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HUMAN RESOURCE MANAGEMENT PRACTICES
AFFECTING EMPLOYEE ENGAGEMENT IN RAFT
MYANMAR COMPANY LIMITED

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(EMBF 6th BATCH)

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**HUMAN RESOURCE MANAGEMENT PRACTICES
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MYANMAR COMPANY LIMITED**

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Abstract

The research focuses on how HRM practices have affected on the employee engagement. Descriptive study is used in this study. Total population of RAFT Myanmar is 183 staff, out of which 73 are selected in this study. The study used the primary data and secondary data. The primary data are collected from the HR & Operations Department and staff of the organization by answering structured questionnaires. The secondary data are used from related textbooks, research papers, articles, journals and websites. Seven HRM practices including training and development, compensation, job security, promotion opportunity, relations with supervisor, teamwork and recognition are used to measure what extent employees are engaged in the company. The study revealed that higher level of engagement was found mainly due to factors such as relations with supervisor, compensation, teamwork, promotion opportunity, and job security. However, the regression result highlighted that increase in promotion opportunities and relations with supervisor have negative impact on employee engagement in RAFT Myanmar. RAFT Myanmar needs to emphasize on the handling of HRM practices because it directly affect employee engagement. Therefore, organization should review and update the HRM policies accordingly.

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List of Abbreviations

RAFT	Respect, Accountability, Fairness and Transparency
HRM	Human Resource Management
SMT	Senior Management Team

CHAPTER I

INTRODUCTION

For competitive market now a day, human resources are one of the essential assets of the organization. Their expertise, skill and knowledge are the ingredient for the success of the company. Their efforts can increase in productivity, quality, new technology, new ideas which in turn fulfill customer needs and wants and make product marketable. So, companies use various strategies to manage their employees in order to motivate, and maintain them. Employees commitment is very important in achieving the goals and objectives of the organization. Without their commitment, participation and contribution, organizations can't either gain competitiveness or reach the top in the market. HRM becomes critical in maximizing the performance of the employees to achieve the organization's goals and objectives If an employee is emotionally attached to the organization and actively contribute for the strategies, and interest of the organization, it can be said that employee has engaged to the company.

HRM includes a number of components such as acquisition, development, appraisal, motivation and maintenance. If an organization can perform the best in all of its components, right people will be allocated in the right place and key people will be retained in the organization to move forward the targeted organization goals. Effective and efficient management on employee can sustain high business performance. Human Resource Management (HRM) practices are the driving force of the organization to attain the qualified employees, develop them and encourage them to engage in the success of the organization. HRM practices takeover the guardianship of employees as important concern of organization started from the attracting the employees to the organization, providing the training to keep them abreast with modern business magnitudes, appraise them and most importantly giving away attractive remuneration by recognizing their hard work and empowered them by letting the authority of decision making (Tauseef Chughtai, 2013). Hence, the human resource practices remain critical in the daily operations of any modern business enterprise.

Employees are main survival part for improvement and growth of organization (Emami et al. 2013). There have stated by Karatepe (2013) that not only direct but also positive relationship between HRM practices and Employee Engagement, mostly in labor intensive industry. According to this, there have relationship in service organization that are mainly running with labor intensive. For employee engagement,

commitment and motivation, HRM practices are main indicator (Karatepe, 2013). The research of Karatepe (2013) highlights on empowerment, rewards system and engagement of HRM practices are effecting to employee engagement. Saks (2006) also study for engagement with two practices from practices which call recognition and reward.

HRM practices is necessary for effective utilization of human resources. For accepting these requirements, various human resources management practices should be revised regularly and it is significant to see how these practices affects the employee engagement as HR policies. This kind of actions are attention of employees happy and satisfied while working. Therefore, the current study explores the impact of HRM practices in the RAFT Company Limited. This study also help to provide directions for future explore on the effect of HRM practices on employee engagement in RAFT Myanmar Company Limited.

1.1 Rationale of the Study

Organizations are working in highly competitive market. Human resources are the core value of the organization which has a direct impact on the image of the organization. The concept of employee engagement is becoming useful and popular around the world nowadays, and RAFT is no exception.

The industry which RAFT doing is providing training & advisory services in peace building sector for the national and international organizations in Myanmar. Like that kind of organization, the skill of employees including their communication skills, technical, presentation ability, professional experience and leadership skills are vital in obtaining the trust of client. Employees must be confident and committed to the service they are providing to the clients. Employees must have continuous development in their skills, local and international knowledge to provide the best solution to their clients. On the other hand, clients also feel comfortable and relax to discuss with the advisory whom they prefer. If the employees are not happy in their work, it can have negative impact on the quality of service offering to clients. Clients who are dissatisfied with the service quality of RAFT will feedback for complaints and even loss of customer relationship can occur, which destroy the image of the company. Employee turnover rate is also a signal that reveal the management quality of the organization. Since RAFT appoints sound education and experience background people, the costs and effort invested in hiring those people shouldn't be wasted by let them leave the company

because of poor HRM practices. Not only maintaining those staff, but also increase their engagement to the company is important since they are the key resources for the ultimate success of the business. Their performance represents the image of the company. Their service quality represents the quality of the company.

Engagement means the extent to which people value, enjoy, and believe in what they do. For supporting this feeling, HRM practices are directly reflect to employees. Employees are engaged when they are motivated, satisfied, and effective. Employee engagement is based on trust, integrity, two ways commitment and communication between an organization and its members. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. So, it is important to measure and analyze what kind of HRM practices are using in RAFT and how it related to the engagement of the employees.

Engaged people go above and beyond what is expected of them because they feel part of a purpose larger than themselves. Reasons for highlight about HRM practices and how it is affect to employee engagement in organization because it can boost productivity, increase customer satisfaction, retain the best people in organization, enhances company culture and symptoms of success.

1.2 Objectives of the Study

The objectives of the study are following:

- a) To identify the current Human Resource Management Practices in RAFT Myanmar Company Limited
- b) To analyze the Human Resource Management Practices affecting employee engagement in RAFT Myanmar Company Limited

1.3 Scope and Method of the Study

This study focused on HRM practices and employee engagement of RAFT Myanmar Company Limited. Descriptive and quantitative research methods are used in this study. Primary data collected from interview with responsible persons of HR & Operations Department and staff of RAFT Myanmar Company Limited with structured questionnaires which prepared by using Likert scale. The respondents are 40% of 183 total staff population from RAFT Myanmar and they are selected randomly. Secondary data obtained from related textbooks, research papers, articles, journals and websites.

1.4 Organization of the Study

The study is constructed with five chapters. Chapter one is about introduction of the study and it includes the rationale of the study, objectives of the study, scope and method of the study and organization of the study. Continuously, chapter two describes literature review which described theoretical background of the study. Chapter three contains the profile and HRM practices of RAFT Myanmar. Chapter four is the analysis of HRM practices affecting employee engagement in RAFT Myanmar. Last chapter five conclusion includes the findings, discussions, suggestions and needs for further study.

CHAPTER II

LITERATURE REVIEW

This chapter is related to the review of literature on Human Resource Management Practices affecting to employee engagement. First section presented about the meaning of Human Resource Management. After that section, the study followed by HRM practices, employee engagement and then discussed about the previous studies of HRM practices and employee engagement.

2.1 Human Resource Management

Gary Dessler (2013) presents Human Resource Management, as HRM is the process of acquiring, training, appraising, compensating employees, and attending to their labor relations, health and safety, and fairness concerns. HRM is relating to all management to get away from human mistakes and better income and performance for organization.

HRM can support in assign of human resources in right position and place, reduce labor turnover rate, try to get the best outcomes from staff, choose of suitable candidate, prevent unlawful actions, equal opportunities in compensation package, developing plan for staff and follow in labor practices. HRM also encourage organization for get the goals through people. If the organization have reliable right persons, organization still can success even does not have good plans. The reliable right persons need to be also appoint in their right place for support in running of forward processes the activities. These peoples need to be motivated, energized, appraised and developed by good HRM. The organization without HRM also may like a boat which without compass for row over into the widen sea.

The most owners think that capital is the main blocking part of the successful organization but the main thing is because of the lack of maintain in effective and efficient workforce in organization. These scenarios can learn from current scenarios of competition market, which can also proof the important of HRM. Management need to be keep in touch of update of the HRM for implement the supportive in organization. There are lot of changes in market time by time that are relating to the technology changes, economic changes, demographics changes and regulation changes.

HRM is relating to day-to-day activities that is as traditional ways are passed in old century's days. Today HRM role is relating to more comprehensive and strategic

approaches that are relating to problem overviews technic, innovate ideas, talent management, create ethical environment and take care employee engagement. For measure staff performance of results, analyses with evidence-based practices and adding value for organization. According to the skills requirement changes, HRM part is more responsible and high demand for fulfill these skills.

Finally, for productive working atmosphere HRM is very critical part of maintain right people in organization. Employees are more productive assets if they feel they have own value, respect and believe in their right place of organization.

2.2 Human Resource Management Practices

Organizations are more challenging to get competitive advantage at every cost and are trying to receive innovative outcomes through HRM practices in high competitive and quick changes market (Sparrow, Schuler & Jackson, 1994). There have many define ways about HRM practices and Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the the existence and effective implementation of the organization and its members. Delery and Doty (1996) also defined as HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human resources contribute to the accomplishment of its business objectives.

Now a day most of management already noticed that how HRM practices is important for maintain and sustain in competitive market to get more lean and adaptive. Organization also need to view as eagle view than centralize management because currently market is improving globally. Also, need to compete for their vendors, customers and even their competitors. People from organization must be willing to adept the ever demanding and changing environment for compete in favorable position of market. Even the company have strong financial background, the important to maintain their success is require to have high committed staff in their organization. These staff are the golden key for construct about the organization. There also have found out that committed staff performed better in their job. For strong basement stability of the organization, better performance and high productivity outcomes from employees are required is no doubt. HRM is very important for the organization that know the value of human beings.

According to the findings, now a day HRM practices are considered as relate to formal policies, specific practices, and philosophies that are carried out to motivate,

attract, develop and retain employees who make sure about the survival and effective operating of the organization.

2.2.1 Training and Development

Training and development is one of the part of the HRM practices that support to the skills sharpening, attitude changing and knowledge gaining of the employees. Training and development can improve to requirement level abilities of staff from organization. Due to the training, staff can learn new technology, new idea, update information and also enhance their existing skills and knowledge. The possible results of training and development are not only fulfill the requirement of the organization but also the satisfaction and confidents level are increase by staff themselves.

Normally, there have on the job training and off the job training. On the job training is the training which is mostly practiced and it is placed in normal work places and taught necessary knowledge and skills to perform. The advantages of on the job training are low cost, flexible way and high motivate to learn. Job rotation, coaching, job instruction, assign in committee and internship are the types of the on the job training. Off the job training is the training which is happened away from the normal daily works. Types of the off the job trainings are case study method, lectures and conferences.

The relating to the training programs, there have difference types. These are technical training, quality training, skills training, soft skills, professional training and team training. By providing the training and development programs, organization can identify the talented and skilled staff and assign them for higher responsibilities. Staff can work the tasks more independently which can reduce management's workloads.

2.2.2 Compensation

The compensation is the exchange between the organization and employees. The employees are providing their times, skills, knowledge and experiences for supporting the requirements of the success and sustain of the company in their market. The compensation is important tool of HRM practices for manage the human resources and normally highest cost of the organization. There have two type of compensation called monetary and non-monetary styles. Compensations include not only salary and wages but also other benefits such as leaves, vacations, commissions, overtime payments, tips, bonus, merit pay, insurance plans and retirement plans.

As it is important tool, it needs to adjust according to the organization goals, resources available and needs. HRM practices of compensation can highly effective in maintain of qualified employee, encourage employee performance, increase moral of satisfaction and loyalty to organization. For systematic in compensation, management need to handle carefully to related HRM practices that are salary ranges, job descriptions and other related written procedures.

2.2.3 Job Security

Job security is the assurance for employee about keep their work life stability in long-term. In rapid change market, the required skills and knowledge are career opportunities for other but some may feel job insecurity. Economy and other conditions of employers may affect to the job security and job security affect to the performance of employees. Since the organization's success depend on human resources, the organization need to create job secure environment for their staff.

2.2.4 Promotion Opportunities

Promotion opportunities is the offer to staff for higher position and compensation package with greater responsibilities. It is a powerful tool for managing employees. This is also the one of the recognition for the significant commitment and performance of the employees. It can also create the competitive spirit within the organization to get better skills and knowledge from staff (Shruti Lamba and Nirmala Choudhary, 2013). All individual staff should have equal opportunities for eligible the promotion as recognition rewards of their contributions.

2.2.5 Relations with Supervisor

Relations with supervisor is the one main key for create great workplace. Most of the feelings of employees are also rely on these relations. Relations with supervisor also affecting some factors regarding to the relationship before supervisor promotion, size of organization and physical location of duty station between supervisors and employees. Some employees may not comfort in micromanager but some are not especially for fresher. The problems may appear when the employees hesitate to approach or discuss with their supervisors. The effective communication channel is required to achieve goals and run process smoothly.

2.2.6 Teamwork

Work done by individual is time taken and difficult to get the big success within quick time because no one is perfect. According to this reasons, most of the organization runs with the peoples who are difference background of role, skills, knowledge and experiences that called teamwork. Teamwork base on unity and work for common responsibilities and interests. Peoples are working closely associated in a work. It can smoother for move forward of targets and overcome obstacles. Teamwork can maximize strength and take out the best outputs from their members. It requires the members to control their develop humility, egos, resolve conflict and effective communication for commit to one another and to a common targets.

2.2.7 Recognition

Recognition is the way of praising to others for their good outputs. This the one of the essential requirement of appreciation in working environments. Employees also feel their value and put their efficient efforts to the running of operations. Actions from the employees can affect the productivity and customer satisfaction. Organization need to develop the recognition strategies to provide additional employee behaviors reinforcement and motivation.

2.3 Employee Engagement

Employee Engagement is new trend and important role for human resource market. It also take place in critical role for organization success. Employee engagement is not only organization success but also support in improving organization's performance and consequently get the customer satisfaction and loyalty. Most organization managements are driven by employee engagement for getting good results.

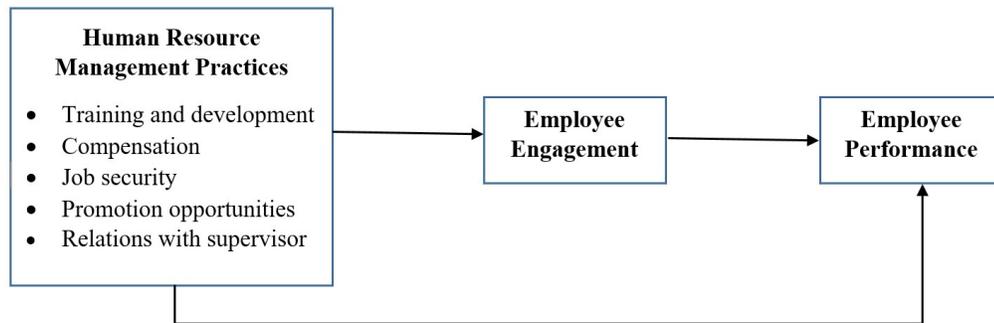
In engagement, people express and employ themselves cognitively, physically, and emotionally during performances of role. Employees are being physically present for perform and it is one identity that staff development and productivity increment is also follow. Physically presented employees are focused and attentive, integrated, and connected for follow employee engagement. Engaged employees are also expressed staff who is actively involved, satisfied, psychologically attached, and dedicated with their work as well as with their environment.

Employee engagement is the main predictor of organization’s desire outcomes that are improved productivity, customer satisfaction, profitability and innovation. For business’s key success is the employee communication which emphasize on employee engagement. The relationship between organization and employees are symbiotic where depend each for fulfill the goals and need. Regarding this organization need to identify the talent of their employee for their success. Based on this, employee engagement is regular exercise that need to keep on track process of action, learning and implementing.

2.4 Previous Studies of Relationship between HRM Practices and Employee Engagement

The relationship between HRM practices and employee engagement have many previous studies. Two related research are used for adopt this study. Shaheen Ahmed, Fais bin Ahmad and Mohd Hasanur Raihan Joarder (2016) prepared first paper. Paper title is “HRM practices-engagement-performance relationships with a conceptual framework for RMG sector in developing economy”. The figure (2.1) showed the relationship between HRM practices, employee engagement and employee performance.

Figure (2.1) HRM practices-engagement-performance relationships: a conceptual framework for RMG sector in developing economy



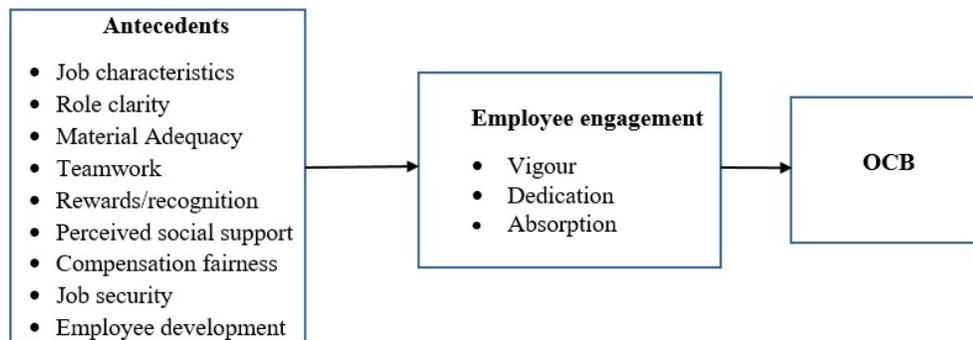
Source: Shaheen Ahmed, Fais bin Ahmad and Mohd Hasanur Raihan Joarder (2016)

According to figure (2.1), the independent variables are training & development, compensation, job security, promotion opportunities and relations with supervisor. Employee engagement is the mediating variable and employee performance is the dependent variable. Base on their result discussions, the study presented that all

HRM practices from conceptual framework have positive relations in employee engagement and employee performance.

The second paper is prepared by Joseph Jakisa Owor (2016) and title is “Human resource management practices, employee engagement and organizational citizenship behaviors (OCB) in selected firms in Uganda”. The figure (2.2) mentioned the relationship between HRM practices, employee engagement and organizational citizenship behaviors.

Figure (2.2) Human resource management practices, employee engagement and organizational citizenship behaviors (OCB) in selected firms in Uganda



Source: Joseph Jakisa Owor (Jan 2016)

The independent variables under the study relating to figure (2.2) are job characteristics, role clarity, material adequacy, teamwork, rewards/ recognition, perceived social support, compensation fairness, job security and employee development. The employee engagement used as the mediating variable and organizational citizenship behaviors (OCB) is the dependent variable. The study found out the signification relationship between HRM practices, employee engagement and OCB.

2.5 The Conceptual Framework of the Study

The study for this research is about the HRM practices affecting employee engagement in RAFT Myanmar Company Limited. The conceptual framework of the study is mentioned under figure (2.3).

CHAPTER III

PROFILE AND HUMAN RESOURCE MANAGEMENT PRACTICES OF RAFT MYANMAR COMPANY LIMITED

This chapter is related to the information about the profile of RAFT Myanmar Company by introduction about the organization. It also included the human resource management practices which running by RAFT Myanmar.

3.1 Profile of RAFT Myanmar Company Limited

In 2015, CDA Collaborative Learning Projects responded to a demand to begin supporting national and international organizations in Myanmar for effectively work to deliver aid programs in a way that mitigates conflict. In 2018, CDA closed its country office and the Myanmar team decided to continue the program as RAFT Myanmar – a locally registered organization whose name references the values they stand for: contributing to people treating each other with respect and fairness, while being accountable and transparent about their actions and the work of their organizations.

Over the last four years, they have built up strong partnerships with a broad range of national and international, public and private sector and established a reputation as a resource on peacebuilding effectiveness training. Their relationships with internal organizations as well as with local organizations allow them to play a bridge building role, connecting international resources with context expertise, access and networks – a key factor for interventions to be receptive to responsive of program needs and well attuned to local realities.

RAFT is providing service for advisory and staff capacity building for better understanding of local context and effective support with smooth in the process of provided projects areas of national and international organization. RAFT Myanmar Company Limited's business model is based on providing advisory services, training and technical support on issues related to conflict actions, and other related issues that are relevant to international agencies working in conflict-affected areas such as communications strategies, risk analysis and understanding ways that they may unintentionally cause harm unless they understand local context.

Most of their clients are getting services for help them to be better understand the risks and opportunities in the areas they work, and to understand the social and cultural context in order to avoid the risk that they create tensions or misunderstanding

through their work. Even RAFT Myanmar itself is not involved in any direct implementation of humanitarian or development activities, they are providing service mostly to agencies who are involved in humanitarian and development activities in Myanmar. They provide training to the staff of their clients who work with communities on how they can communicate with them, understand their concerns and be sensitive to issues that may cause tension resulting from their work. Much of their work takes place in Yangon, where they work together with the senior management of their clients on analysis, and give them suggestions or recommendations for how they can do their work in a more sensitive way that respects the wishes of local people of Myanmar.

Vision of RAFT Myanmar is a democratic society where representative government, safe communities and responsible, empowered citizens interact peacefully on the basis of shared values of fairness, equality and justice. Conflicts at all levels are addressed non-violently, through inclusive mechanisms that are owned by all communities. The people of Myanmar take pride in their diversity and shared respect for human dignity.

Mission of RAFT Myanmar is to enhance learning and capacity among national and international actors to ensure that their work does not unintentionally increase division and tension but instead effectively promotes inclusion, peace and positive change.

Based on their name, their values are Respect, Accountability, Fairness and Transparency. Their detail meaning as follows:

Respect: Based on acknowledgment of interconnectedness and appreciation of diversity, they are committed to treating all people, irrespective of ethnicity, gender, religion, class or age, with respect and sensitivity. They honor the needs of their co-workers by listening carefully, by interpreting what is said with best intentions and by valuing and nurturing our distinct individual qualities that make up RAFT's strength.

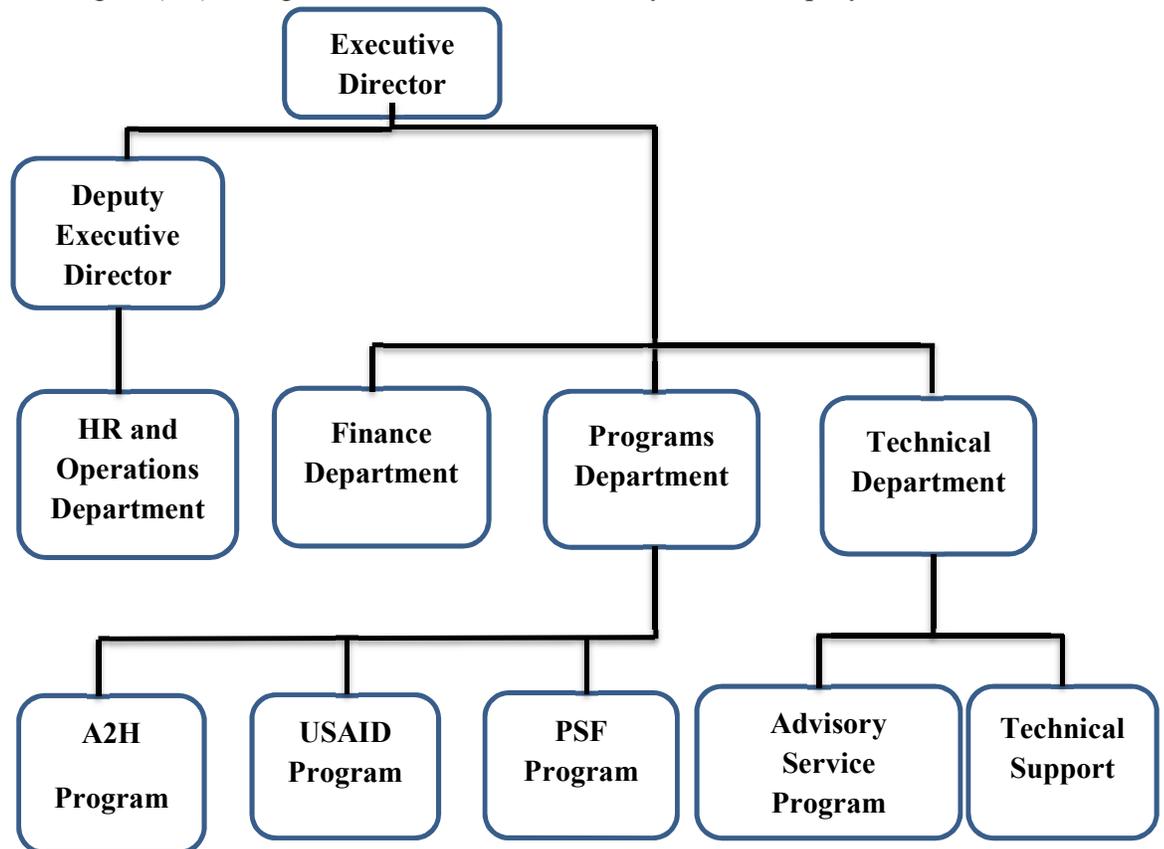
Accountability: They are committed to providing high quality services for their services by being responsive to needs and seeking to positive change. They are committed to honest, open and respectful communication within their organization to ensure that everyone takes responsibility for their own actions.

Fairness: They strive to treat fairly, through inclusive approaches that respect the individual needs and experiences of everyone that is affected by our work. In RAFT, all staff are valued equally, and treated with due consideration according to rules that are seen as legitimate by all.

Transparency: They seek to build trust through prior consultation, ongoing dialogue and honesty about who they are, what they do and what they want to achieve. RAFT ensures that all criteria and processes related to the selection of partners, participants and staff are clear, objective and understood by all.

Code of conduct for RAFT Myanmar is for comply and applicable for all RAFT’s staff, board members, consultants, interns, fellows or volunteers, within the premises of RAFT and any other areas to which they are assigned as part of his or her official duties. The purpose of code of conduct is sets out the expected ethical behaviors, duties and responsibilities of all RAFT’s personnel while performing their duties with target communities, with other relevant stakeholders and for their behavior towards each other within the organization.

Figure (3.1) Organizational Chart of RAFT Myanmar Company Limited



Source: RAFT Myanmar Co. Ltd, 2019

Figure (3.1) presents about the organization chart of RAFT Myanmar Company Limited. According to figure (3.1), Deputy Executive Director, Finance Department,

Department, Programs Department and Technical Department are controlling by Executive Director. Access to Health (A2H) program, United States Agency for International Development (USAID) program and Paung Sie Facility (PSF) program are operating under Program Department.

3.2 HRM Practices of RAFT Myanmar Company Limited

The Human Resource and Operations Department in the RAFT Myanmar provides the related HR main responsible to support human resources and relationship to accomplish between organization's mission and vision and employees' objectives. From HR part, their core function is to monitor the human resource management role, such as planning, recruiting and selecting of human resource vacant for organization, prepare training and development session for staff, support in measurement of performance appraisals, suggest in compensation and benefit package and provide guideline for safety and security of employees in their work place. Below are the purposes of HRM in RAFT Myanmar:

- a) To provide an easily accessible, clear and logic overview of the procedures, policies and guidelines that steer the RAFT HR practice.
- b) To understand RAFT strategy, to ensure easy reference back to the foundation for RAFT's mission, vision, and overall direction.
- c) To have values at the base of the HRM is also important, as RAFT is a value-based organization.

RAFT Myanmar is always try to maintain and value their staff. They believe that staff are the main key for the success of their organization and willing to improve their skills, knowledge and attributes. They also accept that increase in productivity and goodwill of the organization is directly link with the actions of employees who work for RAFT Myanmar. According to these believe and acceptance of organization, important of HR part is always support in starting of new vacant recruitment and selection process to get suitable and reliable candidate for vacant post that can be from internal or external sources. HR's responsible is also important in other activities such as training and development program arranging when staff's capacity needed to increase for target outcomes and fulfill the standard requirement of the organization. For trying to get good results, HR also emphasize on staff well-being relating to compensation and benefit package, safety & security in work environment, create respectful work place for recognition and develop of carrier.

Based on discussion with lead persons from Human Resource and Operations Department, they mentioned seven key factors which influencing the employee engagement from their organization. These seven factors are training and development, compensation, job security, promotion opportunities, relations with supervisor, teamwork and recognition. Continuously, there were detail discussions on seven HRM practices of RAFT Myanmar.

3.4.1 Training and Development

Training is a critical part and is one of the essential basic point of the HRM functions in RAFT Myanmar. It is also support in enhancement of changes and increase the behavior, knowledge, skill, attitude and aptitude of employee. That is also one of the filling gap bridge of requirement from organization and present skill set from staff. Development program from RAFT Myanmar is the continuous process and one of the persuading action for potential employee who willing to develop and contribute to organization. Training and development are improving for individual's personality growth, actualization of potential capacities and maturity progress help that not only for improve performance in job. Organization's purpose is to support not only for good employee but also for provide better human beings.

Under RAFT Myanmar organization, training and development is conducted based on requirement analysis of training needs. There are normally arranged training and development by arranging outside trainers training method and inside superior staffs' experience sharing training method. If they want to get new fresh idea and skill, they arrange outside trainers training method. They are using on-job training and off-job training. For on-job training, staff need to learn skills learning by doing in normal works. For off-job training, staff arrange to learn outside of working hour time at office or other training venue.

3.4.2 Compensation

There have two kind of compensation packages that means indirect compensation and direct compensation. Indirect compensation included for benefits and services provided by RAFT Myanmar organization. Direct compensation are pay and incentive to employee of organization. The compensation package from RAFT are basic remuneration, medical allowance and leaves allowance.

RAFT Myanmar have remuneration scale that is called as pay scale that established internally. The range included level by level for each position and yearly increment of the salary based on each level. Pay scale of RAFT Myanmar based on market rate and it analyzed year by year. There also have yearly performance analyzing which can affect to the increase or decrease of level for each position. The arrangement of pay scale and changes in level are based on decisions of senior management team (SMT), boards of remuneration and supervisors.

Every staff from RAFT can entitle for medical allowance and it is linked with outsource health insurance company. They selected outsources year by year based on the allowed package offer to staff and budget allowance by company. The maximum limit for claimants may vary based on the policy of insurance company. There have internal voting system for selecting decision and it is a good practice for express individuals' willingness in choosing their health insurance package.

Regarding with the leave system, RAFT staff entitle as per following table for their leaves.

Table (3.1) Leave System of RAFT Myanmar

No.	Types of Leave	Entitlement
1	Annual Leave and National Holidays	25 Days
2	Sick Leave and Hospitalization	10 Days, For exceptional cases, the 10 days can be extended when approved by the Senior Management Team.
3	Bereavement and Compassion/ Family Care Leave	5 Days
4	Maternity Leave	6 weeks before delivery and 12 weeks after delivery.
5	Paternity Leave	15 Days after delivery.
6	Unpaid leave	Require the approval of the SMT.
7	Compensatory Time Off	Recognition of extra days spent working and need supervisor approval It has to be taken within 60 days.

8	Capacity Building Leave	5 workdays with salary and need supervisor approval. More than 5 workdays need SMT approval.
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Source: RAFT Myanmar Company Limited (2019)

3.4.3 Job Security

Under HRM practices of RAFT Myanmar organization, job security is very important and link with the performance and motivation of staff. RAFT is providing agreements with staff and information about the company wellbeing for support in secure feelings. Organization also accepted the relationship between job security and better performance. Management said that staff are passing your daily feeling with frighten of losing their jobs and it affect to the productivity and quality of the products. RAFT Myanmar is one of the service organization and their products may vary on the feelings of staff that emphasizing on the work they are doing. According to this reason, they always try to get comfort feel of their employee about job security. For RAFT organization, trust is the confidence or belief in job security can get positive expectation.

3.4.4 Promotion Opportunities

RAFT is accepting that if the organization would like to discover professional people, they need to persuade with the reasonable career opportunities in internal because professional people are highly expected about career opportunities what they give to and get back from organization. If the promotion opportunities is very limited and work in same positon for long time, this actions affected to employee satisfaction and also impact to apply of potential professional people. RAFT Myanmar is very take care of this part and always encourage with every possible ways for boot their staff's career opportunities. Based on yearly performance appraisals or supervisor's recommendations that also base on organizational requirements, organization always try to consider the promotion of potential staff to higher level and it is supportive in motivation of staff.

3.4.5 Relations with supervisor

HRM practices from RAFT Myanmar also include the concept of direct communication between employee engagement and relations of supervisor. They also accepting that employee and employer relationship also effect to the better working results and staff performance from organization. In the context of RAFT Myanmar, the relations with supervisor is based on respect and trust. It is a good foundation of communication strategy. Even high position level need to speak very professionally and respectfully to their lower positon level staff. Staff who are not satisfied with the supervision style of their superiors, they can raise their voice through discussion back with their supervisors, staff representative and lead of HR responsible persons. They are open channels for staff regarding with the relations style convenient with supervisors.

3.4.6 Teamwork

For RAFT, teamwork is core for the purpose to show the company culture, staff unity and employee performance. They valued the teamwork as synergy that present the one plus one equal to three. Teamwork in organization is the tool for finding the new ideas or products of the organization. They also find out difference set of thinking and point of views are collected as pool channel to get the better solutions or results. In RAFT Myanmar, teamwork is also reducing pressure to staff who assign by individual assignment tasks and it can even move quick results for the challenges. Organization always take care of every staff attention on the teamwork for avoid sleeping partner in that team. Management also encourage and listen to the difference background within team. That practice is also one of the on-job training strategy that staff can learn new knowledge, skills and ideas from other team members. It can also increase the team unity. That practice is very supportive to RAFT Myanmar's moving forward path and staff from organization also feel that they are important and one of the part of the RAFT Myanmar.

3.4.7 Recognition

Under RAFT, employee recognitions is practicing timely recognize with formal or informal style to staff. RAFT promote to staff for feel value and happy which lead to maximize their abilities in future assignments. For better outcomes from staff,

recognition and praise are super important in organization. RAFT Myanmar also have formal and informal recognition about the staff and recognition practice is one of their value. They always say that their staff is their treasure become of RAFT Myanmar. Types of formal recognition are praise at meetings and creating promotion opportunities. The personally acknowledgment and appreciation email styles are informal recognition style of RAFT Myanmar.

CHAPTER IV

ANALYSIS ON HRM PRACTICES AFFECTING EMPLOYEE ENGAGEMENT IN RAFT MYANMAR COMPAY LIMITED

This chapter is included four sections for analysis of all data collected from RAFT Myanmar. The research design is briefly initiated in first section and demographic characteristics are presented in second section. Third section is related to the data about the Human Resource Management Practices. Final section is analyzed the data of Human Resource Management Practices affecting Employee Engagement.

4.1 Research Design

The research methods of study are descriptive and quantitative research methods. Primary and secondary data are used in this study. The primary data is collected from the staff of RAFT Myanmar's staff for fulfill the main objectives.

Total number of 183 employees are working under difference departments and backgrounds under RAFT Myanmar and questions are collected from 73 randomly selected staff of the organization as sample. Data obtained from interview method for cover the answer of questionnaires. There have 50 questionnaires and are prepared based on the previous study which are relating to this title. Data collected from these questionnaires were used with Likert scale measurement of the variables from conceptual framework. Collected data are analyzed by SPSS software. Correlation analysis, linear regression method, data organizing and description are used as statistical tools for analyze the information. There have three separate parts under questionnaires format. Part 1 is relating to the personal information, part 2 is designed for independent variable of HRM practices from conceptual framework and part 3 is the final part of questions which confirming about the employee engagement of RAFT Myanmar. The answers are based on Likert scale method and there have five questions for respond. The data were collected based on the answers that need to select from the multiple choice which are strongly agree, agree, neutral, disagree and strongly disagree.

4.2 Demographic Factors of Respondents

There are six factors of demographic based on respondents. The factors are gender, age, position, monthly income, education background and service year. These data are collected together with other data through questionnaires. The data of

demographic factors presented in individual tables for support in analyze of information.

4.2.1 Gender of Respondents

According to the gender, collected data are mentioned in following table (4.1).

Table (4.1) Gender of Respondents

Gender	Number of Respondents	Percentage
Female	41	56
Male	32	44
Total	73	100

Source: Survey Data, 2019

Based on above table, there are 41 number of females and 32 number of males are extracted for this study. The respondents are mostly female employee who working under RAFT Myanmar.

4.2.2 Age Segment of Respondents

Survey data are divided into three parts of age group that are mentioned under table (4.2).

Table (4.2) Age Segment of Respondents

Age	Number of Respondents	Percentage
21 to 30 years	10	14
31 to 40 years	33	45
41 years and above	30	41
Total	73	100

Source: Survey Data, 2019

According the above data, there are 14% of staff are 21 to 30 years, 45% of staff are 31 to 40 years and 41% of staff are 41 years and above. There are 41 years and above age of staff are highest and 21 to 30 years age of staff are lowest.

4.2.3 Education Background of Respondents

The collected data are collected base on three parts which are elementary level, bachelor level and master level. These data are mentioned under table (4.3).

Table (4.3) Education Background of Respondents

Education	Number of Respondents	Percentage
Master Degree Professional	23	32
Bachelor Degree	37	51
High School Level	13	18
Total	73	100

Source: Survey Data, 2019

According to above table, there are 18% of staff are elementary level education, 51% of staff are bachelor education and 32% of staff are master education. Most of the staff from RAFT Myanmar are bachelor level.

4.2.4 Monthly Income of Respondents

There are four parts of answers regarding about income. The results are presented under table (4.4).

Table (4.4) Monthly Income of Respondents

Monthly Income (Kyats)	Number of Respondents	Percentage
Under 300000	6	8
300000 to 800000	7	10
800001-1300000	23	32
Above 1300000 Lakh	37	51
Total	73	100

Source: Survey Data, 2019

Based on this study, 8% of staff are receiving under 300000 lakh, 31% of staff are receiving 300000 to 800000 lakh, 31% of staff are receiving 800001 to 1300000

lakh and 51% of staff are receiving above 1300000 lakh. Most of the staff are receiving above 1300000 lakh of income.

4.2.5 Position Level of Respondents

Position level of respondents are mentioned under table (4.5).

Table (4.5) Position Level of Respondents

Position	Number of Respondents	Percentage
Executive	13	18
Manager/ Lead	24	33
Coordinator/ Officer	23	32
Support Staff	13	18
Total	73	100

Source: Survey Data, 2019

Analyzing from above data, 18% of staff are executive level, 33% of staff are Manager/Lead level, 31% of staff are Coordinator/Officer level and 18% of staff are supporting staff level. There have highest number in position level of Manger/ Lead.

4.2.6 Service Years of Respondents

The information relating to the service years of respondents are presented under table (4.6).

Table (4.6) Service Years of Respondents

Service Years	Number of Respondents	Percentage
1 to 2 years	23	32
2 years above	50	68
Total	73	100

Source: Survey Data, 2019

Data extracted from above, there are 32% of staff with 1 to 2 years working experience and remaining are 68% who are 2 year above. The most of the staff are experienced staff for organization.

4.3 Analysis on Human Resource Management Practices

This section is presented about the individual findings for independent variables of HRM practices from conceptual framework.

4.3.1 Training and Development

Regarding the training and development factor, RAFT staff are required to respond of “Organization regularly provides the training when new systems are introduced”, “Organization always creates the chances for staff to attend the relative training and development”, “Organization provides training and development secessions are reflect to improvement of work effectiveness”, “Staff are satisfied for the training courses provided by the organization” and “Organization arranges the training and development programs that can increase the capacity of the employee”. Under table (4.7), data are reported about the training and development factor in RAFT Myanmar.

Table (4.7) Training and Development

No.	Statement	Mean Value	Standard Deviation
1	Organization regularly provides the training when new systems are introduced	3.37	0.94
2	Organization always creates the chances for staff to attend the relative training and development	3.10	1.00
3	Organization provides training and development secessions are reflect to improvement of work effectiveness	3.37	0.77
4	Staff are satisfied for the training courses provided by the organization	3.23	1.05
5	Organization arranges the training and development programs that can increase the capacity of the employee	4.14	0.63
	Overall Mean	3.44	

Source: Survey data, 2019

Table (4.7) is reported the individual mean score of five questions for training and development. The lowest mean score is the question relating to “Organization always creates the chances for staff to attend the relative training and development” is 3.10 which is still higher than neutral value 3 and thus referring that organization is creating opportunities to attend the relate training and development for staff. The highest mean score is the question relating to “Organization arranges the training and development programs that can increase the capacity of the employee” is 4.14 which is higher than neutral value 3 and thus referring that arranged training from organization already get the believe in increasing of staff’s capacity. According to the overall mean score of training and development is 3.44 which is higher than the neutral value 3 and thus concluding that training and development is effective in RAFT Myanmar.

4.3.2 Compensation

Regarding the compensation factor, RAFT staff are required to respond of “Organization has reliable policies on rewards and recognition”, “Organization’s compensation policy is fair and staff contributions are positively contribute to organization”, “Organization decides salary and other benefits based on performance of staff”, “Organization has reasonable compensation package which can support to staff for settle debt within agreed credit periods” and “The staff are satisfied the organization’s insurance plan”. Under table (4.8), data are reported about the compensation factor in RAFT Myanmar.

Table (4.8) Compensation

No.	Statement	Mean Value	Standard Deviation
1	Organization has reliable policies on rewards and recognition	3.32	1.03
2	Organization’s compensation policy is fair and staff contributions are positively contribute to organization	3.14	0.63
3	Organization decides salary and other benefits based on performance of staff	3.27	0.69

4	Organization has reasonable compensation package which can support to staff for settle debt within agreed credit periods	3.41	0.50
5	The staff are satisfied the organization's insurance plan	3.10	0.67
	Overall Mean	3.25	

Source: Survey data, 2019

Table (4.8) is reported the individual mean score of five questions for compensation. The lowest mean score is the question relating to “The staff are satisfied the organization's insurance plan” is 3.10 which is still higher than neutral value 3 and thus referring that staff are satisfy with their insurance plan arranged by organization. The highest mean score is the question relating to “Organization has reasonable compensation package which can support to staff for settle debt within agreed credit periods” is 3.41 which is higher than neutral value 3 and thus referring that financial status of staff are happy status according to their reasonable cash flow from organization. According to the overall mean score of compensation is 3.25 which is higher than the neutral value 3 and thus concluding that compensation package are satisfy by staff in RAFT Myanmar.

4.3.3 Job Security

Regarding the job security factor, RAFT staff are required to respond of “Organization provides job security”, “Organization's pay scale is reasonable for staff”, “Organization's job rotation assignments are covenant for staff”, “Organization has future growth for the staff” and “Organization has sustainability status in market”. Under table (4.9), data are reported about the job security factor in RAFT Myanmar.

Table (4.9) Job Security

No.	Statement	Mean Value	Standard Deviation
1	Organization provides job security	3.86	0.98
2	Organization's pay scale is reasonable for staff	3.27	0.87
3	Organization's job rotation assignments are covenant for staff	2.73	0.45

4	Organization has future growth for the staff	3.41	0.89
5	Organization has sustainability status in market	3.45	0.50
	Overall Mean	3.35	

Source: Survey data, 2019

Table (4.9) is reported the individual mean score of five questions for job security. The lowest mean score is the question relating to “Organization’s job rotation assignments are covenant for staff” is 2.73 which is lower than neutral value 3 and thus referring that staff feeling worry about their role rotation within organization. The highest mean score is the question relating to “Organization provides job security” is 3.86 which is higher than neutral value 3 and thus referring that staff are feeling job security under RAFT Myanmar. According to the overall mean score of job security is 3.35 which is higher than the neutral value 3 and thus concluding that staff from RAFT Myanmar are feeling job security.

4.3.4 Promotion Opportunities

Regarding the promotion opportunities factor, RAFT staff are required to respond of “Organization has actions in support of the staff career aims”, “Organization offers opportunity to the staff for assign in the responsibilities that they can do best”, “Organization’s employees are driven at work by supporting in achieve most of their future career aims”, “Organization’s employees believe most of their positive career growth in this organization” and “Organization’s managers are interested in their junior staff progress”. Under table (4.10), data are reported about the promotion opportunities factor in RAFT Myanmar.

Table (4.10) Promotion Opportunities

No.	Statement	Mean Value	Standard Deviation
1	Organization has actions in support of the staff career aims	3.73	0.45
2	Organization offers opportunity to the staff for assign in the responsibilities that they can do best	3.45	0.90

3	Organization's employees are driven at work by supporting in achieve most of their future career aims	3.27	0.69
4	Organization's employees believe most of their positive career growth in this organization	3.32	0.88
5	Organization's managers are interested in their junior staff progress	3.18	0.99
Overall Mean		3.39	

Source: Survey data, 2019

Table (4.10) is reported the individual mean score of five questions for promotion opportunities. The lowest mean score is the question relating to “Organization’s managers are interested in their junior staff progress” is 3.18 which is still higher than neutral value 3 and thus referring that staff feel that their superior interest in their career progress. The highest mean score is the question relating to “Organization has actions in support of the staff career aims” is 3.73 which is higher than neutral value 3 and thus referring that staff are satisfy with their current position. According to the overall mean score of promotion opportunities is 3.39 which is higher than the neutral value 3 and thus concluding that staff from RAFT Myanmar are satisfying with their promotion opportunities.

4.3.5 Relations with Supervisor

Regarding the relations with supervisor factor, RAFT staff are required to respond of “Organization’s supervisors are respectful”, “Organization opens chance for discuss problem openly”, “Organization’s supervisors provide clear guideline & logical training to employees”, “Organization’s supervisors have reliable management style and leadership skill” and “Organization’s supervisors give equal chance to subordinates”. Under table (4.11), data are reported about the relations with supervisor factor in RAFT Myanmar.

Table (4.11) Relations with Supervisor

No.	Statement	Mean Value	Standard Deviation
1	Organization’s supervisors are respectful	3.86	0.82

2	Organization opens chance for discuss problem openly	3.59	0.50
3	Organization's supervisors provide clear guideline & logical training to employees	3.00	0.75
4	Organization's supervisors have reliable management style and leadership skill	3.27	0.69
5	Organization's supervisors give equal chance to subordinates	3.59	0.72
	Overall Mean	3.46	

Source: Survey data, 2019

Table (4.11) is reported the individual mean score of five questions for relationship with supervisor. The lowest mean score is the question relating to “Organization’s supervisors provides clear guideline & logical training to employees” is 3 which is same with neutral value 3 and thus referring that staff receive clear guideline and training but still need to improve than regular action by supervisors. The highest mean score is the question relating to “Organization’s supervisors are respectful” is 3.86 which is higher than neutral value 3 and thus referring that supervisor and staff have good relationship. According to the overall mean score of relations with supervisor is 3.46 which is higher than the neutral value 3 and thus concluding that staff from RAFT Myanmar and their supervisors have good communication.

4.3.6 Teamwork

Regarding the relationship with teamwork factor, RAFT staff are required to respond of “The people in my work group feel they are valued for their contribution”, “The people in my work group use resources and time effectively”, “The people in my work group cooperate to get the job done”, “The people in my work group share their knowledge with each other” and “The people in my work group are open, honest and transparent in their dealings”. Under table (4.12), data are reported about the teamwork factor in RAFT Myanmar.

Table (4.12) Teamwork

No.	Statement	Mean Value	Standard Deviation
1	The people in my work group feel they are valued for their contribution	3.55	0.50
2	The people in my work group use resources and time effectively	3.00	0.53
3	The people in my work group cooperate to get the job done	3.45	0.73
4	The people in my work group share their knowledge with each other	3.59	0.50
5	The people in my work group are honest and transparent in their dealings	3.59	0.89
	Overall Mean	3.44	

Source: Survey data, 2019

Table (4.12) is reported the individual mean score of five questions for teamwork. The lowest mean score is the question relating to “The people in my work group use resources and time effectively” is 3 which is same with neutral value 3 and thus referring that staff need to use their time and resources effectively. The highest mean score is the questions relating to “The people in my work group share their knowledge with each other” and “The people in my work group are honest and transparent in their dealings” are 3.59 which is higher than neutral value 3 and thus referring that staff are sharing knowledge each other and positive thinking about their team. According to the overall mean score of teamwork is 3.44 which is higher than the neutral value 3 and thus concluding that teamwork from RAFT Myanmar is good.

4.3.7 Recognition

Regarding the relationship with recognition factor, RAFT staff are required to respond of “Organization regularly provides credit to staff for what they do”, “Organization is praising regularly to staff for their commitment”, “Organization constructive criticism provides about work”, “Organization staff are involving in problems solving” and “Organization staff receives adequate recognition for their

contributions and accomplishments”. Under table (4.13), data are reported about the recognition factor in RAFT Myanmar.

Table (4.13) Recognition

No.	Statement	Mean Value	Standard Deviation
1	Organization regularly provides credit to staff for what they do	3.32	0.88
2	Organization is praising regularly to staff for their commitment	3.86	0.35
3	Organization constructive criticism provides about work	3.68	0.47
4	Organization staff are involving in problems solving	3.96	1.07
5	Organization staff receives adequate recognition for their contributions and accomplishments	3.14	0.82
	Overall Mean	3.59	

Source: Survey data, 2019

Table (4.13) report the individual mean score of five questions for recognition. The lowest mean score is the question relating to “Organization staff receives adequate recognition for their contributions and accomplishments” is 3.14 which is still higher than neutral value 3 and thus referring that staff are getting recognition for their hard-work. The highest mean score is the question relating to “Organization staff are involving in problems solving” is 3.96 which is still higher than neutral value 3 and thus referring that staff are involving in problem solving role in organization. According to the overall mean score of recognition is 3.59 which is higher than the neutral value 3 and thus concluding that staff are receiving recognition for their outcomes.

4.4 Analysis on Employee Engagement in RAFT Myanmar

Regarding the analysis of main dependent variable “Employee Engagement”, RAFT staff are required to respond nine analysis questions. The related study is mentioned under table (4.14).

Table (4.14) Employee Engagement

No.	Statement	Mean Value	Standard Deviation
1	I am highly involved in routine decision making at RAFT	3.64	1.31
2	I am deeply involved in strategic decision making at RAFT	3.51	1.31
3	My level of input in group task is well above average	4.00	0.75
4	My output is always high even when I work independently	3.96	0.77
5	I always feel inconvenience whenever my performance falls below average	3.96	0.77
6	I am highly motivated because of the training opportunities that I got at RAFT	3.86	0.63
7	I enjoy a competitive package	3.41	0.50
8	I enjoy work life balance and this motivates me to work harder	3.41	0.50
9	I share freely my opinions at RAFT	3.86	0.82
	Overall Mean	3.74	

Source: Survey data, 2019

Table (4.14) is reported the individual mean score of nine analysis questions for verifying the data of employee engagement which is refer as dependent variable in this study. The lowest mean score is the questions relating to “ I enjoy a competitive salary package” and “I enjoy work life balance and this motivates me to work harder” are 3.41 which are still higher than neutral value 3 and thu referring that staff satisfy with their compensation package and work life balance of the organization. According to the overall mean score of employee engagement is 3.74 which is higher than the neutral value 3 and thus concluding that staff from RAFT Myanmar are engaged.

4.5 Analysis on HRM Practices affecting Employee Engagement in RAFT Myanmar Company Limited

For analyzing which HRM practices factors are mainly affecting employee engagement in RAFT Myanmar, linear regression method is used. Under table (4.15), information presented about the factors that are mainly affecting to employee engagement in RAFT Myanmar.

Table (4.15) Regression Result of HRM practices on Employee Engagement

Human Resource Management Practices	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.249	0.391		8.303	0.000
Training and Development	0.035	0.060	0.033	0.587	0.558
Compensation	0.395	0.081	0.280***	4.854	0.000***
Job Security	0.119	0.067	0.098	1.774	0.077*
Promotion Opportunity	-0.215	0.068	-0.172	-3.175	0.002***
Relations with supervisor	-0.511	0.071	-0.377	-7.233	0.000***
Teamwork	0.327	0.080	0.217***	4.086	0.000***
Recognition	0.038	0.069	0.030	0.548	0.584
R Square	0.221				
Adjusted R Square	0.206				
F-Value	14.467				
Sig	0.000***				

Source: Survey Data, 2019

Significant level: * at the 0.1 level, ** at the 0.05 level, *** at the 0.01 level

Table (4.15) mentioned that there have 0.221 in R Square which mean 22.1% and 0.206 in adjusted R Square which mean 20.6%. The value for F-value is 14.467 and overall significant level of the research is 0.000 which is strongly significant at 0.01 level. The model can be said valid based on these calculation of statistic information.

Table (4.15) also reports the regression result showing the correlation between HRM Practices and employee engagement. The standardized beta coefficient indicates the correlation between dependent and independent variable. The positive standardized coefficient (beta) means that an increase in variable of HRM practices lead to higher employee engagement, and vice versa. Compensation has the greatest beta value with 0.280, meaning that an increase in compensation leads stronger employee engagement. Teamwork has the second highest beta value with 0.217 followed by 0.098 beta value of job security. The effect of compensation, teamwork, and job security on employee engagement are greater than training & development and recognition in RAFT Myanmar Company Limited. The negative beta value of promotion opportunity and relationship with supervisor has negative correlation with employee engagement. Negative correlation mean that increase in promotion opportunity and relations with supervisor lead to decrease in employee engagement.

Regarding with the level of significance between dependent variable (Employee Engagement) and independent variable (HRM Practices), the level of significance value greater than 0.05 means there has some statistical significance and 0.1 means there have little statistical significance between the two variables. For the significance value greater than or equal 0.1, there has no observed effect between two variables. The significant value of 0.000 means that the result is so significant. Compensation, relations with supervisor and teamwork have the most significant impact on employee engagement. For job security, there have little statistical significance since it significant value is 0.077 which is still lower than 0.1. However, the significant values indicate that training and development and recognition has no observed affect in relationship with employee engagement.

CHAPTER V

CONCLUSION

Under this chapter, there are mentioned about the discussions and findings of the HRM practices affecting employee engagement, recommendations on findings and suggestions of needs for further study.

5.1 Findings and Discussions

The main objective of study is to analyze the effect of HRM practices on Employee Engagement in RAFT Myanmar Company Limited. In this study, 73 respondents are selected to achieve this objective. Concerning demographic factors of respondents, the majority of the respondents in this study is female, and at the age of 31 to 40 years. Regarding the education of respondents, majority is bachelor degree holders. Majority of the respondents earn above 1,300,000 kyats per month as salary. Regarding the position, most are manger/lead. In additions, most has 2 year and above working experience at RAFT Company Limited.

Regarding the training and development, the study found that arranging the training and development programs that can increase the capacity of the employee has the highest mean score but creating chance for staff to attend the related training development has the lowest mean score. Regarding the compensation, the study found that providing the compensation package can effectively support to the credit settlement of the staff has the highest mean scores but the insurance plan providing to staff has the lowest mean score. Regarding the job security, the study found that job security in organization has the highest mean score but convenience of job rotation is in organization has the lowest mean score. Regarding the promotion opportunities, the study found that staff's career aims are supporting in organization has the highest mean score but interesting of managers in their junior staff progress has the lowest mean score. Regarding the relations with supervisor, the study found that supervisors in organization are respectful has the highest mean score and providing clear guideline and logical training to junior staff has the lowest mean score. Regarding the teamwork, the study found that sharing knowledge each other and dealing with honest and transparent have the highest mean score but the effective usage of resources and times by group has the lowest mean score. Regarding the recognition, the study found that

staff's participation in problems solving has the highest mean score and receiving adequate recognition has the lowest mean score.

The findings of the study of employee engagement, it was founded that individual input of group task is above than average has the highest mean score but happiness of compensation and work life balance enjoyment have the lowest mean score. According to the statistical results, compensation, teamwork, job security, and promotion opportunity and relationship with supervisors have significant effects on the employee engagement. The study found that among the HRM practices, relations with supervisors has the greatest effect on employee engagement followed by compensation, teamwork, promotion opportunity, and job security.

5.2 Recommendations and Suggestions

Based on analysis and findings, the suggestions for HRM practices and engagement under RAFT Myanmar are as follows:

Regarding the training and development practices, since the survey results showed that creating chances for attending the training and development is the lowest mean score, the organization needs to create opportunities for staff to attend effective training and development programs.

Regarding the compensation practices, since the survey results showed that insurance plan provided to staff is the lowest mean score, the organization needs to review current insurance plan and make appropriate changes if necessary.

Regarding the job security practices, since the survey results showed that job rotation is the lowest mean score, the organization needs to request suggestions from staff and review the causes of this result.

Regarding the promotion opportunities practices, since the survey results showed that interesting of managers in their junior staff progress is the lowest mean score, the organization needs to encourage the managers for support their junior staff.

Regarding the relations with supervisor practices, since the survey results showed that providing clear guideline and logical training to junior staff is the lowest mean score, the organization needs to put providing clear guideline and improve the skills of junior staff as performance review indicator for supervisors.

Regarding the teamwork practices, since the survey results showed that using effectively the resources and times within group is the lowest mean score, the

organization needs to put monitoring and evaluating process for the usage of resources and times within group.

Regarding the recognition practices, since the survey results showed that receiving adequate recognition has the lowest mean score, the organization needs to review the recognition procedures that operating in organization and update if necessary.

According to the above findings, relations with supervisor, compensation, teamwork, promotion opportunity, and job security are strongly significant and related to employee engagement. RAFT Myanmar should emphasize on the handling of HRM practices because it directly affect to employee engagement. Therefore, organization should review and update the HRM policies accordingly.

5.3 Needs for Further Study

The analysis of HRM practices and study of affected areas by these practices are very interested and provided useful information. In this research, there are only study about the HRM practices affecting in RAFT Myanmar. The further study of HRM practices affecting employee engagement in other sectors should be conducted. Moreover, relationships between employee engagement and employee performance should be done as the further research.

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Appendix
YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF BANKING AND FINANCE PROGRAMME

Part (I): Demographic Profile

Please Tick “✓“in the box that best describes you.

1. Gender

Male

Female

2. Age

21 to 30 years

31 to 40 years

41 years above

3. Education Level

High School Level

Bachelor Degree

Master Degree Professional

4. Monthly Income (Kyat)

Under 300000

300000-800000

800001-1300000

Above 1300000 Lakh

5. Position

Executive

Manager/Lead

Coordinator/Officer

Supporting staff

6. Service Years

1 to 2 years

2 years above

Part (II): Human Resources Management Practices & Employee Engagement

Please rate your level of agreement with the following statements regarding your current job:

Strongly agree: 5, Agree: 4, Neutral: 3, Disagree: 2, Strongly disagree: 1

No.	Description	5	4	3	2	1
Training and Development						
1	Organization regularly provides the training when new systems are introduced					
2	Organization always creates the chances for staff to attend the relative training and development					
3	Organization provides training and development sessions are reflect to improvement of work effectiveness					
4	Staff are satisfied for the training courses provided by the organization					
5	Organization arranges the training and development programs that can increase the capacity of the employee					
Compensation						
1	Organization has reliable policies on rewards and recognition					
2	Organization's compensation policy is fair and staff contributions are positively contribute to organization					
3	Organization decides salary and other benefits based on performance of staff					

4	Organization has reasonable compensation package which can support to staff for settle debt within agreed credit periods					
5	The staff are satisfied the organization's insurance plan					
Job Security						
1	Organization provides job security					
2	Organization's pay scale is reasonable for staff					
3	Organization's job rotation assignments are covenant for staff					
4	Organization has future growth for the staff					
5	Organization has sustainability status in market					
Promotion Opportunities						
1	Organization has actions in support of the staff career aims					
2	Organization offers opportunity to the staff for assign in the responsibilities that they can do best					
3	Organization's employees are driven at work by supporting in achieve most of their future career aims					
4	Organization's employees believe most of their positive career growth in this organization					
5	Organization's managers are interested in their junior staff progress					

Relations with Supervisor						
1	Organization's supervisors are respectful					
2	Organization opens chance for discuss problem openly					
3	Organization's supervisors provide clear guideline & logical training to employees					
4	Organization's supervisors have reliable management style and leadership skill					
5	Organization's supervisors give equal chance to subordinates					
Teamwork						
1	The people in my work group feel they are valued for their contribution					
2	The people in my work group use resources and time effectively					
3	The people in my work group cooperate to get the job done					
4	The people in my work group share their knowledge with each other					
5	The people in my work group are honest and transparent in their dealings					
Recognition						
1	Organization regularly provides credit to staff for what they do					
2	Organization is praising regularly to staff for their commitment					
3	Organization constructive criticism provides about work					

4	Organization staff are involving in problems solving					
5	Organization staff receives adequate recognition for their contributions and accomplishments					
Employee Engagement						
1	I am highly involved in routine decision making at RAFT					
2	I am deeply involved in strategic decision making at RAFT					
3	My level of input in group task is well above average					
4	My output is always high even when I work independently					
5	I always feel inconvenience whenever my performance falls below average					
6	I am highly motivated because of the training opportunities that I got at RAFT					
7	I enjoy a competitive package					

Thank you for your kind responds!