Schaufeli & Bakker, 2004). This has a positive impact not only on individual well-being but also on organizational outcomes such as reduced absenteeism and improved employee retention.

Organizations that prioritize employee engagement benefit from enhanced performance and competitiveness. Engaged employees are proactive, take initiative, and are willing to go the extra mile to meet organizational goals. As a result, companies with higher levels of engagement often see improvements in customer satisfaction, innovation, and operational efficiency (Bakker & Demerouti, 2008).

Employee engagement also has a strong correlation with employee well-being. When employees are engaged, they are more likely to experience a sense of purpose and fulfillment in their work, which enhances their overall well-being. In contrast, disengaged employees may feel disconnected from their work and less motivated to contribute, leading to decreased productivity and higher turnover rates (Saks, 2006).

Engaged employees are motivated to contribute to the organization's success and are likely to exceed performance expectations. Kahn (1990) defined employee engagement as the "harnessing of organization members' selves to their work roles," where employees express themselves physically, emotionally, and cognitively during role performance.

Schaufeli and Bakker (2004) further emphasized that engaged employees exhibit higher levels of energy, resilience, and willingness to invest effort in their work. Employee engagement is strongly influenced by factors such as leadership, organizational culture, and opportunities for personal and professional development (Saks, 2006). Organizations that invest in promoting employee engagement often see increased productivity, reduced turnover, and improved job satisfaction (Harter et al., 2002).

In conclusion, employee engagement is a crucial factor that influences organizational success. By fostering a culture of engagement through effective leadership, supportive work environments, and meaningful tasks, organizations can enhance employee well-being, commitment, and performance.

2.4 Job Performance

Job performance refers to the efficiency and effectiveness with which an individual fulfills their work duties and responsibilities (Campbell, 1990). It is a critical construct in organizational behavior, as it directly impacts organizational outcomes such as productivity, profitability, and customer satisfaction. Job performance can be viewed

from multiple dimensions, including task performance, contextual performance, and adaptive performance (Borman & Motowidlo, 1993).

Task performance refers to the core activities and responsibilities that contribute to the production of goods or services. Contextual performance, on the other hand, includes behaviors that support the broader social and psychological environment of the organization, such as helping coworkers and following organizational rules (Borman & Motowidlo, 1993). Adaptive performance is the ability to modify behavior in response to changing job demands and environmental conditions (Pulakos et al., 2000).

Several factors influence job performance, including individual characteristics, work environment, and leadership. Individual factors such as personality traits, motivation, and cognitive ability play a significant role in determining how well an employee performs their job. Research suggests that conscientiousness and emotional stability are particularly strong predictors of job performance (Barrick & Mount, 1991).

The work environment also has a significant and positive effect on job performance. Supportive environments that provide employees with the necessary resources, autonomy, and feedback enable individuals to perform their tasks more effectively (Hackman & Oldham, 1976). Similarly, a positive organizational culture that encourages collaboration, innovation, and continuous learning can enhance job performance by fostering employee engagement and motivation (Denison, 1996).

Leadership is another critical factor in job performance. Effective leaders inspire and motivate employees to achieve high levels of performance by providing clear goals, feedback, and support (Bass, 1990). Transformational leadership, in particular, has been shown to positively impact employee performance by fostering a sense of purpose and encouraging employees to go beyond their job requirements (Avolio et al., 1999).

Job performance is typically measured through both objective and subjective methods. Objective measures include quantifiable outputs such as sales figures, production rates, and error rates. These metrics provide a clear and unbiased evaluation of an employee's performance. However, not all aspects of job performance can be captured through objective measures, as many jobs require interpersonal skills, creativity, and problem-solving, which are difficult to quantify.

Subjective measures involve evaluations by supervisors, peers, or self-assessments. These assessments provide valuable insights into an employee's ability to

work effectively with others, exhibit leadership qualities, and contribute to the organization's goals. However, subjective measures may be influenced by bias or inconsistency, which is why combining objective and subjective methods is often recommended for a more comprehensive assessment of job performance (Murphy & Cleveland, 1995).

Job performance is a key determinant of organizational success. High-performing employees contribute directly to the organization's goals by delivering high-quality work, meeting deadlines, and achieving targets. In industries that require innovation and adaptability, high-performing employees also drive competitiveness by generating new ideas and improving processes (Borman & Motowidlo, 1993).

In addition to contributing to individual and organizational success, job performance is closely related to employee engagement. Engaged employees tend to perform better, as they are more committed to their work, motivated to achieve their goals, and aligned with the organization's values (Salanova et al., 2005). Conversely, poor job performance can lead to decreased morale, lower engagement, and higher turnover, all of which negatively impact organizational outcomes (Salanova et al., 2005).

Job performance refers to how effectively an employee completes tasks and meets organizational objectives (Campbell, 1990). It is a critical metric for evaluating employee productivity and organizational success. Job performance as behavior that is relevant to organizational goals and can be measured based on outcomes (Campbell, 1990). Job performance is influenced by individual abilities, motivation, organizational support, and the alignment of tasks with employees' skills and interests.

Employees who are engaged, motivated, and supported by a positive organizational culture are more likely to achieve high job performance (Bakker & Demerouti, 2007). According to Judge et al. (2001), job satisfaction and organizational culture significantly impact job performance, making it essential for organizations to foster environments that promote employee well-being and engagement.

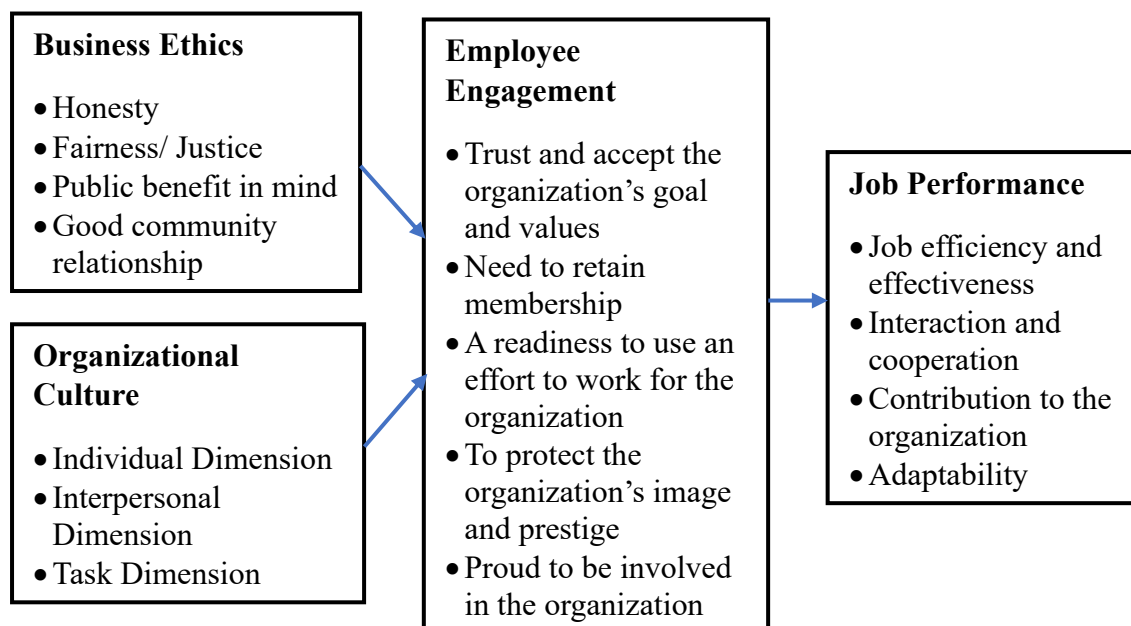
In conclusion, job performance is a multifaceted construct that is critical to both individual and organizational success. It is influenced by various factors, including individual characteristics, work environment, and leadership. The measurement of job performance, through both objective and subjective methods, allows organizations to evaluate employee effectiveness and identify areas for improvement. Furthermore, job

performance is closely linked to employee engagement, with engaged employees demonstrating higher levels of productivity and commitment. Organizations that prioritize improving job performance through effective leadership, a positive work environment, and employee support can achieve higher levels of success.

2.5 Empirical Study

The relationship between business ethics, organizational culture, and employee engagement has garnered significant empirical attention. Jitti (2019) investigated how business ethics influence employee engagement within organizations, revealing a significant positive correlation between perceived ethical practices and employee commitment. The study employed a quantitative methodology, utilizing a structured questionnaire distributed to 150 employees in the Thai service sector. The results indicated that environments characterized by ethical conduct foster a sense of trust and motivation, leading to enhanced employee engagement. This finding underscores the importance of ethical practices such as honesty, fairness, and a focus on the public benefit, which are essential for promoting a committed workforce.

Figure (2.1) Conceptual Model of Jitti



Source: Jitti (2019)

The empirical evidence from Jitti (2019) and related studies illustrates the significant role that business ethics and organizational culture play in shaping employee engagement and job performance. As organizations navigate the complexities of today's competitive landscape, understanding these interrelationships becomes essential for fostering a motivated and high-performing workforce.

Further research by Brown and Treviño (2006) supports the notion that ethical leadership significantly affects employee engagement. Their empirical study demonstrated that leaders who prioritize ethical behavior create an organizational climate conducive to high engagement levels among employees. By cultivating trust and fostering open communication, ethical leaders inspire employees to align their values with those of the organization, resulting in improved job performance. This emphasizes the intertwined nature of business ethics and employee engagement, as engaged employees tend to exhibit higher productivity and commitment.

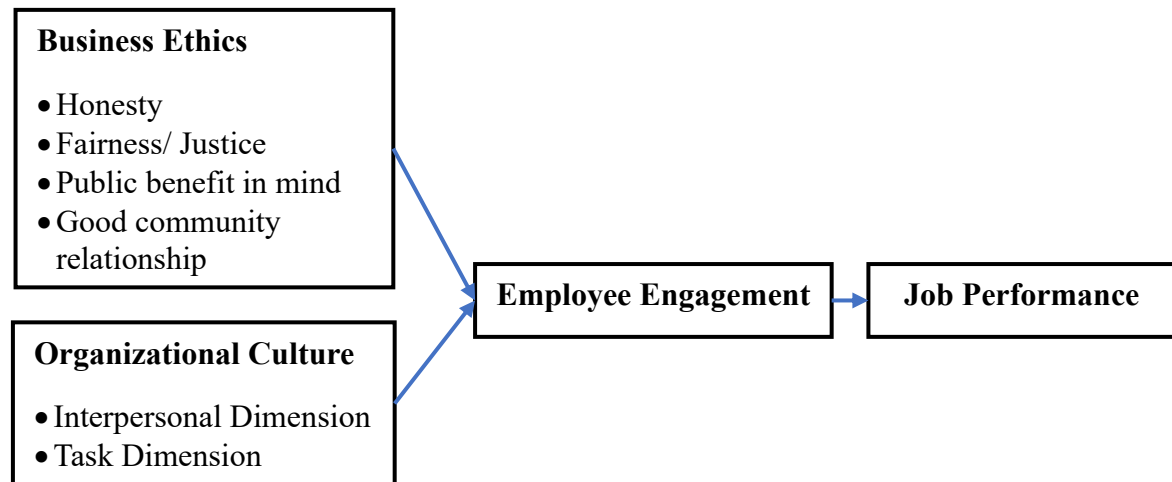
Additionally, studies on organizational culture highlight its critical role in influencing employee engagement and job performance. For instance, Denison (1996) found that organizations with a strong cultural framework, particularly those promoting teamwork and collaboration, experience increased employee morale and productivity. The interpersonal dimension of organizational culture, which focuses on relationship-building and teamwork among employees, has been shown to enhance job performance. Cameron and Quinn (2011) further elaborated on the impact of organizational culture on employee outcomes, identifying that cultures emphasizing clarity in roles and performance expectations lead to higher motivation and alignment with organizational goals.

2.6 Conceptual Framework of the Study

Conceptual framework is formed based on the research objectives and research questions. It displays both dependent variables and independent variables. These variables are connected and linked to form a test on this study. Figure (2.2) is the conceptual framework includes business ethics (focusing on honesty, fairness, and public benefit) and organizational culture (emphasizing interpersonal and task dimensions) as independent variables. These factors influence employee engagement, which in turn affects job performance, the dependent variable. The framework hypothesizes that ethical

practices and a supportive organizational culture directly enhance employee engagement, which is a critical predictor of improved job performance at TREE 4 ALL Co., Ltd.

Figure (2.2) Conceptual Framework of the Study



Source: Adopted from Jitti (2019)

While these studies collectively underscore the importance of business ethics and organizational culture, it is noteworthy that individual dimensions have been omitted from this conceptual framework. This decision stems from the research focus on collective organizational attributes, such as cultural norms and ethical practices, rather than individual traits. By concentrating on how organizational-level factors influence employee engagement and job performance, this study aims to provide a clearer understanding of the systemic impacts of ethics and culture in the workplace.

CHAPTER 3

PROFILE, BUSINESS ETHICS AND ORGANIZATIONAL CULTURE OF TREE 4 ALL CO., LTD

This study investigates the effect of business ethics and organizational culture on employee engagement and job performance of TREE 4 ALL Co., Ltd. It involves industry background, the profile of TREE 4 ALL Co., Ltd, research design, demographic profile of the respondents and business ethics and organizational culture of TREE 4 ALL Co. Ltd are presented.

3.1 Profile of TREE 4 ALL Co., Ltd

TREE 4 ALL provides Business Outsourcing Services. Having been formed on December 23, 2022. The company has successfully worked with ATOM Telecommunications as a business outsource partner to even establish and introduce the data input service brand name to the company. TREE 4 ALL Business Outsourcing Service is a leading Business Process Outsourcing service provider, specializing in delivering high-quality and cost-effective outsourcing solutions to global clients. With a commitment to excellence and a customer-centric approach, the company has established themselves as a trusted partner for businesses seeking to streamline their operations, enhance efficiency, and focus on their core competencies.

TREE 4 ALL Co., Ltd. is a Myanmar-based business process outsourcing company specializing in customer support, data management, and back-office services. The company serves a variety of clients across industries, aiming to provide efficient and effective services that meet the evolving demands of the global business environment. With a strong focus on operational excellence, TREE 4 ALL Co., Ltd. has developed a reputation for reliability and high-quality service delivery.

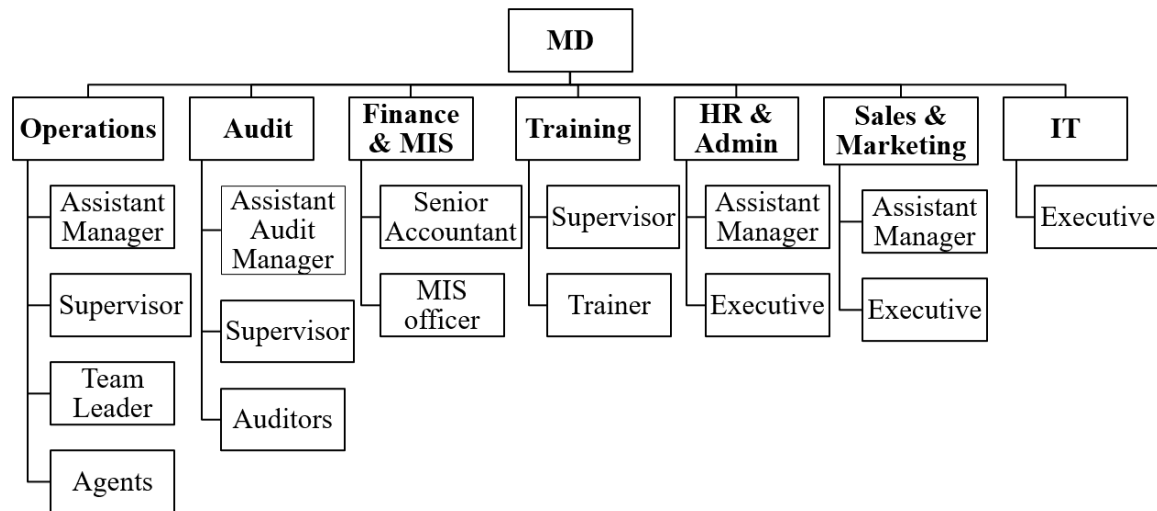
The company's mission is to offer comprehensive outsourcing solutions while maintaining ethical business practices, ensuring sustainable growth for both clients and employees. TREE 4 ALL Co., Ltd. is committed to customer satisfaction, fostering a positive organizational culture, and encouraging continuous learning and innovation within the workplace.

The vision of TREE 4 ALL is to be a leading outsourcing firm. TREE 4 ALL’s vision includes providing job opportunities to entry-level employees who do not have prior work experience. The company values business ethics and a strong organizational culture. The focus is on improving employee engagement and job performance. Ethical practices and a positive work environment are essential for success. Supporting employee development is a key priority. Through these efforts, the company strives to provide excellent services to clients and contribute to the well-being of the community.

3.1.1 Organization Structure of TREE 4 ALL Co. Ltd.

Organization chart of TREE 4 ALL is illustrated in Figure (3.1). In the Figure, the hierarchy of organization starts from board of directors, and then to managing directors, and then to respective management level and its subordinates.

Figure (3.1) Organization Chart of TREE 4 ALL Co., Ltd



Source: TREE 4 ALL Co., Ltd. (2024)

As shown in Figure (3.1), organization chart of TREE 4 ALL describes its team structure and specific business functions. Under the guidance of managing directors and managers in each specific principal take the role of top management responsibility. The rest team members work along with the guidance of them.

3.2 Business Ethics

Business ethics at TREE 4 ALL Co., Ltd. revolve around three key principles: honesty, fairness/justice, and a commitment to the public benefit. These values are deeply embedded in the company's operations and guide decision-making processes at every level.

3.2.1 Honesty

Honesty at TREE 4 ALL Co., Ltd. is reflected in its commitment to ethical operations and high standards of integrity. The company ensures that its business practices align with advertised standards, maintaining transparency in services. TREE 4 ALL avoids unethical practices, such as offering bribes, ensuring its growth is merit-based and fair. Internally, employees and management alike prioritize honest communication and straightforward interactions. This culture of transparency builds trust among colleagues and reinforces a reputation of integrity with clients and regulatory bodies alike.

3.2.2 Fairness/Justice

TREE 4 ALL Co., Ltd. prioritizes fairness and justice by conducting its business operations ethically, ensuring that neither clients nor stakeholders are exploited. The company adheres to principles of respect for intellectual property and refrains from using unfair tactics against competitors, fostering a healthy, competitive environment. Additionally, TREE 4 ALL is dedicated to providing equal opportunities for career advancement, making sure that professional growth and development are accessible to all employees based on merit, reinforcing a culture of fairness and integrity throughout the organization..

3.2.3 Public Benefit

TREE 4 ALL Co., Ltd. places a strong emphasis on public benefit by focusing on various aspects of corporate responsibility. The organization consistently considers the welfare of all stakeholders, aiming for fair and beneficial outcomes in its business practices. It prioritizes environmental concerns through sustainable practices and

dedicates itself to delivering high-quality services that reflect integrity and reliability. Additionally, TREE 4 ALL promotes employee engagement in community-oriented activities, encouraging them to participate in initiatives that support societal and public well-being, thereby creating a culture of social responsibility that aligns with the company's core values.

3.2.4 Community Relationship

TREE 4 ALL Co., Ltd., community relationships are reflected in the company's focus on interpersonal relationships between employees and management, which contribute to a supportive and cohesive organizational culture. By emphasizing trust and communication between managers and employees, TREE 4 ALL Co., Ltd. fosters an environment where employees are engaged, motivated, and aligned with organizational goals.

Strong community relationships promote collaboration, reduce conflicts, and enhance job satisfaction by creating an inclusive environment where all employees feel valued. Furthermore, by encouraging regular feedback and communication between different levels of the organization, the company can address employee concerns proactively, ensuring a motivated workforce. This approach also nurtures loyalty and increases the retention of skilled employees, ultimately improving overall performance and organizational resilience.

TREE 4 ALL Co., Ltd. values building positive and impactful relationships within the community. The company fosters partnerships with government authorities, community members, and nonprofit organizations, ensuring strong networks that contribute to mutual support and trust. Internally, TREE 4 ALL encourages open and honest communication among employees, promoting a culture of transparency and mutual respect. Supportive relationships between managers and team members are prioritized, helping to create a cohesive work environment where both internal and external community relationships thrive.

3.3 Organizational Culture of TREE 4 ALL

TREE 4 ALL Co., Ltd.'s organizational culture is shaped by its commitment to fostering a collaborative, innovative, and supportive work environment. The culture emphasizes both the interpersonal dimension and the task dimension, creating a holistic approach to employee engagement and performance.

3.3.1 Interpersonal Dimension

The company prioritizes teamwork and relationship-building among employees. Collaboration and open communication are encouraged, and the management fosters an inclusive atmosphere where feedback is valued. This dimension helps create a sense of belonging and mutual respect within teams, contributing to a positive and productive work environment.

The interpersonal dimension at TREE 4 ALL Co., Ltd is seen through a strong emphasis on teamwork and collective efforts, promoting effective communication across departments. Regular team-building activities, open communication channels, and cross-functional collaboration ensure that employees work cohesively toward common organizational goals. By promoting mutual respect and shared responsibility, the company creates a supportive atmosphere, reducing conflicts and enhancing job satisfaction.

TREE 4 ALL Co., Ltd values social connections between employees by encouraging collaboration in problem-solving and decision-making, which helps build a sense of unity. Employees are recognized and rewarded as groups rather than individuals, which further emphasizes the team-based culture. This collaborative approach strengthens the relationships between employees and leaders, fostering a high level of employee engagement that aligns with the company's objectives.

3.3.2 Task Dimension

The company ensures that roles and responsibilities are clearly defined, with a strong focus on goal-setting and performance standards. By providing employees with clear expectations and supporting them in achieving their targets, TREE 4 ALL Co., Ltd. creates a culture of accountability and excellence.

Together, the business ethics and organizational culture at TREE 4 ALL Co., Ltd. form the foundation of the company's success. The ethical practices support trust and fairness, while the culture promotes engagement and productivity, driving the company toward its long-term goals.

Employees are provided with not only clear expectations but also the resources and training required to meet them. Regular performance evaluations and feedback sessions ensure that employees are supported in achieving their targets, promoting continuous improvement. By fostering a results-oriented mindset, TREE 4 ALL Co., Ltd encourages accountability at all levels, while also offering rewards and recognition for exceptional performance. This approach strengthens individual contributions to collective success, motivating employees to excel in their roles.

In addition, the company integrates task management systems that streamline workflow, allowing employees to focus on key deliverables without unnecessary distractions. These practices ensure that employees remain engaged, focused, and aligned with TREE 4 ALL's long-term strategic goals. Consequently, the combination of well-defined roles and a supportive environment encourages both productivity and innovation.

3.4 Reliability Test

In this section, the results of the reliability analysis conducted in both independent and dependent variables were chosen for this study. Reliability, as defined by Cronbach (1951), refers to the consistency of a measure. A measure is considered highly reliable if it yields similar results under consistent conditions. One commonly used measure of reliability is Cronbach's Alpha, which indicates the extent to which items in a set are positively related to one another. This coefficient is particularly useful when dealing with multiple Likert questions forming a scale in a survey or questionnaire, as it helps assess the reliability of the scale. Interpreting Cronbach's Alpha follows a set of guidelines are: $\alpha \geq 0.9$ (Excellent), $0.8 \leq \alpha < 0.9$ (Good), $0.7 \leq \alpha < 0.8$ (Acceptable), $0.6 \leq \alpha < 0.7$ (Questionable), $0.5 \leq \alpha < 0.6$ (Poor) and $\alpha < 0.5$ (Unacceptable). In general, a value of alpha greater than or equal to 0.7 is deemed acceptable. The reliability analysis of the variables is presented in Table (3.1).

Table (3.1) Reliability Analysis

Sr. No.	Factors	No. of Items	Cronbach's Alpha Level	Remark
1	Honesty	5	0.886	Good
2	Fairness/ Justice	5	0.916	Excellent
3	Public Benefit in Mind	5	0.931	Excellent
4	Community Relationship	5	0.921	Excellent
5	Interpersonal Dimension	5	0.938	Excellent
6	Task Dimension	6	0.934	Excellent
7	Employee Engagement	10	0.943	Excellent
8	Job Performance	10	0.981	Excellent

Source: Survey Data (2024)

According to Table (3.1), the Cronbach's Alpha values for the selected variables – business ethic (honesty, fairness/ justice, public benefit in mind, community relationship), organizational culture (interpersonal dimension, task dimension), employee engagement, and job performance are reliable and interconnected to collect the questionnaires. All variables are in acceptable level of reliability, enabling further analysis to be conducted.

3.5 Demographic Profile of Respondents

In this section, the collected data of respondents, are categorized according to their demographic profile. According to the survey data, the respondent's demographic factors are classified into six categories such as gender, age, level of education, position, years of services, and department. The result of the demographic characteristics of respondents are presented in Table (3.2) below.

According to the Table (3.2), the result shows that out of 60 sample, 35% of female responded as participants while 65% of male answered as participants. Therefore, male respondents are more than female. In Age, 65% of respondents are aged between 18 and 24 years, 31.7% of respondents are aged between 25 and 34 years, and 3.3% of respondents are aged between 35 and 44 years.

Table (3.2) Demographic Factors of Respondents

Demographic Factors	Description	No. of Respondents	Percentage
Gender	Male	39	65.0
	Female	21	35.0
Age	18 to 24 years	39	65.0
	25 to 34 years	19	31.7
	35 to 44 years	2	3.3
Level of Education	Undergraduate	38	63.3
	Bachelor's degree	12	20.0
	Others	10	16.7
Position	Data Entry Agent	34	56.7
	Team Leader	11	18.3
	Supervisor	3	5.0
	Executive	9	15.0
	Manager	3	5.0
Years of Service	Under 6 Months	18	30.0
	Under 1 Year	3	5.0
	1 Year and above	39	65.0
Department	HR & Admin	6	10.0
	Operations	33	55.0
	Marketing	3	5.0
	IT	2	3.3
	Finance	1	1.7
	Operations Audit	15	25.0

Source: Survey Data (2024)

Regarding the level of education, undergraduate respondents are most (63.3%), the second most is 20% who are holding the bachelor's degree and followed by

participants who are holding the other degree is 16.7% who have completed specialized training programs, vocational education, certifications. For the position with the organization, 56.7% of the respondents are working as data entry agent, 18.3% of the enterprises are working as team leaders, 5% of the respondents are working as supervisor, 15% of the respondents are working as executive level, and 5% of the respondents are managers. In Departments, 10% of the respondents are working in the HR and Admin Department, 55% of the respondents are working in Operation Department, 5% of the respondents are working in Marketing Department, 3.3% of the respondents are working in IT Department, 25% of the respondents are working in Operation Audits Department, and the only one respondent (1.7%) are working in Finance Department.

In conclusion, the demographic analysis of the study reveals key characteristics of the respondents, highlighting a predominantly male and youthful workforce, with 65% aged between 18 and 24 years. Education levels show that the majority are undergraduates (63.3%), while 16.7% have completed specialized programs or certifications. The analysis also reveals the importance of the Operations Department, which employs 55% of the respondents, and the central role of data entry agents (56.7%). These insights are essential for understanding the workforce composition and can guide future HR strategies at TREE 4 ALL Co., Ltd.

CHAPTER 4

ANALYSIS ON THE EFFECT OF BUSINESS ETHICS AND ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE AT TREE 4 ALL CO., LTD

This chapter analyses the effect of business ethics and organizational culture on employee engagement and job performance at TREE 4 ALL Co., Ltd. The results of descriptive statistics, and linear regression analysis are presented in this chapter. The primary data are collected from the employees which are actively working at TREE 4 ALL Co., Ltd. Job performance in this questionnaire was measured and analyzed by the mean and standard deviation of each job performance in which quality work, handle more workload, cost saving, working together, make benefit, solve urgent problems, improve work consistently, ability to adapt, etc. are explained. The employee engagement was measured and analyzed by the mean and standard deviation of each employee engagement in which goals and values of organization, organization policies, willingness to work, produce successful work resulting, good feeling towards organization, positive speaking, proud to work, etc. are described. Business ethics were measured and analyzed by the mean and standard deviation of honesty, fairness/ justice, public benefit in mind, and community relationship. Organizational culture were measured and analyzed by the mean and standard deviation of interpersonal dimension, and task dimension.

There are comprised with twenty questions to measure the perception of business ethics. Perceptions of respondents on organizational culture are analyzed and comprised with eleven questions. Perceptions of respondents on employee engagement are also analyzed and comprised with ten questions. Perceptions of respondents on job performance are also analyzed and comprised with ten questions. Data are collected from 60 employee from TREE 4 ALL Co., Ltd by using structured questionnaire with five-point Likert scale (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, and 5: Strongly Agree) is used in the structured questionnaire. Data are displayed by analyzed mean value and standard deviation for each dimension.

The three variables (business ethics, organizational culture, and employee engagement) are regarded as independent variables, and job performance is the dependent variable of this study. Best (1977) defined the mean values of five-point Likert scale

items are interpreted as follows: the score among 1.00-1.80 means strongly disagree, the score among 1.81-2.60 means disagrees, the score among 2.61-3.40 means neutral, the score among 3.41-4.20 means agrees, and the score among 4.21-5.00 means strongly agree. These interpreted scales are used in order to decide the mean value of survey results.

4.1 Perception on Business Ethics, Organizational Culture, Employee Engagement, and Job Performance of TREE 4 ALL Co., Ltd

This section analyzes the effect of business ethics, organizational culture, employee engagement, and job performance of TREE 4 ALL Co., Ltd. Perception of respondents on business ethics are analyzed with four variables which are honesty, fairness/ justice, public benefit in mind, community relationship. Perception of respondents on organizational culture are analyzed with two variables which are interpersonal dimension, and task dimension.

4.1.1 Business Ethics

In the present study, there are four dimensions under business ethics such as honesty, fairness/ justice, public benefit in mind, community relationship of TREE 4 ALL Co., Ltd.

(a) Honesty

This section analyses the honesty of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd. Table (4.1) presents the business ethics of TREE 4 ALL Co., Ltd with five statements.

Table (4.1) Honesty

Sr. No.	Description	Mean Score	Std. Deviation
1	Business operation with righteousness.	4.28	0.691
2	Business operation with standard services prescribed in the advertisement.	4.05	0.649
3	Business operation with integrity and without bribe to government officials for business benefits.	4.30	0.83
4	Colleagues are honest and transparent in their daily interactions and work-related matters.	4.12	0.783
5	The management consistently demonstrates honesty in their communications and actions.	3.97	0.758
	Overall Mean	4.14	

Source: Survey Data (2024)

Table (4.1) illustrates the mean values of honesty (including overall mean) fall in between 3.41 and 4.20, honesty is at the agree level. The respondents agree that the business is operated with standard services which are prescribed in the advertisement, and their colleagues are honest, transparent in their daily interactions and other work-related matters. The respondents agree that the management also consistently demonstrates in their communications and actions with honesty. The respondents strongly agree that the business is operated with righteousness, integrity, and without bribe to government officials for the benefits because these mean values are in the range of 4.21 – 5.00.

(b) Fairness/ Justice

This section analyses the fairness/ justice of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd. Table (4.2) presents the fairness/ justice of TREE 4 ALL Co., Ltd with five statements.

Table (4.2) Fairness/ Justice

Sr. No.	Description	Mean Score	Std. Deviation
1	Business operation without exploitation from clients.	4.13	0.747
2	Business operation without exploitation from stakeholders	4.15	0.659
3	Respect for intellectual property.	4.10	0.706
4	Organization does not implement unfair methods to destroy competitors	4.27	0.710
5	Opportunities for career advancement and professional development are distributed fairly	4.07	0.778
	Overall Mean	4.14	

Source: Survey Data (2024)

Table (4.2) illustrates the mean values for each question and overall mean values for all of the questions of fairness/ justice. The overall mean value is fall in between 3.41 and 4.20. Therefore, fairness/ justice is at the agree level except for 4.27. The business is operated without exploitation from the clients, and the stakeholders. The respondents agree that the employee and the management respect intellectual property. The respondents strongly agree that organizations do not implement unfair methods to destroy competitors, and the organization created the opportunities for career advancement and professional development are distributed fairly.

(c) Public Benefit in Mind

This section analyses the public benefit of mind of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd. Table (4.3) presents the public benefit of mind of TREE 4 ALL Co., Ltd with five statements.

Table (4.3) Public Benefit in Mind

Sr. No.	Description	Mean Score	Std. Deviation
1	Organization considers benefits of all stakeholders	3.95	0.723
2	Organization focuses on environment issues	4.03	0.688
3	Focus on quality services	4.10	0.706
4	Consistent employee competency	4.02	0.725
5	Company provides employees to participate in activities and initiatives that benefit the public and society	4.15	0.685
	Overall Mean	4.05	

Source: Survey Data (2024)

Table (4.3) illustrates the mean values of public benefit in mind (including overall mean) fall in between 3.41 to 4.20, public benefit in mind is at the agree level. The respondents agree that the organization considered benefits of all stakeholders, focused on environment issues, focused on quality services. The respondents agree that the organization maintained in employee competency to be consistent and provided employees to participate in activities and initiatives that benefit the public and society.

(d) Community Relationship

This section analyses the community relationship of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd. Table (4.4) presents the public benefit of mind of TREE 4 ALL Co., Ltd with five statements.

Table (4.4) Community Relationship

Sr. No.	Description	Mean Score	Std. Deviation
1	Building good relationship with government authorities	4.00	0.638
2	Building good relationship with people	4.12	0.715
3	Building good relationship with non-profit organization (NGO)	3.98	0.725
4	Positive and supportive relationship with my manager	4.12	0.761
5	Open and honest communication is encouraged and practiced between colleagues	4.25	0.795
	Overall Mean	4.09	

Source: Survey Data (2024)

Table (4.4) illustrates the mean values of community relationship (including overall mean) fall in between 3.41 and 4.20, community relationship is at the agree level. The respondents agree that the organization is built on good relationships with government authorities, people, non-profit organizations. The respondents agree that they have a positive and supportive relationship with their supervisors. The respondents strongly agree that open and honest communication is encouraged and practiced between colleagues.

4.1.1 Organizational Culture

In the present study, there are two dimensions of organizational culture such as interpersonal dimension and task dimension of TREE 4 ALL Co., Ltd.

(a) Interpersonal Dimension

This section analyses the interpersonal dimension of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd. Table (4.5) presents the business ethics of TREE 4 ALL Co., Ltd with five statements.

Table (4.5) Interpersonal Dimension

Sr. No.	Description	Mean Score	Std. Deviation
1	Determine goals focusing on teamwork	4.22	0.715
2	Emphasizing social relationships among group members	4.17	0.785
3	Company emphasizes on group rewards rather than individual rewards resulting in employee engagement of employee	4.17	0.668
4	Acknowledge and understand behavior of groups in organization	4.03	0.758
5	Show mutual respect and consideration for others	4.15	0.709
	Overall Mean	4.15	

Source: Survey Data (2024)

Table (4.5) illustrates the mean values of interpersonal dimension (including overall mean) fall in between 3.41 and 4.20, interpersonal dimension is at the agree level. The respondents agree that the company emphasized group rewards rather than individual rewards that resulted in employee engagement of employees. The respondents agree that they have acknowledged and understood the behavior of groups in the organization and shown mutual respect and they considered for others. The respondents strongly agree that they can determine goals that focus on teamwork and can emphasize social relationships among the group members.

(b) Task Dimension

This section analyses the task dimension of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd. Table (4.6) presents the business ethics of TREE 4 ALL Co., Ltd., Ltd with six statements.

Table (4.6) Task Dimension

Sr. No.	Description	Mean Score	Std. Deviation
1	Focus on designated duties	4.27	0.710
2	Job designation in accordance with individual competencies	3.98	0.725
3	Job designation in accordance with group	3.85	0.777
4	Reward in line with designated job accomplishment	4.08	0.645
5	Career path relies on job achievement	4.18	0.725
6	Organization emphasizes on employees attempt to complete designated job	4.12	0.715
	Overall Mean	4.08	

Source: Survey Data (2024)

Table (4.6) illustrates the mean values of task dimension (including overall mean) fall in between 3.41 and 4.20, task dimension is at the agree level. The respondents agree that the organization rewarded in line with designated job accomplishments. The respondents agree that their career path relied on job achievement and the organization emphasized on employees attempting to complete designated jobs. The respondents strongly agree that they focused on designated duties and agree that job designation in accordance with individual and group competencies.

4.1.2 Employee Engagement

This section analyses the employee engagement of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd.

Table (4.7) Employee Engagement

Sr. No.	Description	Mean Score	Std. Deviation
1	Goals and values of organization resulting in good and efficient working behavior	4.07	0.686
2	Confident to organization policies resulting in good and efficient working behavior	4.07	0.660
3	Being a part of organization resulting in good and efficient working behavior	4.18	0.701
4	Not transfer to other departments resulting in good and efficient working behavior	3.87	1.016
5	Not desired to resign resulting in good and efficient working behavior	3.80	0.898
6	Willingness to work for organization resulting in good and efficient working behavior	4.22	0.691
7	Intention to produce successful work resulting in good and efficient working behavior	4.28	0.715
8	Good feeling towards organization resulting in good and efficient working behavior	4.08	0.696
9	Positive speaking about organization resulting in good and efficient working behavior	4.00	0.736
10	Proud to work in the organization resulting in good and efficient working behavior	4.18	0.701
	Overall Mean	4.08	

Source: Survey Data (2024)

Table (4.7) presents the business ethics of TREE 4 ALL Co., Ltd with ten statements. Table (4.7) illustrates the mean values of employee engagement (including overall mean) fall in between 3.41 and 4.20, employee engagement is at the agree level. The respondents agree that goals, values, and policies of organization result in good and efficient working behavior. The respondents agree that they are being a part of organization, and they have not transferred to other departments and do not desire to resign for good and efficient working behavior. The respondents agree that they have a

positive speaking and are proud to work in the organization resulting in good and efficient working behavior. The respondents agree that good feeling towards for organization resulting in good and efficient working behavior. The respondents strongly agree that they have a willingness to work and intention to produce successful work,

4.1.3 Job Performance

This section analyses the job performance of the organization by collecting structured questionnaires from 60 employees of TREE 4 ALL Co., Ltd. Table (4.8) presents the business ethics of TREE 4 ALL Co., Ltd with ten statements.

Table (4.8) Job Performance

Sr. No.	Description	Mean Score	Std. Deviation
1	Intention to responsible quality work	4.25	0.704
2	Ready to handle more workload	4.13	0.747
3	Pleased to help organization cost saving	4.17	0.693
4	Ready to work together with another department	4.20	0.732
5	Desire to make benefits for organization	4.28	0.715
6	Ready to solve urgent problems for organization	4.20	0.708
7	Ready to improve work consistently	4.22	0.691
8	Ready to work together with others	4.22	0.691
9	Readiness in ability to adapt oneself to others inside the organization	4.18	0.725
10	Readiness in ability to adapt oneself to external environment	4.25	0.728
	Overall Mean	4.21	

Source: Survey Data (2024)

Table (4.8) illustrates the mean values of employee engagement (including overall mean) fall in between 4.21 and 5.00, job performance is at the strongly agree level. The respondents agree that they are ready to handle the larger workload, they have pleased to help organization for cost saving and are ready to work together with other departments

to make more benefits for organization. The respondents agree that they are ready to solve urgent problems, and they are readiness in ability to adapt oneself to others inside the organization and external environment.

The respondents strongly agree that they intended to responsible quality work, desired to make more benefits for organization, are ready to improve work consistently, and to work together with others for the organization. The respondents strongly agree that they are readiness in ability to adapt oneself to external environment.

4.2 Analysis on the Effect of Business Ethics and Organizational Culture on Employee Engagement

In this section, the effect of business ethics on employee engagement is initially explored in line with conceptual framework and objectives. The multiple regression model is used to analyze the survey data collected from the respondents to evaluate the effect of business ethics on employee engagement at TREE 4 ALL Co., Ltd. Employee engagement is regressed with business ethics and organizational culture.

4.2.1 Analysis on the Effect of Business Ethics on Employee Engagement

In this study, the analysis of the effect of business ethics on employee engagement is conducted by using multiple linear regression analysis. In the regression model, the elements of the business ethics including honesty, fairness/ justice, public benefit in mind and community relationship are used as independent variable. The findings of the analysis are shown in Table (4.9), the correlation coefficient (R) is 0.961 which illustrates that business ethics and employee engagement are strongly and positively correlated. The adjusted R square for the model is 0.919 implying that 91.9% of the variations in employee engagement of TREE 4 ALL Co., Ltd is explained by the study variables and the remaining 8.1% of the variations in employee engagement is predicted by other factors.

For F Value, P-value is 0.000 and less than 0.005 level of significance. The overall model of the study is fit to predict the relationship between business ethics and employee engagement of TREE 4 ALL Co., Ltd and the overall model is significant and found fit to predict employee engagement.

For the study of Durbin Waston, the Durbin Waston statistic ranges from zero to four, with the value of 2.0 indicating zero autocorrelation. Value below 2.0 mean there is a positive autocorrelation. In this study, the value of Durbin Waston is 1.976 which is less than 2. This means that there is a positive autocorrelation between the independent variables (honesty, fairness/ justice, public benefits in mind, community relationship) and the dependent variable (employee engagement).

Table (4.9) Effect of Business Ethics on Employee Engagement

Variable	Unstandardized		B	t	Sig
	B	Std.			
(Constant)	0.041	0.161		0.258	0.797
Honesty	0.293 ***	0.099	0.293	2.943	0.005
Fairness/ Justice	0.264 ***	0.093	0.267	2.835	0.006
Public Benefit in Mind	0.351 ***	0.091	0.356	3.870	0.000
Community Relationship	0.094	0.094	0.097	1.006	0.319
R	0.961				
R Square	0.924				
Adjusted R Square	0.919				
F Value	167.853 ***				
Durbin-Watson	1.976				

Source: Survey Data (2024)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

Based on the result of Table (4.9), independent variable (honesty) in the study had a P-value which is less than 0.01 significance level implying that the variables are significant in predicting employee engagement at TREE 4 ALL Co., Ltd. The independent variable (fairness/ justice) in the study had a P-value which is less than 0.01 significance level implying that the variables are significant in predicting employee engagement at TREE 4 ALL Co., Ltd. The independent variable (public benefits in mind) in the study had a P-value which is less than 0.01 significance level implying that the variables are significant in predicting employee engagement at TREE 4 ALL Co., Ltd.

The coefficient value of honesty on employee engagement is 0.293 at 1% significance level. The coefficient value of fairness/ justice on employee engagement is 0.264 at 1% significance level. The coefficient value of public benefits in mind on employee engagement is 0.351 at 1% significance level. The rest variable (community relationship) is not significant. Therefore, honesty, fairness/ justice, public benefits in mind have a positive effect on employee engagement.

Honesty is a core value that reflects the commitment to truthful and transparent practices within TREE 4 ALL Co., Ltd. As indicated in the study, honesty has a significant on employee engagement. Honesty in the company involves integrity in communication, adherence to promises, and accuracy in representing the company's intentions and actions. By upholding honest communication, TREE 4 ALL fosters trust and encourages employees to engage more meaningfully with their roles, knowing they are part of an ethical workplace. This practice strengthens employee commitment, as trust and clarity are essential for motivating employees to invest in their work and align with the company's objectives.

Fairness and justice are crucial in establishing an equitable work environment. At TREE 4 ALL, fairness is reflected through unbiased service delivery, equitable employee treatment, and transparent career advancement opportunities. The analysis shows that fairness/justice significantly influences employee. When employees feel they are treated fairly, with equal access to rewards and growth opportunities, their motivation to contribute positively to the organization increases. Fairness in the workplace promotes job satisfaction and loyalty, which are integral to sustained employee engagement.

TREE 4 ALL's commitment to public benefit underscores its focus on the wider community and environmental sustainability. This approach extends beyond profits to include corporate social responsibility initiatives and community-oriented projects. The study reveals a strong positive correlation between public benefit practices and employee engagement. When employees see their company actively contributing to society, it fosters a sense of pride and purpose, which enhances engagement. Public benefit efforts align employee values with the organization's mission, reinforcing their dedication and encouraging a sense of collective achievement.

Community relationships within TREE 4 ALL involve establishing open communication and strong connections with internal and external stakeholders, including

employees, managers, clients, and local organizations. Although this factor was not found to be statistically significant in its direct effect on employee engagement in this study, it still plays a supportive role by promoting a collaborative environment. Through positive community relationships, TREE 4 ALL creates a culture of inclusivity and support that can indirectly influence engagement by improving morale and the quality of workplace interactions.

Employee engagement, the dependent variable, measures the level of commitment, enthusiasm, and involvement employees feel toward their work and organization. According to the findings, there is a high correlation between business ethics variables (honesty, fairness, and public benefit) and employee engagement at TREE 4 ALL. Engaged employees are more likely to perform at higher levels, exhibit greater loyalty, and contribute positively to the company's culture. The strong alignment between ethical practices and engagement underscores the importance of an ethically guided organizational environment in cultivating a motivated and productive workforce.

4.2.1 Analysis on the Effect of Business Ethics on Employee Engagement

In this study, the analysis of the effect of organizational culture on employee engagement is conducted by using multiple linear regression analysis. In the regression model, the elements of the business ethics including interpersonal dimension and task dimension are used as independent variable. The findings of the analysis are shown in Table (4.10).

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Table (4.10) Effect of Organizational Culture on Employee Engagement

Variable	Unstandardized		B	t	Sig
	B	Std.			
(Constant)	0.274	0.177		1.549	0.127
Interpersonal Dimension	0.590 ***	0.115	0.624	5.109	0.000
Task Dimension	0.332 ***	0.121	0.335	2.744	0.008
R	0.946				
R Square	0.894				
Adjusted R Square	0.891				
F Value	241.471 ***				
Durbin-Watson	1.584				

Source: Survey Data (2024)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

Based on the result of Table (4.10), all independent variables (interpersonal dimension, task dimension) in the study had a P-value which is less than 0.01 significance level implying that the variables are significant in predicting employee engagement at TREE 4 ALL Co., Ltd. The coefficient value of interpersonal dimension on employee engagement is 0.590 at 1% significance level. The coefficient value of task dimension on employee engagement is 0.332 at 1% significance level. Therefore, interpersonal dimension and task dimension have a positive effect on employee engagement.

In Table (4.10), the correlation coefficient (R) is 0.946 which illustrates that organizational culture and employee engagement are strongly and positively correlated. The adjusted R square for the model is 0.891 implying that 81.9% of the variations in employee engagement of TREE 4 ALL Co., Ltd is explained by the study variables and the remaining 10.9% of the variations in employee engagement is predicted by other factors.

For F Value, the study had a P-value which is less than 0.005 level of significance. The overall model of the study is fit to predict the relationship between organizational

culture and employee engagement of TREE 4 ALL Co., Ltd and the overall model is significant and found fit to predict employee engagement.

For the study of Durbin Waston, the Durbin Waston statistic ranges from zero to four, with the value of 2.0 indicating zero autocorrelation. Value below 2.0 means there is a positive autocorrelation. In this study, the value of Durbin Waston is 1.584 which is less than 2. This means that there is a positive autocorrelation between the independent variables (interpersonal dimension, task dimension) and the dependent variable (employee engagement).

The interpersonal dimension of organizational culture at TREE 4 ALL Co., Ltd. focuses on fostering positive social relationships, teamwork, and open communication among employees and management. It emphasizes creating a collaborative environment where employees feel supported and valued by their peers and supervisors. Strong interpersonal relationships increase motivation and commitment, as employees are more likely to engage meaningfully with their work when they feel a sense of belonging and mutual respect within the organization.

The task dimension emphasizes the importance of role clarity, goal-setting, and performance standards within the organization. TREE 4 ALL Co., Ltd. ensures that employees are aware of their roles and responsibilities, providing them with clear expectations and performance goals. This approach fosters a culture of accountability and excellence, encouraging employees to focus on their tasks and meet organizational objectives.

Organizational culture at TREE 4 ALL Co., Ltd., which includes both interpersonal and task dimensions, has a strong positive effect on employee engagement. The importance of a supportive and structured organizational culture in fostering engagement. When employees experience a collaborative and goal-oriented environment, they are more likely to invest effort in their roles, contributing to overall organizational success.

4.3 Analysis on the Effect of Employee Engagement on Job Performance of Employees

In this section, the effect of employee engagement on job performance of employees is explored in line with conceptual framework and objectives. The multiple

regression model is used to analyze the survey data collected from the respondents to evaluate the effect of employee engagement on job performance of employees at TREE 4 ALL Co., Ltd. The findings of the analysis are shown in Tables.

Table (4.11) Effect of Employee Engagement on Job Performance

Variable	Unstandardized		B	t	Sig
	B	Std.			
(Constant)	0.275	0.247		1.112	0.271
Employee Engagement	0.966 ***	0.060	0.904	16.112	0.000
R	0.904				
R Square	0.817				
Adjusted R Square	0.814				
F Value	259.607 ***				
Durbin-Watson	1.849				

Source: Survey Data (2024)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

Based on the result of Table (4.11), independent variables (employee engagement) in the study had a P-value which is less than 0.01 significance level implying that the variables are significant in predicting job performance of employees at TREE 4 ALL Co., Ltd. The coefficient value of employee engagement on job performance of employees is 0.996 at 1% significance level. Therefore, employee engagement has a positive effect on job performance of employees.

In Table (4.11), the correlation coefficient (R) is 0.904 which illustrates that employee engagement and job performance of employees are strongly and positively correlated. The adjusted R square for the model is 0.814 implying that 81.4% of the variations in job performance of employees of TREE 4 ALL Co., Ltd is explained by the study variables and the remaining 18.6% of the variations in job performance of employees is predicted by other factors.

For F Value, the study had a P-value which is less than 0.005 level of significance. The overall model of the study is fit to predict the relationship between employee

engagement and job performance of employees at TREE 4 ALL Co., Ltd and the overall model is significant and found fit to predict job performance of employees.

For the study of Durbin Waston, the Durbin Waston statistic ranges from zero to four, with the value of 2.0 indicating zero autocorrelation. Value below 2.0 means there is a positive autocorrelation. In this study, the value of Durbin Waston is 1.849 which is less than 2. This means that there is a positive autocorrelation between the independent variable (employee engagement) and the dependent variable (job performance of employees).

CHAPTER 5

CONCLUSION

In this chapter, the findings from both descriptive analysis and statistical analysis are discussed. Then, suggestions and recommendations and the needs for further research are pointed out.

5.1 Findings and Discussions

The study aims to analyze the effect of business ethics and organizational culture on employee engagement and to analyze the effect of employee engagement on job performance of employees at TREE 4 ALL Co., Ltd. In this study, the data were collected from 70 permanent employees by using structured questionnaire from demographic factors. In this study, the profile of respondents includes gender, age, level of education, position, service years, and department. According to the gender, male respondents are mostly. Regarding age, most of the respondents are young employees who are between 18 to 24 years. The most employees are studying for University degree currently, so they are under undergraduate title for their level of education. Among the various positions, the employees who are in the data entry agent position are notable. According to the years of service, the most employees are employing more than one year in the company. According to the nature of the business, the most respondents are working in the operations department.

According to the survey data, the overall mean value of honesty is at an agree level. Although, the study has been tested and honesty has a significant and positive effect on employee engagement of TREE 4 ALL Co., Ltd. The component of honesty such as righteousness, standard services, integrity, no bribe to government officials, transparent in daily interactions and work-related matters, honesty in communications and actions, were generally found to be practiced primarily within TREE 4 ALL Co., Ltd.

As per the survey data results, the overall mean value of fairness/ justice is at an agree level. The study was also established to examine effect of fairness/ justice on employee engagement of TREE 4 ALL Co., Ltd, and the study has been tested. Fairness/ justice has a significant and positive effect on employee engagement. The element of

fairness/ justice such as operation without exploitation from stakeholders including clients, respect for intellectual property, do not implement unfair method to destroy to the same businesses and distribute fairly for career advancement and professional development, were generally found to be practiced primarily within TREE 4 ALL Co., Ltd.

According to the survey data for public benefit in mind, overall mean value is at an agree level. The study sought to examine the effect of public benefit in mind on employee engagement of TREE 4 ALL Co., Ltd. The survey result shows that public benefit in mind influences employee engagement and the findings of the study showed that public benefit in mind has a significant and positive effect on employee engagement. The elements of public benefit in mind such as benefits of all stakeholders including focuses on environment issues, quality services, employee competency, and participation in activities and initiatives for the benefit of the public and society, were generally found to be practiced primarily within the company.

As per the survey data results, the overall mean value of the community relationship is at an agree level. The study was also established to effect of community relationship on employee engagement of the company. The study has tested; however, the community relationship has no effect on employee engagement of TREE 4 ALL Co., Ltd.

According to the survey data, the overall mean value of interpersonal dimension is at an agree level. Although, the study has been tested and interpersonal dimension has a significant and positive effect on employee engagement of TREE 4 ALL Co., Ltd. The component of interpersonal dimension such as focusing on teamwork, social relationship, group rewards, acknowledge and understand behavior of groups, mutual respect and consideration for others, were generally found to be practiced primarily within TREE 4 ALL Co., Ltd.

According to the survey data for task dimension, overall mean value is at an agree level. The study sought to examine the effect of task dimension on employee engagement of TREE 4 ALL Co., Ltd. The survey result shows that task dimension influences employee engagement and the findings of the study showed that task dimension has a significant and positive effect on employee engagement. The elements of task dimension such as designated duties, individual competencies, job designation with group, reward

for job accomplishment, career path, complete designated job, were generally found to be practiced primarily within the company.

According to the results of the survey data, the overall mean value of employee engagement is at an agree level and employee engagement has a significant and positive effect on job performance as per tested. The goals and values, and organization's policies of organization resulting in good and efficient working behavior. The employees are not transfer to other department and not desired to resign resulting in good and efficient working behavior and they are being a part of the organization. They are willingness to work for organization to produce successful work and feeling goods towards resulting in good and efficient. The employees are speaking with positively about organization and proud to work in the organization.

The first objective of the study was to analyze the effect of business ethics and organizational culture on employee engagement at TREE 4 ALL Co, Ltd. It is found that three independent variables (honesty, fairness/ justice, public benefit in mind) and (interpersonal dimension, task dimension) have a significant and positive effect on employee engagement.

The second objective of the study was to analyze the effect of employee engagement on the firm performance of employees at TREE 4 ALL Co., Ltd. The result showed that employee engagement has a significant and positive effect on the firm performance of employees at TREE 4 ALL Co., Ltd.

The study noted that TREE 4 ALL Co., Ltd detected and selected human sources as a valuable intangible asset of the company. The company is valued on business ethics like honesty, fairness/ justice, public benefit in mind, and community relationship. Moreover, the company is also focused on organization culture with two dimensions like interpersonal and task. Finally, the company created better and inimitable services to compete with other similar businesses within the industry.

5.2 Suggestions and Recommendations

The study investigated the effect of business ethics and organizational culture on employee engagement at TREE 4 ALL Co., Ltd. As per investigation. TREE 4 ALL Co., Ltd should put emphasis and value on business ethics for employee engagement. In addition, TREE 4 ALL Co., Ltd should focus on organizational culture for individual and

task dimension. As the result, TREE 4 ALL Co., Ltd will sustain among competitive environment like similar businesses. The organization will not successful and sustain without employee workforce and engagement on the company.

The management of the company should encourage their employees to comply and follow business ethics. The company should deliver acknowledge about righteousness and integrity to their employees and should maintain their services to be standard as prescribed in the advertisement. The company should avoid unethical behavior like bribe to government officials to gain the benefits. The company should encourage in the daily transactions and work-related matters to be transparency. The management of the company should demonstrate honesty in the communications and actions, and it should be consistent.

The company should avoid exploitation not only from the clients but also from the stakeholders to show fairness and justice of the company. Moreover, the company should respect and value intellectual property. To be fairness and justice, the company should avoid implementing unfair methods to compete and destroying the competitors' business. The management should create opportunities for career and professional development of the employees.

The company should consider benefits for all stakeholders and focus on current environmental issues including weather conditions and floods. The company should emphasis employee competency to be consistent with quality services. The company should provide a way for the employees to participate and initiative in activities that benefit the public and the society.

The company should build good relationships with all stakeholders like government authorities, people, non-profit organizations. The company should create a channel for the employees to get a positive and supportive relationship with the management. The company should encourage and practice in communication to be open and honest between colleagues.

The company should promote the organizational culture for both interpersonal and task. For interpersonal dimension, the company should give a chance to employee to determine goals that focusing on teamwork, emphasize on social relationship among the colleagues. The company should monitor and give group rewards to be positive employee engagement. Therefore, the company should avoid giving individual rewards within the

organization. The company should encourage mutual respect and consideration for others. Therefore, the management of the company should act like an idol person.

The company should set the job designation for individual and group competencies in accordance with the company's policies and procedures. If the designate job is achievement, the company should appreciate and give reward.

The company should define the goals and values, set the policies of the organization that could be good and efficient working behavior. The company should appreciate to the employees to think that they will be a part of the organization, they will willingness to work for the organization, as the result, they will not transfer to other departments, will not desire to resign, and will have intention to produce successful work for good and efficient working behavior and they will have good feeling in the organization. Therefore, the employees will speak positively and will be proud to work in TREE 4 ALL Co., Ltd.

The company should create a positive atmosphere for the employees for their job performance. The company should assign the task to the employees that will be handled for more workload. The company should encourage the employees to pleasure to help organization for cost saving, work together with other departments that make benefits for TREE 4 ALL Co., Ltd. The company should train the employees to solve urgent problems for the organization without the participation of the management, which will improve work consistently. The company should boost the employees for ability to adapt oneself to others inside and external.

The study recommends that TREE 4 ALL Co., Ltd should adopt and focus on community relationship to build strong relationships with all stakeholders (internal and external) of the organization to maintain the employee engagement and improve their job performance for the organization. In addition, TREE 4 ALL Co., Ltd should endeavor to continually maintain business ethics to be honesty, fairness, organizational culture in both interpersonal and task. Therefore, business ethics and organizational culture will effect on employee engagement and finally job performance of the employee will increase for the organization.

5.3 Needs for Further Research

The study sought to analyze the effect of business ethics and organizational culture on employee engagement at TREE 4 ALL Co., Ltd. It also sought to analyze the effect of employee engagement on job performance at TREE 4 ALL Co., Ltd. The findings and conclusions are limited to TREE 4 ALL Co., Ltd. Other studies should conduct in other topics like business etiquette, corporate governance in the services company in Myanmar to establish whether similar results will be obtained.

The study focused on only four aspects of business ethics, organizational culture, employee engagement, and job performance. There are other aspects of business topics not covered in this study such as business etiquette, corporate governance, engagement like work, emotional, social.

For further research, there is significant potential to expand the scope beyond the business ethics and organizational culture explored in this study. Topics such as business etiquette and corporate governance within Myanmar's service sector offer valuable areas of inquiry. Additionally, further studies could introduce other independent variables like work engagement, emotional engagement, and social engagement, which may offer a deeper understanding of employee behaviors. Moderating factors like gender, income, and designation may add nuance, while employee engagement could serve as a mediating variable, enriching the understanding of its effect on job performance. Research could also replicate these findings across different companies and sectors to validate the results, expanding their generalizability.

By introducing these variables and topics, future studies could provide more holistic insights into how organizational dynamics influence employee engagement and performance. They could also explore leadership engagement or communication methods as key factors influencing employee involvement. In doing so, researchers may offer more comprehensive strategies for improving employee satisfaction and productivity in the context of service industries in Myanmar. Further, by focusing on business ethics like honesty, fairness, and public interest, studies may reveal their broader effects on employee morale and organizational success, providing actionable recommendations for both theory and practice.

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APPENDIX A

QUESTIONNAIRE

Dear Sir/Madam,

I am Aye Thiri Thaw, a student of YUEco, Department of Management Studies. As part of my partial fulfillment of the requirements for the degree of Master of Sustainable Entrepreneurship and Social Innovation (MSESI), I am conducting this survey for my thesis title "Business Ethics, Organizational Culture, Employee Engagement, and Job Performance of TREE 4 ALL Co., Ltd".

This study will be beneficial to the employee engagement and job performance of TREE 4 ALL Co., Ltd as well as the researchers. This survey will take about 10 to 15 minutes to complete and your valuable time and kindness in answering all survey questions are highly appreciated.

All information you provide herein will be kept confidential and used only for academic purposes. Please Choose only one answer.

Section I - Demographic Information

For aggregated tabulation of respondent demographics.

Please place a tick “√” for each of the question.

Survey questionnaire for
Business Ethics, Organizational Culture, Employee Engagement, and Job
Performance of TREE 4 ALL Co., Ltd

Section I: Demographic Information

1. Gender
 - ☐ Male
 - ☐ Female

2. Age (Years)
 - ☐ Under 24
 - ☐ 25-30
 - ☐ 31-35
 - ☐ 36-40
 - ☐ 41-55

3. Level of Education
 - ☐ Undergraduate
 - ☐ Graduate
 - ☐ Master Degree
 - ☐ If others,

4. Position
 - ☐ Data Entry Agent
 - ☐ Team Leader
 - ☐ Supervisor
 - ☐ Executive
 - ☐ Assistant Manager
 - ☐ Manager

5. Year of Service
 - ☐ Below 1 Year
 - ☐ 1-2 Years
 - ☐ 2-3 Years
 - ☐ Above 4 Years

6. Department
 - ☐ Human Resource
 - ☐ Admin
 - ☐ Operation
 - ☐ Finance
 - ☐ Marketing
 - ☐ IT
 - ☐ Audit

With respect to Section B, C, and D, please indicate the level of agreement with each statement regarding the business ethics, organizational culture and job performance by ticking (√)) in the box below.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

HONESTY	1	2	3	4	5
Business operation with righteousness.					
Business operation with standard services prescribed in the advertisement.					
Business operation with integrity and without bribe to government officials for business benefits.					
My colleagues at are honest and transparent in their daily interactions and work-related matters.					
The management consistently demonstrates honesty in their communications and actions.					

FAIRNESS/ JUSTICE	1	2	3	4	5
Business operation without exploitation from clients.					
Business operation without exploitation from stakeholders					
Respect for intellectual property.					
Organization not implement unfair methods to destroy competitors					
I believe that opportunities for career advancement and professional development are distributed fairly					

PUBLIC BENEFIT IN MIND	1	2	3	4	5
Organization considers benefits of all stakeholders					
Organization focuses on environment issues					
Focus on quality services					
Consistent employee competency					
Company provided employees to participate in activities and initiatives that benefit the public and society					

COMMUNITY RELATIONSHIP	1	2	3	4	5
Building good relationship with government authorities					
Building good relationship with people					
Building good relationship with non profit organization (NGO)					
I have a positive and supportive relationship with my manager					
Open and honest communication is encouraged and practiced between colleagues					

INTERPERSONAL DIMENSION	1	2	3	4	5
I determine goals focusing on teamwork					
I am emphasize on social relationship among group members					
company emphasize on group rewards rather than individual rewards resulting in employee engagement of employee					
I acknowledge and understand behavior of groups in organization					
I show mutual respect and consideration for others					

TASK DIMENSION	1	2	3	4	5
I focus on designated duties					
Job designation in accordance with individual competencies					
Job designation in accordance with group					
Reward in line with designated job accomplishment					
Career path relies on job achievement					
Organization emphasizes on employees attempt to complete designated job					

EMPLOYEE ENGAGEMENT	1	2	3	4	5
I agree that goals and values of organization resulting in good and efficient working behavior					
I confident to organization policies resulting in good and efficient working behavior					
I am being a part of organization resulting in good and efficient working behavior					
I am not transfer to other departments resulting in good and efficient working behavior					
I am not desire to resign resulting in good and efficient working behavior					
I am willingness to work for organization resulting in good and efficient working behavior					
I intention to produce successful work resulting in good and efficient working behavior					
I have good feeling towards organization resulting in good and efficient working behavior					
I am positive speaking about organization resulting in good and efficient working behavior					
I am proud to work in the organization resulting in good and efficient working behavior					

JOB PERFORMANCE	1	2	3	4	5
I intention to responsible quality work					
I am ready to handle more workload					
I am pleasure to help organization cost saving					
I am ready to work together with other department					
I desire to make benefits for organization					
I am ready to solve urgent problems for organization					
I am ready to improve work consistently					
I am ready to work together with others					
I am readiness in ability to adapt oneself to others inside the organization					
I am readiness in ability to adapt oneself to external environment					

APPENDIX B

Multiple Linear Regressions

(Regression Analysis of Business Ethics on Employee Engagement)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.961 ^a	0.924	0.919	0.1757	0.924	167.853	4	55	0	1.976

- a. Predictors: (Constant), AvgCommunity Relationship, Avg Fairness, AvgPublic Benefit, Avg Honesty
- b. Dependent Variable: Avg Employee Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.716	4	5.179	167.853 ***	.000 ^b
	Residual	1.697	55	0.031		
	Total	22.412	59			

- a. Dependent Variable: Avg Employee Engagement
- b. Predictors: (Constant), AvgCommunity Relationship, Avg Fairness, AvgPublic Benefit, Avg Honesty

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-0.041	0.2		-0.258	0.797	-0.364	0.281
	Avg Honesty	0.293	0.1	0.293	2.943	0.005	0.093	0.492
	Avg Fairness	0.264	0.1	0.267	2.835	0.006	0.077	0.451
	Avg Public Benefit	.351 ***	0.1	0.356	3.87	0	0.169	0.533
	Avg Community Relationship	0.094	0.1	0.097	1.006	0.319	-0.094	0.282

- a. Dependent Variable: Avg Employee Engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.946 ^a	0.894	0.891	0.2037	0.894	241.471	2	57	0	1.584

a. Predictors: (Constant), Avg Task Dimension, Avg Interpersonal Dimension

b. Dependent Variable: Avg Employee Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.046	2	10.023	241.471 ***	.000 ^b
	Residual	2.366	57	0.042		
	Total	22.412	59			

a. Dependent Variable: Avg Employee Engagement

b. Predictors: (Constant), Avg Task Dimension, Avg Interpersonal Dimension

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.274	0.177		1.549	0.127	-0.08	0.627
	Avg Interpersonal Dimension	.590 ***	0.115	0.624	5.109	0	0.359	0.821
	Avg Task Dimension	0.332	0.121	0.335	2.744	0.008	0.09	0.574

a. Dependent Variable: Avg Employee Engagement

Multiple Linear Regressions
(Regression Analysis of Employee Engagement on Job Performance)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.904	0.817	0.814	0.2838	0.817	259.607	1	58	0	1.489

- a. Predictors: (Constant), Avg Employee Engagement
b. b. Dependent Variable: Avg Job Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.904	1	20.904	259.607 ***	.000 ^b
	Residual	4.67	58	0.081		
	Total	25.574	59			

- a. Dependent Variable: Avg Job Performance
b. Predictors: (Constant), Avg Employee Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.275	0.247		1.112	0.271	-0.22	0.769
	Avg Employee Engagement	.966 ***	0.06	0.904	16.112	0	0.846	1.086

- a. Dependent Variable: Avg Job Performance