

YANGON UNIVERSITY OF ECONOMICS
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A STUDY ON EMPLOYEE ENGAGEMENT STATUS OF NGO WORKERS
IN MYANMAR

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**A STUDY ON EMPLOYEE ENGAGEMENT STATUS OF NGO WORKERS
IN MYANMAR**

A thesis submitted as a partial fulfillment towards the requirements for the degree of
Master of Development Studies (MDevS)

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ABSTRACT

Employee engagement means that people enjoy their jobs and are satisfied with their work conditions, contribute enthusiastically to meeting team and organizational goals, and feel a sense of belonging and commitment to the organization. The study determines the level of employee engagement status among NGO workers, examine the factors which cause employee engagement and assess the attitude of NGO workers to their organizations. A web-based survey was conducted in July 2019 by sending set of survey questionnaire email to NGO workers of different responsibilities in different organizations (LNGO/INGO) in Myanmar. The findings for reasons of employee engagement at an organization included mission attachment, reputation of an organization, capacity building and career development plan, recognition and reward on performance basis , opportunity on promotion, organizational leadership and management and culture of respect in-terms of respect each other, fun at work, team spirit and work-life balance.

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LIST OF ABBREVIATIONS

CBO	Community Based Organization
CSO	Civil Society Organization
FPO	For-Profit Organization
GO	Governmental Organization
HRD	Human Resources Development
INGO	International Non-Governmental Organization
JD-R	Job Demands-Resources
LDC	Less Develop Countries
LNGO	Local Non-Governmental Organization
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
OCB	Organizational Citizenship Behavior
UN	United Nations
WANGO	World Association of Non-Governmental Organization

CHAPTER I

INTRODUCTION

1.1 Rationale of the Study

Employee engagement means that people enjoy their jobs and are satisfied with their work conditions, contribute enthusiastically to meeting team and organizational goals, and feel a sense of belonging and commitment to the organization. Fully engaged employees are deeply about the organization and actively seek ways to serve the mission.

The benefits of an engaged workforce are many and go way beyond the bottom line. Engaged workers are happier, healthier, have a sense of purpose, and lead more fulfilling lives. All engaged employees are, to a certain extent, content, but not all content employees are engaged. It's not just happiness or satisfaction that matters, but how those emotions directly relate to the individual's and organizations' performance and productivity.

A good leader values employee happiness. A great leader values the employee engagement that results from that happiness. That is what employee engagement is, after all - the degree to which an employee's feelings about their job (and boss) influence their willingness to learn and perform at work. Employee engagement is the extent to which people are personally involved in the success of a business (An entrepreneur and engagement expert Andre Lavoie). The best business leaders know that an engaged workforce can drive innovation, increase performance and raise productivity, grow the organization, improve customer care, and foster loyalty, both internally and externally.

Non-governmental organizations (NGOs) have become significant players in development policy over the last two decades. The evolving relationship among NGOs, developing states and donors are a critical aspect of international development assistance and the wider development policy debate. NGOs vary in their missions,

internal management, scope of engagement, source of funding, relations with developing states and targeted areas of operations.

As most of non-governmental organizations are non-profit, they direct effort toward generating social impact depends on project life. Financial resources for those organizations typically come from government appropriations, grants and donations. Services are provided to nonpaying clients and a major problem for many organizations is securing a steady stream of funds to continue operating. It is easy to measure dollars and cent but in metrics of success in non-profits are much more ambiguous. It can measure only intangibles such as “improve public health”, awareness raising of environmental changes”, “capacity development of health care worker”. NGOs need to follow not only their own organization’s policy but also to comply the donor’s regulation and other contractual agreements. This intangible nature also makes it more difficult to gauge the performance, job satisfaction and employee engagement.

The socio-economic and political context has forced NGOs to operate in a more competitive environment than before. NGOs must look to their organizational performance to improve quality of work and deliver the best possible outcomes in achieving their social change goals. Improvements in human resource management, capacity development, and leadership practices within the NGO sector can nurture the development of capabilities within individual NGOs to promote better organizational performance.

Now-a-days, long term engagement of employees at the non-profit sector is challenging for most of the organizations alongside with the other challenges like difficult living and working conditions, resource constraints and often unstable political environments. It leads to high staff turnover, poor performance and even disengaged to the employees and it has been persistent issues for both international and local non-governmental organizations (NGOs).The issues have often been connected to the difficulties in motivating staff and volunteers. Financial constraints in NGOs including multi-cultural environments in many of those made the situation more complex and hard to tackle. Irrespective of the affiliation, mission, size and extent of operations, problems of low morale and low motivation, disengage of staff and volunteers were found to exist in varying degrees in NGOs. The culture of an organization, its structure, leadership, vision and mission, and management processes

have a direct influence on the motivation and engagement of the employee. The global, national, and community influence also play a significant role in motivating and engaging of employees. The organization and the employee must deal with this interplay and tension between the different spheres of influence that affect them.

The human resources related issues in NGOs have received less attention by the researchers in the past. Most studies of NGOs focused on the roles of NGOs rather than their HRM activities. In this thesis, however, the researcher presented one of the HRM activities – employee engagement to examine all relevant aspects on it under NGO sector.

1.2 Objective of Study

The purpose of this study is to determine the level of employee engagement status among NGO workers, to examine the factors which cause employee engagement and to access the attitude of NGO workers to their organizations.

1.3 Method of Study

This study is a descriptive method based on the primary and secondary data. The definitions, theories, case studies, facts and figures are referenced from academic journals, thesis, internet websites, personal blogs and publications are being referenced for secondary data. To examine employee engagement in NGO workers, a web-based survey is conducted in July by sending set of survey questionnaire email to 100 people from NGO sector regardless of type (local or international), size (big, middle or small) and different role and responsibilities. Participants were given 5 days to complete the survey. Results were returned to the researcher via the Google form tool in aggregate and anonymous form to analysis for results and recommendations.

1.4 Scope and Limitation of Study

This study surveyed only 100 full-time staffs (mid and above level officers) from different NGOs, and it will not represent of entire NGO workers in Myanmar, but it will give some significant consideration of the employee engagement status among NGO workers in Myanmar.

1.5. Organization of Study

This thesis is organized into 5 chapters. Chapter 1 includes the Rationale of the Study, Objectives of the Study, Method of Study, Scope and Limitation of Study and Organization of the Study. Chapter 2 is the Literature Review which explore about the theories and methods of Employee Engagement and how it is define in NGO workers, and review on previous studies. In Chapter 3, it is describing about the working nature of NGOs and Employee Engagement of NGO workers in Global and Myanmar. In Chapter 4, empirical analysis is performed to find the result of the questionnaire, the analysis on the employee engagement status of NGO workers in Myanmar. In Chapter 5, it is to share about finding, recommendation and conclusion for this study.

CHAPTER II

LITERATURE REVIEW

2.1 Employee Engagement

Many definitions of engagement exist both in the academic literature and in popular management culture. The multitude of definitions share some commonalities including a focus on not just the physical presence and observable behavior of an individual in the workplace but also a commitment of an employee to work that is both cognitive and emotional (Kahn, 1990).

“Engagement is the willingness and ability to contribute to company success, the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy” (Towers-Perrin, 2003). “Engagement is the employee’s decision to apply his/her discretionary effort to the goals of the enterprise, to accept those goals as his/her own and to wholeheartedly commit to achieving them.” (Schweyer, 2004)

A better understanding of employee engagement may help organizations identify better strategies to engage their employees, avoid burnout, and ultimately decrease turnover rates, in addition to lowering costs and creating more effective organizations. The effects of employee engagement may even go beyond benefiting specific organizations as recent research examining the role employee engagement and motivation plays in the public and nonprofit sectors has demonstrated that employees who are more involved in their work are also more likely to be involved in their communities (Word & Park, 2011).

The engagement of employees is thought to be affected by many different aspects of the relationship between individuals and their work, including both rational calculations and emotional investment (Towers-Perrin, 2003); (Kahn, 1990); (Maslach, C., Schaufeli, W.B., & Leiter, M.P, 2001)). An engaged workforce could be mean the difference between a “solvent” organization and a thriving organization, as employee engagement has been shown to have a positive impact on key organizational outcomes including: higher worker productivity and creativity on the job, higher levels of job satisfaction, and lower turn-over rates (Polley, 2005).

Job involvement is strongly related to emotional engagement and has an impact on organizational effectiveness, productivity, service quality and job performance (Argyris, 1964); (Hackman, 1980); (Erikson, 2004). Job involvement can be characterized as “the degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance important to a sense of worth, self-esteem, or image” (Robbins, 2003)

The outcomes of engagement are also in the same lines as the components of engagement are. Components of engagement include rational engagement and emotional engagement. Rational engagement denotes the employees focus on financial, developmental and professional, needs being met. Emotional engagement denotes employee’s belief in the valuing, enjoying their work, people and the place. The rational outcomes of engagement results in attraction or retention of the employees. The emotional outcomes of engagement results in discretionary efforts expended by the employees.

2.2 Employee Engagement in Non-Profit Sector

Working in the nonprofit sector provides one of the most challenging and rewarding career paths available. The nonprofit sector’s rich variety of missions and goals touch almost every important issue in society and the growth of this sector means that more and more people choose to dedicate their careers to work in the nonprofit sector. According to the Federal Bureau of Labor Statistics (2006), the nonprofit sector is now the nation’s fourth largest employer behind only retail, manufacturing, and food services. The sector employs more than 10% of the nation’s workforce (Shcerlock, 2009). The recent economic downturn has made many of these jobs even more challenging in the face of increasing demands and tighter resources.

The work found in the nonprofit sector can mean being employed by some of the largest and most prestigious organizations in the world or in very small organizations that are only beginning to establish themselves. The main unifying quality of work in the nonprofit sector is how often nonprofit jobs engage workers in causes and communities to a greater degree than work in for-profit and government organizations. Previous research has found that many nonprofit employees identify belief in the mission as one of the most important reasons that employees chose their current jobs. Employee engagement means not just better outcomes for communities

but also better workplaces for individuals who feel their organization actually cares about their well-being and growth (Knocks, 2017).

The two studies by (Benz, 2005) and Tortia (2008) maintain that employees who work for NPOs are more satisfied with their jobs compared to those people who work in firms. It can be assumed that NPOs are better for motivating employees especially with the job itself (Pennerstorfer & Schneider,2010). NPOs or NGOs could not offer incentive compensation to employees because of the limited funding and the financial dependence on donors (Harch, Mbatia & Shrum, 2010) But they might offer attractive job characteristics to employees who prefer NGO jobs.

Work in NGOs might different from those business and governmental organizations, as they have different missions. Business organizations need to maximize profits for themselves, while NGOs are described as non-profit making. Governmental organizations aim to provide services to all citizens. In developing countries however, public services are inadequate because of the lack of budget and ineffective management. NGOs often serve disadvantage people, particularly poor people of vulnerable people who are unable to gain access to the public services provided by governmental organizations. Therefore, people who choose to work NGOs have ideological goals such as helping others, being self-fulfilled, and improving the community.

“Employee engagement is the level of commitment and involvement an employee has toward their organization and its values” (Vazirani, 2007).Vazirani also found out that organizations with high levels of engagement provide employees with reliable opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential (talent management). Career development, which is part of talent management influences engagement for employees and helps in retaining the most talented employees and provides opportunities for personal development (Vazirani, 2007).This equally requires consolidated and well-coordinated efforts geared towards ensuring that a number of key elements or building blocks are in-place and that the same seek to promote employee engagement (Haid & Sims, 2009).

Job seekers and employer tend to focus on pay as a key aspect of employee satisfaction. However, research has revealed that pay is only moderately related to employee satisfaction and involvement (Judge, T. A., Piccolo, R F.,Podsakoff, N, P., Shaw, J. C., Rich, B.L, 2010). Instead, research suggests pay is a more important

factor in selecting a job than in overall motivation and satisfaction once an individual is employed (Knocks, 2017). One of the primary relationships between individuals and organizations is the direct relationship between employee and supervisor or manager. When relationships between individuals and their supervisors go wrong, it can cause a great deal of distress for employee (Kim, S.E., & Lee, J. W, 2007); (Larson, S. A. & Hwqitt, A. S., 2005).

2.3 Contemporary theories and Models of Employee Engagement

Employee Engagement theory is not one (at least yet) universal equation. Rather, it's a combination of interdisciplinary expertise and research which meets at the interface between the individual's motivational needs and wants, and the structures business can implement to achieve wider corporate objectives.

It should be noted that “employee engagement” is not just another term for “employee satisfaction.” While satisfaction is definitely part of engagement, true employee engagement goes beyond a concern of what aspects of the work affect the employee's success, expanding into what aspects of their work also affect the success of the organization. One validation of this difference between satisfaction and engagement is that it is, in fact, possible to have an organization comprised of satisfied employees who are disengaged from the success of the organization (Knocks, 2017).

Every organization performs its task with the help of resources as men, machine, materials and money. Except manpower other resources are non-living but manpower is a live and generating resource. Manpower utilizes other resources and gives output. If manpower is not available, then other resources are useless and cannot produce anything. Out of all the factors of production manpower has the highest priority and is the most significant factor of production and plays a pivotal role in areas of productivity and quality. In case, lack of attention to the other factors those are non-living may result in reduction of profitability to some extent. But ignoring the human resource can prove to be disastrous. In a country where human resource is abundant, it is a pity that they remain under-utilized. In wording of Oliver Sheldon “No industry can be rendered efficient so long as the basic fact remains unrecognized that is human.” The people at work comprise a large number of individuals of different sex, age, socio-religious group and different educational or literacy standards. These individuals in the workplace exhibit not only similar behavior

patterns and characteristics to a certain degree but also, they show much dissimilarity. Technology alone, however, cannot bring about desired change in economic performance of the country unless human potential is fully utilized for production. The management must therefore be aware not only organization but also employees and their needs in order to engage with company as well as people.

The engagement of employees is thought to be affected by many different aspects of the relationship between individuals and their work, including both rational calculations and emotional investment (Towers-Perrin, 2003); (Kahn, 1990); (Maslach, C., Schaufeli, W.B., & Leiter, M.P, 2001). It should be the employee satisfaction as an indicator of engagement but also the extent to which employees are involved in their work professionally and emotionally.

2.3.1 Gallup's Theory for Employee Engagement - Q12 Instruments Model

Employee engagement is a concept that has been created by human resources consultancy firms, but academics are slowly joining this concept (Macey WH and Schneider B, 2008), hence, the existence of several definitions of employee engagement. The term employee engagement was first presented by the Gallup Organization, a consulting company, who investigated a company in attempt to understand employee's attitudes and performance (Little, 2006). The most comprehensive study to date of employee engagement has come from The Gallup Organization's research using the Q12 instrument. For that matter, the concept was created by practitioners with direct application to the company.

For more than 50 years, the Gallup poll has been questioning customers and employees on a variety of workplace topics. Their surveys attempt to find out more than simply how satisfied persons are with their jobs. It addresses the extent to which employees' needs are being met and examines the emotional ties they have to their employment. According to (Coffman, C. and Gonzalez-Molina, G, 2002), results of this Gallup research have shown that business units in which employees score in the top half on employee engagement have, on average, a 56% higher success rate with customer loyalty, a 44% higher success rate on staff turnover, a 50% higher success rate on productivity outcomes, and a 33% higher success rate on profitability outcomes.

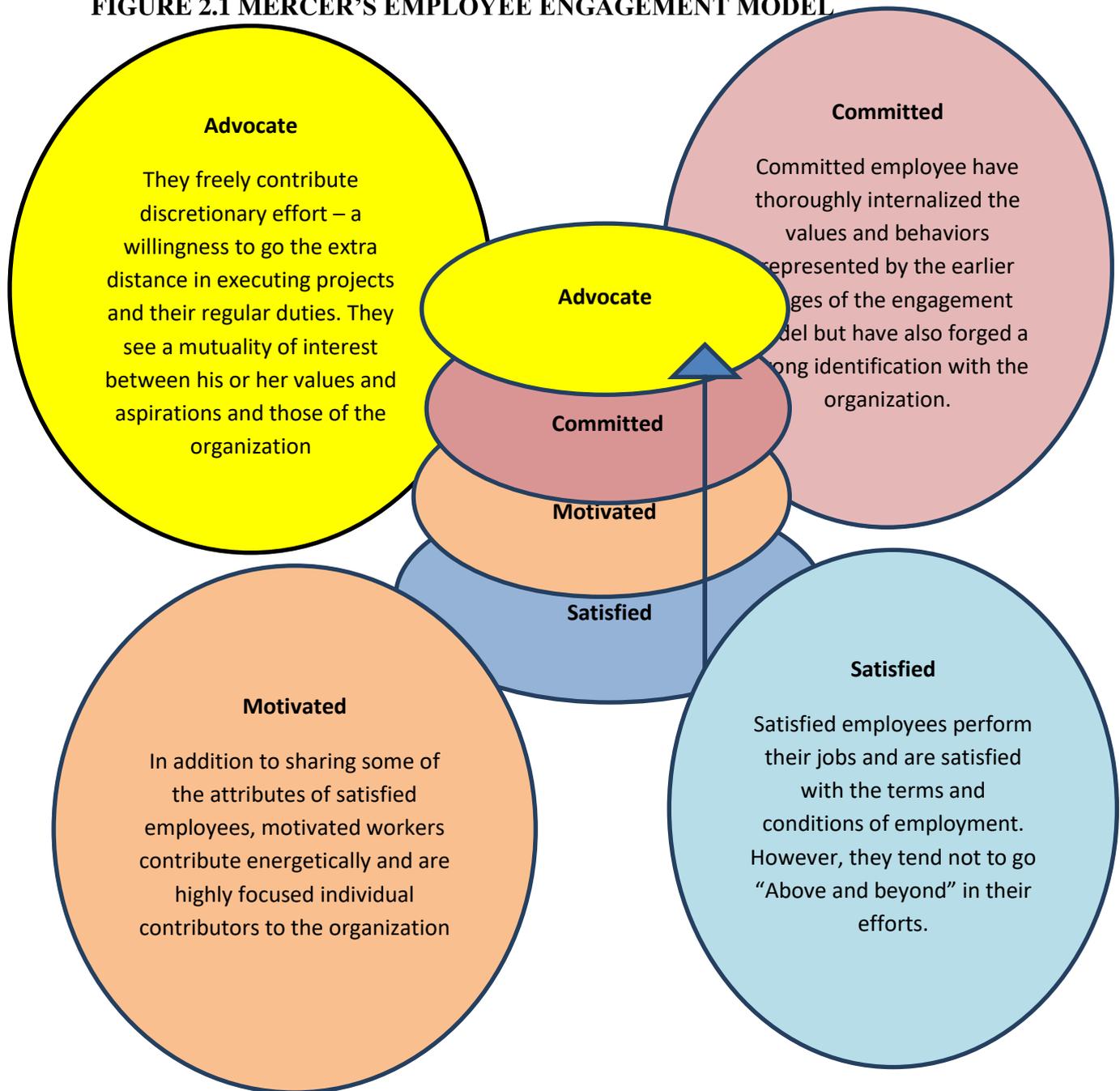
One key component of the Gallup Q12 instrument is that it includes items that Gallup researchers have found to be under the influence of the manager. This allows

for practicality of change based upon the survey results. Over a period of time, Gallup consultants have educated managers and have partnered with companies to implement change strategies. Between the first and second year of implementing changes those companies have, on average, scored one-half standard deviation higher on employee engagement and sometimes as much as a full standard deviation or more of growth after three years. Current evidence from the Gallup 12 studies has demonstrated that, to some extent, employee engagement is influenced by the manager, is changeable, and can vary widely from one workplace to another (Coffman, C. and Gonzalez-Molina, G, 2002).

2.3.2 Mercer's Theory of Engagement

According to the Mercer's theory, highly engaged employees think, feel, and act in ways that reflect greater levels of commitment to the company. They contribute the full extent of their knowledge, skills and abilities to help an organization succeed – encouraging others to do so as well. They identify with the company's values, mission, and products, and establish a real connection to the work they do, along with a sense of pride in doing it well (Mercer I. , 2011)

FIGURE 2.1 MERCER'S EMPLOYEE ENGAGEMENT MODEL



Sources: www.mercer.com

According to the Mercer's model of employee engagement, employees should be intellectually, emotionally and behaviorally engaged. So that employees are constantly improving the company with new and creative ideas and innovations while maintaining a generally positive view of both the company itself, and their relationship with it, employees are proud, passionate and enthusiastic about the company, employees are willing to go above and beyond for the company their

customers, and their team members while advocating on behalf of company and remaining loyal (Mercer I. , 2011)

2.3.3 Kahn's Theory of Meaningfulness, Safety and Availability

Employee engagement is a term that describes an individual employee's attitudes and disposition towards the employer, the employer's mission, and the content of an employee's work. When an employee is engaged, that employee is typically more satisfied, more productive, and less likely to leave the employer to seek other employment.

Organizational psychologist William Kahn considered "full self" view of Employee Engagement at his seminal work '*Psychological Conditions of Personal Engagement and Disengagement at Work*'. "Full self" comes about when three psychological conditions are in play:

Kahn's research sought to identify the psychological conditions necessary to explain moments of personal engagement and personal disengagement among individuals across different situations at work (Kahn, 1990). His work used the methods of observation and interviewing to conduct a qualitative study of personal engagement among 16 camp counselors and 16 architectural firm members. Kahn found that people draw upon themselves to varying degrees while performing work tasks and they can commit themselves physically, cognitively, and emotionally in the various roles they perform. Or, they may choose to withdraw and disengage from their work roles and work tasks.

Results of Kahn's study suggest that there are three psychological conditions that shape how people perform their roles -- meaningfulness, safety, and availability. Kahn's identification of these three psychological conditions now serves as a framework for the study of employee engagement. Specifically, he describes the state of meaningfulness as one in which workers feel worthwhile, useful, and valuable, and that they are making a difference and are appreciated for the work they do. Safety is described as an environment in which people feel an ability to act as what would be normal for the individual without fear of negative consequences. Safety is found in situations in which workers trust that they will not suffer because of their engagement to their work and where they perceive the climate to be one of openness and supportiveness. Availability is defined as the sense of having the personal physical, emotional, and psychological means with which to engage with their job tasks at any

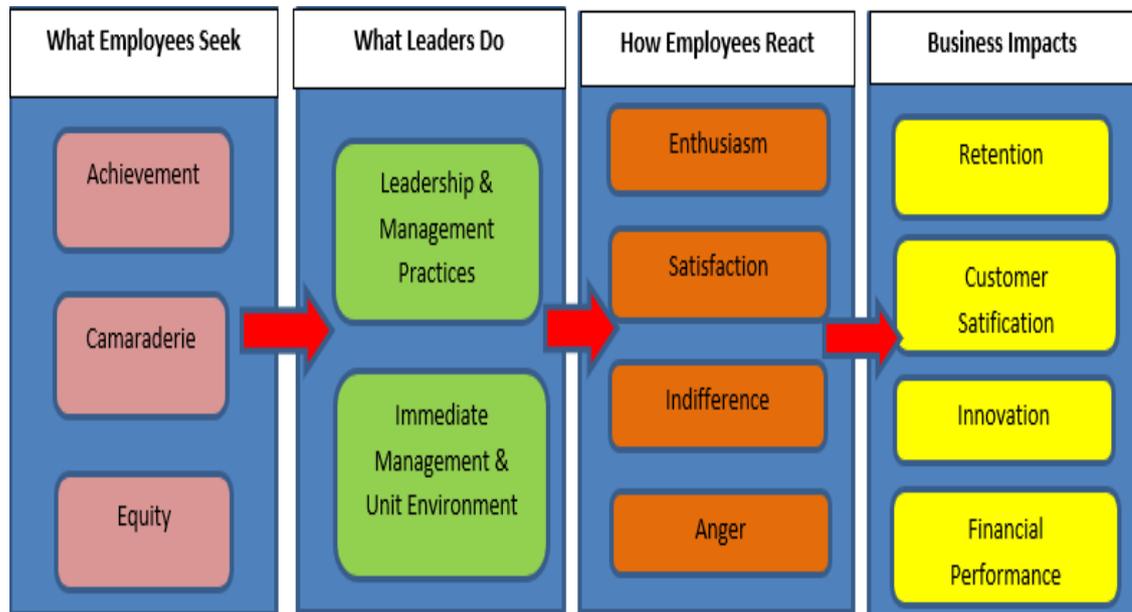
particular moment. This model acknowledges that personal coping mechanisms and factors in life outside the job can impact a worker's engagement to the job. Kahn's work also concluded that people have dimensions of themselves that they prefer to use and express in the course of role performance. If they can match their preferred actions with the psychological conditions existent in their work environment and work roles, then they will engage with the job (Kahn, 1990)

According to the Kahn's theory, the key drivers from an organizational perspective – staff perception of importance, the clarity of an employee's job expectations, career opportunities, feedback frequency and quality with management, the dynamics of relationships with co-workers, line managers and staff from various levels, how employees view the espoused ethos and values of the organization and the effectiveness of internal communication amongst staff (Kahn, 1990).

2.3.4 Sirota's Model of Employee Engagement

Sirota's Three Factor Model suggests that engagement is achieved through the satisfaction of three primary engagement factors - Achievement – To take pride in one's accomplishments by doing things that matter and doing them well, to receive recognition for one's accomplishments, and to take pride in the organization's accomplishments. Camaraderie – Having warm, interesting, and cooperative relations with others in the workplace; achieving a sense of community, belonging, and collegiality. Equity – Being treated justly in relation to the basic conditions of employment with respect to others in the organization as well as minimum personal/societal standards (Mercer, 2007)

Figure 2.2. Sirota’s Three-Factor Model of Engagement



Source: www.sirota.com

2.3.5 Mission Attachment is the Key by Opportunity.Knock.org’s Research

According to the (Knocks, 2017)’s research publication - Engagement and mission attachment is directly related. Employees want to work for an organization whose mission they believe in and where they feel the work, they do directly contribute to advancing the organization’s mission. Non-profit employees want to work in a place where they can advance and develop. A potential downside of emotional engagement is burnout: the consequence is higher turnover rates. Missions are at the very core of nonprofit organizations and provide both an internal and external expression of the goals and values of the organization (Brown, W. A & Yoshioka, C. F., 2003). Investment in an employee’s career development has been shown to play an important role in an employee’s satisfaction and feelings of efficacy. Nonprofit organizations in particular face some difficulties in addressing the challenges related to career development in part because of the smaller size of many of many of these organizations and the budget difficulties many are now facing due to the economic downturn. Employee who felt their organizations supported their needs in terms of career development through trainings, opportunities for advancement and promotions, and other forms of career support were more likely to be engaged.

2.4 Reviews on Previous Studies of Employee Engagement

(Harter, J.K., Schmidt, F.L. and Hayes, T.L., 2002) completed a meta-analysis of prior studies on employee engagement that were conducted by the Gallup Organization. The researchers examined the relationship between employee satisfaction-engagement, and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. (Harter, J.K., Schmidt, F.L. and Hayes, T.L., 2002) noted that one of the defining elements of employee engagement is the actionable quality of the measured concepts. In other words, employee engagement is related to meaningful business outcomes and many of the core issues of engagement are ones over which managers can have substantial influence. High levels of satisfaction and employee engagement were positively correlated with customer satisfaction, profitability, productivity, and safety outcomes. On average, business units that had employee scores in the top quartile range on the engagement scale had a one to four percent higher profitability. Additionally, businesses who scored in the top quartile on engagement boasted lower turnover percentage rates (Harter, J.K., Schmidt, F.L. and Hayes, T.L., 2002).

(May, D.R., Gilson, R.L and Harter, L.M., 2004) conducted a field study in a large Midwestern insurance agency. Using a survey format, they explored why some individuals fully engage in their work while others become alienated or completely disengaged. Results of this study confirmed that engagement differs from simple job satisfaction. They agreed that engagement actually entails the active use of emotions and behaviors in addition to cognitions. Overall, study results supported Kahn's earlier work in that psychological meaningfulness and safety were positively linked to employee investment in work roles. Additionally, job enrichment and role fit were positively related to psychological meaningfulness. Having a supportive supervisor and good relations with co-workers were related to feelings of psychological safety on the job.

(Schaufeli, W. B., Bakker, A. B., & Salanova, M, 2006) surveyed 14,521 employees in various occupations, using a self-report questionnaire that measured work engagement. The researchers found that engagement is not only the opposite of burnout but that it has its own characteristics, which were labeled vigor, dedication, and absorption. The researchers concluded that engagement is similar to burnout in that it is a stable, non-transient state that increases slightly with age. Additionally, blue collar workers were less engaged than managers, educators, and police officers.

Engagement did not seem to differ systematically between genders (Schaufeli, W. B., Bakker, A. B., & Salanova, M., 2006).

(Saks, 2006) surveyed 102 employees in a variety of industries and in one study tested a model of antecedents and consequences of job and organizational engagement. (Saks, 2006) differentiated job engagement from organization engagement and concluded that organizational engagement is a person's attitude and attachment to his/her company, whereas employee engagement is the degree to which an employee is actually absorbed in the performance of his/her own individual job role. Saks drew from Kahn's earlier work and from the burnout literature to pose a model of employee engagement in which the antecedents of engagement are identified as (a) job characteristics, (b) perceived organization support, (c) perceived supervisor support, (d) rewards and recognition, (e) procedural justice, and (f) distributive justice. In this same model, the consequences of employee engagement are identified as job satisfaction, organizational commitment, intention to stay on the job, and organizational citizenship behavior (Saks, 2006).

The psychological conditions leading to organization and job engagement, as well as the consequences of each, are different. Sak's study results also showed that perceived organization support predicted job and organization engagement; by comparison, particular job characteristics predicted individual job engagement. The researchers concluded that procedural justice predicted organization engagement and that job and organization engagement are both related to employee attitudes, intentions, and behaviors. In particular, job and organization engagement predict job satisfaction, commitment to the organization, and intention to quit. Overall, the results of the study suggest that workers who perceived higher organizational support were more likely to reciprocate with greater levels of engagement to their individual job roles (Saks, 2006).

(Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D., 2007) surveyed 805 Finnish teachers to investigate the role of available job resources in mitigating the negative effects of disruptive student behavior upon a teacher's engagement with his or her job. The researchers discovered that, while disruptive student behavior was negatively related to a teacher's job engagement, job resources such as supervisor support, innovativeness, appreciation, and organizational climate were important factors that helped teachers cope with demanding and disruptive students. In other words, even when faced with difficult students, the availability of

job resources could lessen the negative effects. In fact, job resources were discovered to be the strongest predictor of all the work engagement dimensions studied (Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D., 2007). One of the most innovative contributions this study makes to the literature is the discovery that job resources are particularly important to workers in highly stressful working conditions. Conversely, job resources could be less important to employees who are not experiencing a significant amount of stress (Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D., 2007).

In the recent times, employee engagement and related concepts have received a great deal of interest in HR and management circles. Employee engagement is complex and touches upon almost all known parts of human resource management. There's no single definition but most scholars agree that engaged employees typically have high levels of energy and identify strongly with their work. Studies have shown links between engagement and organizational performance outcomes including employee retention, productivity, profitability customer loyalty and safety (Markos, S. and Sridevi, M.S, 2010). It is the extent to which employees commit consistently to work and organizations (Richman, 2006), loyal to the cause of the business (Cropanzano, R. and Mitchell, M.S, 2005), emotionally and intellectually involved in their work place (Shaw, 2005), put discretionary efforts into their work extraordinarily (Frank, F.D., Finnegan, R.P. and Taylor, C.R, 2004).

CHAPTER III

EMPLOYEE ENGAGEMENT IN NGO WORKERS

3.1 Nature of Non-Governmental / Non-Profit Organizations

According to (Pappas, 1996), Non-Profit Organization (NPO) is “any private organization that provides services of benefit to society without financial incentive. Because the nature of NPO structures and employees differs from those of government and for-profit organizations, they are generally considered an independent or third sector. In addition, different terms such as non-governmental organizations (NGOs), citizens’ organizations, or activist organizations are often used interchangeably to describe NPOs (Chang, 2005). Regardless of which term best represents an NPO, a considerable amount of research on the distinct characteristics of NPOs create increased complexity with respect to operations and HRD practices, NPOs carried out over the last few decades indicate that they share four core unique characteristics. According to (Anheier, 2000) and (Lester M. Salamon and Helmut K. Anheier, 1997), these core characteristics are that they are (a) organized (having institutional reality, not informal), (b) private (distinguished from government), (c) nonprofit-distributing (no profit return to owners), and (d) voluntary (with importance of voluntary participation).

In some countries NGOs and NPOs are one in the same. Both often work for the benefit of human welfare and to better society. The biggest difference with an NGO is the scope of work that most non-profits assume. Many non-profits are affiliated with churches, boys’ and girls’ clubs, and alumni associations. An NGO, on the other hand, has broader and internationally driven footprint. They are often working in isolated lands with widespread famine and disease, military bases, and large-scale disaster such as hurricane relief. (685, n.d.)

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development". In wider usage, the term NGO can be applied to any non-profit organization which is independent

from government. The World Bank tends to interact with two main categories of NGOs: i) operational NGOs - whose primary purpose is the design and implementation of development-related projects, and; ii) advocacy NGOs - whose primary purpose is to defend or promote a specific cause and who seek to influence the policies and practices of the Bank. A growing number of NGOs engage in both operational and advocacy activities, and some advocacy groups, while not directly involved in designing and implementing projects, focus on specific project-related concerns (Alawiyah, 2009)

Further operational NGOs are categorized into three main groups: i) community-based organizations (CBOs) - which serve a specific population in a narrow geographic area; ii) national organizations - which operate in individual developing countries, and; iii) international organizations - which are typically headquartered in developed countries and carry out operations in more than one developing country. In recent years, however, this trend has been reversed. Among projects involving NGO collaboration recorded, 40% involved CBOs, 70% involved national organizations and 10% involved international organizations. CBOs (also referred to as grassroots organizations or peoples' organizations) are distinct in nature and purpose from other NGOs. While national and international organizations are "intermediary" NGOs which are formed to serve others; CBOs are normally "membership" organizations made up of a group of individuals who have joined together to further their own interests (e.g.: women's groups, credit circles, youth clubs, cooperatives and farmer associations). In the context of Bank-financed activities, national or international NGOs are normally contracted to deliver services, design projects or conduct research. CBOs are more likely to be the recipients of project goods and services. In projects which promote participatory development, grassroots organizations play the key function of providing an institutional framework for beneficiary participation. CBOs might, for example be consulted during design to ensure that project goals reflect beneficiary interests; undertake the implementation of community-level project components; or receive funds to design and implement sub-projects. Individual operational NGOs vary enormously according to their purpose, philosophy, sectoral expertise and scope of activities. A number of different NGO typologies exist. For example, NGOs have been classified according to whether they are more relief or development-oriented; whether they are religious or secular;

whether they stress service delivery or participation and whether they are more public or private-oriented (Report, 2015)

Over the past several decades, NGOs have become major players in the field of international development. Since the mid-1970s, the NGO sector in both developed and developing countries has experienced exponential growth. From 1970 to 1985 total development aid disbursed by international NGOs increased ten-fold. In 1992 international NGOs channeled over \$7.6 billion of aid to developing countries. It is now estimated that over 15 percent of total overseas development aid is channeled through NGOs. While statistics about global numbers of NGOs are notoriously incomplete, it is currently estimated that there is somewhere between 6,000 and 30,000 national NGOs in developing countries. CBOs across the developing world number in the hundreds of thousands (Sharma, 2016).

Donor agencies are essentially ally of the NGOs because most NGOs, particularly those with charity style of operations are almost totally dependent of the funding support from donors. Donor agencies or at the least the most significant ones are formed by the government of developed countries. The UN system, and agencies and programmes under its flag are also a major group of allies for the NGOs. In most countries, UN agencies or country offices of them provide services for the NGOs in terms of coordination, negotiation, protection and in some cases even funding where NGOs are sub-contracted by the UN to implement its initiatives funded by the donors and the governments (Sid Naing, 2010).

Funding is important, but not the only factor for NGOs to be able to improve their human resource management especially on staff capacity development. Having connection with larger organizations and networks has helped NGOs gain access to programs and services that support staff and organizational capacity. Nonprofit leaders are always worrying about the location of their next fundraised dollar. The human resource is critical and difficult to manage. It is because human behavior is highly unpredictable.

NGO provides training for specific skills eg, treatment of Sexually Transmitted Infection (STI) for the medical doctors, and general capacity-building such as basic book-keeping for the street-hawkers. If a program is implemented through another agent, the quality assurance needs special attentions. Capacity building, skill-based training, coaching, follow-up support, and reinforcement of quality and positive trends are required and practiced by NGOs which provides

services and commodities through other partners. The workers in NGOs are not necessarily volunteers although some agencies use professionals with some spare time, and some agencies give only subsistence for its staff (Sid Naing, 2010).

NGOs and its operations are relatively recent phenomena and there is limited understanding of communities, authorities and even their own employees about them. The limited understanding, the flexibility that NGOs enjoy in their operation, and rapid pace of initiatives and movements have allowed accusations and possibilities of corruption, misuse of resources, power and status, biasness and favoritisms, and even exploitations of the beneficiaries among the work. There have been requirements and emphasis on the accountability and transparency of NGOs in prevention of these issues. In other instances, some NGOs have been co-opted by the government, political groups or commercial sector. To maintain the ethical standard and code of conducts for NGOs around the world, they have organized fora, conferences, and institutions to observe, monitor and point out if there are NGOs or their activities which do not reflect the intentions of NGO spirit and ethos. To have the respect and appreciation of their counterparts and the communities they serve, NGOs have given emphasis on the ethics and essence of the NGOs, The World Association of NGOs (WANGO) is an international organization established in New York in 2000 by a group of international NGOs and some individuals in the development work (www.wango.org/ (Accessed August 2008) (Sid Naing, 2010).

Regarding the compensation and benefits, Research evidence indicates that NGOs offer cheaper compensation packages to professionals and staff than that offered by FPOs and GOs (Butler, R. J & Wilson, D. C, 1990). Those engaged in social services, community-based activities, religious organizations, and educational institutions mostly get cost-free services from top executives who join such organizations, with the motive of service to the community (Ott, 2001). Even if board members come from active services or are retired people from FPOs and GOs, mostly they consider their service as a contribution to society or humanity. However, international NGOs offer higher wages and other benefits in less-developed countries (LDCs), and it is still un-researched whether multinational business enterprises offer better remuneration packages in those countries than NGOs or other international funding organizations.

Incentive wages seen in FPOs are rare in NGOs, because such incentive-wage schemes contradict their ideological aspect of service, and also do not match well with

their institutional image and nature. Even if job requirements, job contents, and other factors vary between male and female, gender-based wage differentials are less visible in NGOs. Workers, as observed in many cases, donate or forego a part of their wages to support the employers' mission or as their own ideological commitment. Also, job requirements and performance evaluation are more lenient in NPOs than FPOs. Staff and workers are given considerable freedom of self-actualization by planning their jobs and making implementation decisions (Butler, R. J & Wilson, D. C, 1990); (Legge, 1995); (Cunningham, 1999); (Hudson, 1999); (Zacharias, 2003).

3.2 Employee Engagement in NGO workers

Engagement of nonprofit talent is important not only for the current workforce but also for the recruitment of the future leaders and employees into the sector. Employee engagement means not just better outcomes for communities but also better workplaces for the individuals who feel their organization cares about their well-being and growth.

In today's context of NGOs there is a need to develop the employees for the effective service delivery in order to ensure the better quality of life of the children, women and men in rural and urban areas. More specifically, there are certain disadvantaged groups on the society which need specialized service to uplift them and to integrate them with the mainstream. Therefore, HRD of the employees plays a vital role. It is understood as HRD of employees ensures HRD of the people in general in the society. Many Organizations have attached importance to training at the time of joining of the employees as well as on the job. Employee development has been very well recognized as an adaptable component of HRD in achieving attitudinal change employee regeneration. A country like Japan, which has been much advanced technically, has adopted such programs for the development of their employee as a pre-requisite for organizational effectiveness (Ankodia, 2012)

It is argued that due to liberalized economy and the globalization of economy, donor NGOs all over the world are affected by the lack of adequate funds for partner NGOs participating in development work. This has led the donors to be very specific in funding the activities of those NGOs who are very effective and can produce the value to the clients in specific and society in general. To face these challenges, NGOs need to make strategies for survival by providing quality services. Once such strategy

is strategy is HRD that is needed by these organizations to recognize their human potential. This enables to develop the employee's skills, knowledge and attitudes. (BAHIZI, 2012)

Many organizations have attached importance to training at the time of joining of the employees as well as on the job. Employee development has been very well recognized as an adaptable component of HRD in achieving attitudinal change and employee regeneration. A country like Japan, which has been much advanced technically has adopted such programmes for the development of their employees as a pre-requisite for organizational effectiveness. HRD forms a link between organizational systems with organizational effectiveness. However, the contribution of such initiatives in a frame work of HRD remains a question in the context of the extent to which employees are engaged in their workplaces (Ankodia, 2012)

The staff of NGOs included honorary workers, part-time and full-time paid workers. Personnel policies and position of NGOs are far from satisfactory. There is frustration, cynicism, and the staff and the development workers do not feel highly committed to the programmes of the NGOs. Many of the NGOs are confronted by a dilemma in the sphere of leadership. Elitism, contrary to overt pronouncement seems to be a dominant tendency. In most cases, the founder secretary of the organization does not like to provide an important place for the employees in the organization including the other members of the managing committee. Both policy-making and finances are shrouded in mystery. Many of the NGOs consist of naive individuals without any understanding about the political environment in which they operate. However, many of them do develop strategies to relate themselves to the ongoing power structure (Alawiyah, 2009)

Research on NGO employees and their work experiences are quite sparse and are fragmented if existing. For example, the HRM aspects of NGOs have been studied covering issues like empowerment (Chandra Sekhar, 2007), organizational commitment. HRD issues in NGOs have been, off late initiated in the 90s mostly in larger organizations working in wider geographical contexts employing large numbers of employees. It is often contradictorily stated that the NGOs are obsessively involved in the human development of the larger populations ignoring the employees who deliver such development related services. Thus, development of human

resources responsible for upliftment of the disadvantaged groups is quite cardinal concern to the entire gamut of NGO activity, further satisfied employee makes his/her clients satisfied in other words, “an engaged employee engages his/her clients in the health relations for mutual satisfaction of the working goals”

Thus, it is argued that due to liberalized economy and the globalization of economy, donor NGOs all over the world are affected by the lack of adequate funds for partner NGOs participating in our development work. This has led the donors to be very specific in funding the activities of those NGOs who are very effective and can produce the value to the clients in specific and society in general.

To face these challenges NGOs need to make strategies for survival by providing quality services. One of such strategy is effective employee engagement scheme on HRD that is needed by these organizations to recognize their human potentials and organizational development. This enables the supervisory staff to use the capabilities of the employees to the best possible extent to meet organization goals. Thus, there is need to have good climate of employee engagement in HRD which is a pre-requisite for implementing development programmes with a purpose. This way, it will be easy to develop the employees’ skills, knowledge and attitudes and engagement level.

3.3 NGOs and NGO Workers in Myanmar

There are three types of civil society organizations (CSOs) in Myanmar: community-based organizations (CBOs), local non-governmental organizations (LNGO) and international non-governmental organizations (INGOs). Local NGOs typically originate from cities, townships, or population centers and maintain connections with communities. These groups are usually unregistered with the government, often have paid and skilled staff, and are increasingly connected to regional and national NGO networks, and/or with international NGOs. International NGOs are increasingly active in Myanmar, working in humanitarian response and longer-term development in a multitude of sectors, including the environment, health, education, livelihoods, rule of law, advocacy, and civil society capacity building (Report, 2015).

In Myanmar, international NGOs (INGOs) presented in small numbers since 1990s. After Cyclone Nargis in 2008, the humanitarian space has opened significantly, and the number of both local and international NGOs grew to over 100. The changes in constitutional and political structures after 2010 election was also one of the factors for increasing number of L/INGOs.)

As per Myanmar Management Information Unit 2018 data, a total of 258 L/INGOs, CSOs (Civil Society Organizations), NGO Network and other organizations are working in Myanmar in a variety of development sector and humanitarian assistance. Most of them operate under a framework agreement with the government of Myanmar, for example, by signing a Memorandum of Understanding or a Letter of Agreement with the relevant Ministry in charge of the sector in which they are operating. International Non-governmental Organizations (INGOs) have played important roles in the addressing issues associated with contemporary development and humanitarian affairs of Myanmar. According to the INGO forum report 2017, there is over 10000 local employees are working in NGO sector as full time permanent staff and around 20000 are as volunteers

The presence of international NGOs represents another huge shift. While international NGOs based in Europe, North America, and Australia advocated successfully through the 1990s and 2000s for their governments to impose economic sanctions on Myanmar in response to the country's human rights record, as political conditions have changed, these NGOs have adapted their advocacy strategies, increasingly working inside the country and with local civil society groups across a range of issues. Within this dynamic civil society environment, the rapid influx of development actors looking for local partners and qualified staff is straining the resources and absorptive capacity, especially among Yangon-based NGOs. Even though legal and practical challenges remain, clearly the space and scope for civil society activity is increasing in Myanmar today (Report, 2015).

As most of non-governmental organizations are non-profit, they direct effort toward generating social impact depends on project life. Financial resources for those organizations typically come from government appropriations, grants and donations. Services are provided to nonpaying clients and a major problem for many organizations is securing a steady stream of funds to continue operating. It is easy to measure dollars and cent but in metrics of success in non-profits are much more ambiguous. We can measure only intangibles such as “improve public health”,

awareness raising of environmental changes”, “capacity development of health care worker”. They need to follow not only their own organization’s policy but also to comply the donor’s regulation and other contractual agreements. This intangible nature also makes it more difficult to gauge the performance, job satisfaction and employee engagement.

In Myanmar, NGOs are working for multi-sector include health, livelihood and food security, peace building and conflict preventing, gender, research, law and justice, agriculture, disaster risk recovery, education, environmental changes, governance, information management, mine action, nutrition, water and sanitation, protection and so on. Most of them are based in Yangon and field offices in implemented areas. There is different type of employment contracts among NGOs like open contract, fixed term contract, temporary contract, consultancy contract etc.; depend on the fund availability and project requirements. Some professionals are hired for core management / core supporting units like Management EC members, Finance, HR, IT, communications while some are hired for project based and fixed period terms.

Some of these NGOs appear to be well-funded and even wealthy, when one sees their busy headquarters. Huge offices and numerous employees suggest a degree of economic and political power. It also suggests a degree of indulgence from the authorities allowing their work. Money is not perceived as a strong vector of power of NGOs to influence Myanmar politics. Nonetheless, an important portion of international aid is channeled by NGOs and these funds are partly used to provide public services (which can save money that the government would have spent on public sector activities); it doesn’t seem that this money carries much weight in assessing NGO legitimacy towards the communities they work with. Indeed, this economic factor might, in some cases, be considered as a benchmark to measure government acceptance but also by international donors’ support.

Salary is a motivation, but it is not the key factor. In faith-based NGOs, the monthly salary of junior and intermediary employees remains extremely low. In some cases, in the rural areas, monthly salaries are the equivalent of a few US Dollar per month only. In other NGOs, salaries are higher but, overall, the motivation to engage in this sector is not purely for income. It emanates from another source, although the increasing professionalization of the sector might be accompanied by new, more inclusive practices or recruitment.

3.4 Employee Engagement of NGO Workers in Myanmar

As mentioned in Myanmar business guidebook, Greenlee W. (2013: 18-19) explains that Myanmar Ministry of Labor enacts new labor law and agreement to better protect Myanmar employee. Most Myanmar qualified and experienced workers find more attractive job abroad for better opportunities and payment. While, qualified human resources remain in Myanmar require higher salary. From this point of view, in order to retain Myanmar employee, salary or compensation is one of important factor. Myanmar Business Coalition on Aid (MBCA) (MBCA, 2014: 1-5) conducts an interesting research with 128 companies to find out the characteristics of responsible business person in Burmese employee point of view. The result shows the most character mentioned by interviewees is the employers who take care of employees' welfare, benefits, health and safety. Work-life balance is expected by Myanmar employees referring from The Organization for Economic Co-operation and Development (OECD, 2013: 43) research finding which mentioned about quality of work life as a wider range of finding outcomes. The research shows that majority Myanmar employees concerns on their well-being domains with expectation of work-life balance. 8. Empowerment: Myanmar is categorized as low power distance culture (Rarick, A. Charles and Nickerson, Inge, 2006). Schorn (2014) studies about culturally different on leadership study by referring to Geert Hofstede five cultural dimensions. The findings reveal that in low power distance culture, laissez-fair leadership style can emerge. With this leadership style, leader tends to give full empowerment to subordinate, provide tools and resource as needed.

NGOs in Myanmar usually have a structure quite similar to other sector institutions, particularly that of a private sector company. They tend to have a Board of Directors or Country Director which decides the directions, strategies, policies and operational system of the organization. They also have different department's staffs which some progressive agencies called teams. The aims and strategies of NGOs in implementing its initiatives are diverse and so are the people working for them. Similar to other two sectors of public and private, they employ different professionals with a range of educational backgrounds and experiences as well as diverse geographical, religious, ethnic and gender identities. Management professionals, accountants and financiers, human resources operations operatives and logisticians are

generally employed by most NGOs while specific professionals are also employed for specific services. Some agencies work through other entities in their operations and projects. Examples of such arrangements would be local NGO or a CBO subcontracted by an INGO. (Sid Naing, 2010)

. Previous time, NGOs in Myanmar are mostly focused on health sector (50% of all NGOs in Myanmar in 2008) but the trend was changed after 2010 when the beginning time of Democracy Government shift. Then the other sector like peace and conflict protection, gender, media development and justice for law and so on. Before 2012 it was quite difficult to get MOU or agreement with concerned Ministry and Organization registration process was taking so long time and complicated steps to get final approval. After Organization registration draft law for non-profit organizations had released on 2014, it is clearer and move forward how to go and get the permission. Communication channels are also reachable and might see more transparency in each process. Governments also released the unnecessary steps to do business and support in coordination and cooperation (for example: support and cooperate for IDPs in Kachin and Rakhine state).

The work of NGOs and international development organization may seem all good, sincere and pure service. Actually, the result and impacts depend on different factors and are not always positive. As with anything or any action, there may be negative points to consider and fix. All NGOs implementing the programs with the fund from donors. Donors can stop providing the funds because of unforeseen difficulties and policy.

CHAPTER IV

ANALYSIS ON SURVEY DATA

4.1 Survey Profile

The main purpose of this survey is to study the employee engagement status of NGO workers in Myanmar. As the survey design and basic hypothesis, the seniority and working experience can provide the most relevant and effective results so that the study mainly focused on the mid-level and above staff who are currently working in L/NGOs in Myanmar. There are 258 registered International and Local NGOs in Myanmar as per the information of The Myanmar Information Management Unit (MIMU). Among them, 100 people form 50 organizations (37 INGO and 13 LNGO) are randomly sent the survey question regardless of size, sector of business, volume of organization, capacity, their occupancies and funding sources. Below table shows the organizations where the 100 respondents are working with.

Table 4.1 Organizations where the 100 respondents are working with

Sr	Name of Organization	No. of employee	Sector	INGO	LNGO
1	DGHI	20	Health	√	
2	Agriterra	160	Agriculture	√	
3	Save the Children	954	Multi-Sectors	√	
4	Ipas	22	Health	√	
5	Jhpiego	89	Health	√	
6	HPA	100	Health	√	
7	ADRA	19	Health	√	
8	FHI 360	60	Multi-Sectors	√	
9	WaterAid	12	WASH	√	
10	PSI	700	Health	√	
11	Helen Keller	50	Health	√	
12	Pact Myanmar	100	Livelihood & Food Security	√	
13	Burnet Institute	28	Research	√	
14	NDI	24	Governance	√	
15	Care	150	Livelihood & Food Security	√	
16	SwissContact	40	Education	√	

Sr	Name of Organization	No. of employee	Sector	INGO	LNGO
17	Plan	200	Gender	√	
18	Admin Smith	30	Agriculture	√	
19	RCHA	5	Health	√	
20	CPI	140	Health	√	
21	Media Action BBC	62	Media and Journalism	√	
22	Open Society Myanmar	13	Education	√	
23	Oxfam	110	Governance	√	
24	American Refugee Committee	10	Health	√	
25	The Union	250	Health	√	
26	Trocaire	55	Gender	√	
27	World Vision	700	Health	√	
28	NCV	45	Livelihood & Food Security	√	
29	IRI	14	Governance	√	
30	AVSI Foundation	22	Education	√	
31	Internews	43	Media and Journalism	√	
32	AHRN	400	Health	√	
33	Christian Aid	22	Multi-Sectors	√	
34	HARP Facility	25	Humanitarian	√	
35	CVT Myanmar	80	Education	√	
36	JPF	25	Governance	√	
37	Nathan Associates Inc'	25	Economics Infrastructure	√	
38	Land Core Group	25	Agriculture		√
39	Phyu Sin Saytanar	70	WASH		√
40	Hlan Chi Program	20	Infrastructure		√
41	SDKN	30	Nutrition		√
42	Pyi Gyi Khin	200	Health		√
43	Rakhine Winter Crops Project	34	Agriculture		√
44	MHAA	307	Health		√
45	NAG	250	Governance		√
46	Alliance Myanmar	45	Health		√
47	JMC-TSC	10	Peace building /Conflict Prevention		√
48	Phan Tee Eain '	20	Gender		√
49	FSWG	30	Livelihood & Food Security		√
50	CDE	25	Environment		√
Total Number of Employee		5870			

Source: Survey Data 2019

4.2 Survey Design

This study used descriptive method based on the primary data. For secondary data, the definitions, theories, case studies, facts and figures are referred from academic journals, thesis, internet websites, personal blogs and publications. To get primary data, the structured questionnaires set are sent by google form format via emails. To align with the purpose of study, the questionnaires are developed to measure their perspectives, beliefs, emotional behaviors and understanding on employee engagement in NGO setting. There are 6 parts as mission attachment, career development, reward, recognition and performance, believe in management and culture of respect to measure employee engagement level, factors influences to employee engagement and the respondent's perception to their organizations including the demographic information at the beginning. There are 37 Likert scale agreement questions so that required answers can be obtained without much difficulty and 1 open question to get their personal perceptions. A web-based survey is conducted in July by sending set of survey questionnaire email to the selected 100 people from different responsibilities in different organizations (LNGO/INGO). Participants were given 5 days to complete the survey. Results were returned to the researcher via the google form tool in aggregate and anonymous form to analysis for results and recommendations.

4.3 Analysis on Survey Result

Data analyses were assisted with simple excel format depending on data demand and presentation. Descriptive analysis was used to analyze data to produce frequencies and percentage of different categories involved in the study.

4.3.1 Demographic information of Respondents

As shown in table 4.2, Gender ratio of respondents showed that male 45% and female 55% participated in survey as the 1:1.12 ratio. Regarding the working experiences in NGO filed by age group, has been showed that large portion of respondents was from age between 25~35 by 67%, second was age between 36~45 by 26% and age between 46~55 was 7%. It means that the age range of youth are actively engaged in NGO field works rather than the other age ranges. However, age between 36~45 are the ones who have longer experience in NGO filed to compare

with other age groups by 13% in more than 10 years of service in NGO field while age between 25~35 was 9% and age between 46-55 was 3% respectively. Job tenure with currently working organizations showed that 30% of respondents are less than a year in current one, 37% was between 1~3 year, 22% was between 3~5 years and only 11% are more than 5 years. 44% of respondents hold master's degree while 50% of those possess the bachelor's degree, 4 % has diplomas and 2% holds others like PhD or higher education diplomas. The seniority of respondents in their current organizations showed that 42% are working in mid-level management positions, 35% of respondents are working in senior level management while 9% of those are standing in executive level managements. Only 14% of those are non-management person but who has their expertise technical/professional fields. Regarding the diversity of occupation, 5% of respondents are working in higher management positions, 38% are in Program implementation, 14% are in Technical, 11% are in finance, 4% are in Human Resources, 17% are in Operation/Administration, 7% are in Monitoring and Evaluation and 2% each in IT and Communications. The sectors where the respondents are working with, the large portion of respondents are working in health sector as of 40%, second is in Education with 13% and third is in livelihood & Food security with 12%. 10% of respondents are working in multi-sector implemented organizations. 6% of respondents are in agriculture sector and 4% of those are working in peace building/conflict prevention and governance sector respectively. The rest of respondents are working in Gender, nutrition, economic infrastructure, Disaster risk reduction (DRR) and environmental sectors in 3%, 2% and 1% respectively. Sectors are classified as per MIMU website.

Table 4.2 Demographic information of Respondents

1. Gender					
Sex	Frequency			Percentage	
Male	45			45%	
Female	55			55%	
Total	100			100%	
2. Year of service by Age in NGO field					
Age	< 3 years	3~5 years	5~10 years	> 10 years	Total
Between 25~35	6	12	40	9	67
Between 36~45	3	1	9	13	26
Between 46~55	0	1	3	3	7
Total	9	14	52	25	100
3. Job Tenure in current organization					
Service Year	Frequency			Percentage	
< 1 year	30			30%	
1~3 year	37			37%	
3~5 years	22			22%	
> 5 years	11			11%	
Total	100			100%	
4. Level of Education					
Occupancy	Frequency			Percentage	
Diploma/Secondary completion	4			4%	
Bachelor's degree	50			50%	
Master's degree	44			44%	
Others	2			2%	
Total	100			100%	
5. Seniority in current organization					
Level of seniority	Frequency			Percentage	
Mid-level management	42			42%	
Senior level management	35			35%	
Executive level management	9			9%	
Non-Management (Technical)	14			14%	
Total	100			100%	
6. Diversity of Occupation					
Diversity of Occupation	Frequency			Percentage	
Management	5			5%	
Program	38			38%	
Technical	14			14%	
Finance	11			11%	
HR	4			4%	
Operation / Administration	17			17%	
M&E	7			7%	
IT	2			2%	
Communications	2			2%	
Total	100			100%	

Source: Survey Data 2019

4.3.2 Mission Attachment

Mission attachment is the basic reason to engage the job what employee are doing. There are many factors to measure how employee attaches his organization and its business. Here in this survey, we asked about 8 agreement Likert scaled questions to catch up of their engagement to their mission (organization). As shown in Table 4.3, in terms of question - believe in organization's mission and direction to get achievement indicates 4.24 mean shows high deviation of believes as well as the highest score among the others. In terms of the question - believe in organization's product and services what are implemented projects and programs indicated 4.03 mean value and 4.13 mean value for over the question of proud of organization. The question – job is personally engaged with the respondents showed 3.73 mean value. The question – Pleased the value of organization and the way to do business showed 3.38 mean value and the question – Pleased the organization's policy and procedures showed 3.4 mean value respectively. Everybody wants to work at the safe and secure workplace, non-hazard and less risk zone, the question for that showed 4.01 mean value and it is very positive. The mean value 3.62 described the high volume of respondents recommend current organizations as good employers as well as how they see positively to their organizations. The overall mean 3.81 showed weight on positive level to high mission attachments of respondents and because of this, employee engagement status of respondents look fine.

Table 4.3 Mission Attachment

Sr	Mission Attachment Criteria	Mean Score
1	Believe in Organization's mission and directions	4.24
2	Believe in Organization's product and services	4.03
3	Job is personally engaged with you	3.73
4	Proud of Organization	4.13
5	Pleased the value of Organization and its way to do business	3.38
6	Pleased the organization's policy and procedures	3.4
7	Safe and secure workplace	4.01
8	Recommend as Good Employer to your current organization	3.62
Overall Mean Score		3.81

Source: Survey Data 2019

4.3.3 Career and Personal Development

The workplace where has no promoting and building employees' capacities and skill competencies, will no longer exist in today challenging world. This is kind of investment in human and it will not be regretted. Healthy and smart organizations have strategized the employee development programs not only for organizations' benefit but also for personal development of employees. Similarly, the employees also consider and evaluate the organization's human development strategy, policies and plan when they supposed to join or the time to change tenure of their career life. As shown in Table 4. 4 – 3.47 mean value revealed that the most of respondents received the capacity building programs from their organizations. The most of respondents are very satisfied to do their jobs and jobs are interesting itself by showing the mean value 3.77 and 4.05. The job interesting itself is the highest score among others. In terms of the question – do know what's the job demand and expectation, mean value 3.95 has revealed that the respondents know what they must do against the expectation of job. According to the mean value 3.9, the most of respondents have opportunities to apply their skills and develop them at their job and organization. The most of respondents have seen themselves in better future at their current organization as per the mean value 3.5 and the 3.45 mean value of respondents committed to continue working with their current organization. In terms of the question - have adequate opportunities for promotions and career development in full potential at current organizations showed the mean value 3.17, which is positive response. For the question – able to see full potential there showed 3.42 mean value. 3.62 mean value of the question - freely decisive in work-related issues have showed. 3.56 mean value indicated that the question – have clear job responsibilities on the job descriptions and the most of respondents have adequate supports to work done by 3.72 mean value. According to the overall mean value indicates 3.63, the career and personal development status of the most of respondents are lean to positive and acceptable status.

Table 4.4 Career and Personal Development

Sr	Career and Personal Development	Mean Score
1	Received adequate capacity development trainings	3.47
2	Very satisfied of doing work	3.77
3	Job is interesting itself	4.05
4	Do know the job's expectations	3.95
5	Opportunities to use and develop the skills and competencies	3.9
6	have seen the good future	3.5
7	To continue working with this organization	3.43
8	Offer adequate opportunities and promotions	3.17
9	able to reach full potential	3.42
10	Freedom of decisiveness to work done	3.63
11	Adequate facilities/equipment and tools to work done	3.72
12	Job responsibilities are clearly defined	3.56
Overall Mean Score		3.63

Source: Survey Data 2019

4.3.4 Reward, Recognition and Performance

Every employee wants the reward and recognition on their contributions as well as work done or accomplishment. This includes all extrinsic and intrinsic rewards which is given to the person in recognition of their performance. The extrinsic rewards can be tangible and make the short-term motivation of employee like providing pay increase, bonus and gifts. The recognition is intrinsic or psychic rewards, it involves the psychological rewards gained by doing a job well and it motivates for long service and strong mental contracts. Both are the mechanism to boost the employees' performance higher. As shown in table 4.5, in terms of the question - salaries verses job responsibilities are in fairness showed the mean 3.47. While 3.6 mean for the question - satisfied in employee remuneration and compensation package of organization provided, 3.18 mean for satisfaction on employee benefit package. There is slightly different of satisfaction for remuneration and benefit packages. In terms of the question – information accessibility of benefit packages showed 3.91 mean so it is positive agreement on that. For another question well rewarded for contribution indicated 3.41 mean and it is good for engagement. For the question – Receiving credit for accomplishment showed 3.27 and appreciation by direct supervisor and colleagues showed 3.83 mean. Appreciation each other is a glory and good practice for the organizations and teams. According to the survey data,

3.82 mean for the question used to conduct the performance appraisal regularly and 3.16 mean showed the question believed the result comes out from performance appraisal reflect the real situation and performance status. So most of the respondents are regularly conduct the performance appraisal and believe the result comes out by that appraisal process. The overall mean value 3.49 supported that there is good and positively perception on rewards, recognition and performance of the respondents.

Table 4.5 Rewards and Recognition and Performance

Sr	Rewards, Recognition and Performance	Mean Score
1	fairness in salary and job responsibilities	3.47
2	Satisfaction on employee remuneration and compensation package	3.36
3	Satisfaction on employee benefit package	3.18
4	Information accessibility of benefit packages	3.91
5	Well rewarded for contributions	3.41
6	Receiving Credits for accomplishments	3.27
7	Appreciate by direct Supervisor and colleagues	3.83
8	Use to conduct performance appraisal regularly	3.84
9	PA result reflect the real situation and performance status	3.16
Overall Mean Score		3.49

Source: Survey Data 2019

4.3.5 Believe in Management

The management team is the group of individuals that operate at the higher levels of the organization and has day-to-day responsibility for managing other individuals and maintaining responsibility for key business functions. The management team is also generally responsible for putting together the business strategy and ensuring the business objectives are met. Some organizations may operate a flat team hierarchy with one of just a few layers of management while other organizations may operate with several layers of the management team. Employees' believes and rely on the decisions, strategies and planning of management is also important point to consider as psychological contracts within employer and employees to engage. According to the survey data and shown in Table 4.6, 3.48 mean showed that the question -management team are contributing to become a

positive work environment as well as another question - management team do concern of staff well-being showed 3.28 mean. In terms of the question – management is transparent, and smart showed 3.21 mean while the other question - management team always takes account of employee’s feedback showed for 3.13. Despite the overall mean value 3.27 is slightly low to compare with other categories, it is still positive and good to accept.

Table 4.6 Believe in Management

Sr	Believe in Management	Mean Score
1	Management team contribute positive work environment	3.48
2	Managements concerned of staffs' well-being	3.28
3	Management is transparent and smart	3.21
4	Management team takes account of employee's feedback	3.13
Overall Mean Score		3.13

Source: Survey Data 2019

4.3.6 Culture of Respect and Communications

Healthy organization creates better sense of collegiality, fun, team spirit and respect along with the high performance and good productivity individually as well as the teams. This kind of culture should be in-placed and cultivated as these are important factors of organizational engagement. As the working time is much more than staying home time, the healthy and happy working life, working environment and respectful culture can make more productive and engage for employees. According to the survey data, shown in Table 4.7, in terms of the question – respect each other showed 3.81 mean while the other question -e getting well with colleagues showed 3.79 mean. It is good to know each other and respect each other in the same organization. The question Team Sprit showed 3.55 mean and the question – have fun at work showed 3.47 mean. The overall mean value is 3.65 for culture of respect and communication of respondents.

Table 4.7 Culture of Respect and Communications

Sr	Culture of Respect and Communication	Mean Score
1	Respect each other	3.81
2	Getting well with colleagues	3.79
3	Team Spirit	3.55
4	Have fun at work	3.47
Overall Mean Score		3.55

Source: Survey Data 2019

4.3.7 Key Reasons to Continue Working in NGO Field

It is multiple choice question to choose the reason what the surveyor provided as long as matching with the respondent's commitments and concerns. There are 5 reasons and respondents' percentage in serially are shown in Table 4.8, 82 % of respondents chose because of working nature (like Humanitarian, helping, mentoring, supporting the nation's development programs), 77% of respondents choose high potential growth in personal life to compare with other sectors, 39% showed that because of good pay and benefits to compare with other sectors, 28% of respondent said that it is better support for further education and only 5% showed that it is continue because of less risk and challenges.

Table 4.8 The Key Reasons to Continue Working in NGO field

Key Reasons	Frequency	%
Working nature (like Humanitarian, helping, mentoring, supporting the nation's development programs)	82	82%
High potential growth in personal life to compare with other sectors	77	77%
Good pay and benefits to compare with other sectors	39	39%
Better support for further Education	28	28%
Less risk and challenges	5	5%

Source: Survey Data 2019

4.3.8 The Most like of Working in NGOs

People can be more productive and engage in their job when they feel it is the work what they really wanted to passionate. Similarly, with other sectors, NGO sector has also challenged such as funding source, project life and working in remote area,

complicated documentation and strict financial procedures and approval settings. Even though there are many challenges, still people are interested to work in NGO field. The survey asked the open question to seek what is the most like of people working in NGO sector, 79 out of 100 respondents revealed their thoughts as shown in Table 4.9. 34% (it means 1/3 of respondents) revealed that the most like in working NGO field is because of work nature, 16 % of respondents answered because of working environment, culture of respect and team spirits, 10% of respondents answered that because of freedom in decisions and right, 9% of respondents answered that because of potential to personal development, network and learning opportunity, 6% of respondents showed that because of good pay and better benefit package rather than other sectors, 5% of respondents showed that because of accountability and transparency, 4% of respondents answered because of challenging, work-life balance and good leadership respectively, 3% of respondents answered because of equity and quality and international exposure in culture, 1% of respondents answered because of innovation, flexibility and ownership respectively.

Table 4.9 The Most Like of Working in NGOs

The Most Like of Working in NGOs	Frequency	%
Humanitarian works, helping people, building capacity and development of community and country	27	34%
working environment - culture of respect - Team	13	16%
Freedom decisions and rights	8	10%
Potential to personal development, good network and learning opportunities	7	9%
Good Pay and benefits	5	6%
Accountability and transparency	4	5%
Challenging	3	4%
Work-life Balance	3	4%
Good Leadership / good policy	3	4%
Equity and Equality	2	3%
International Exposure in culture	2	3%
Innovation	1	1%
Flexibility and Ownership	1	1%
Total	79	100%

Source: Survey Data 2019

4.3.9 Overall Mean Upon the Categories

There are 6 parts to examine the level of employee engagement status in NGO workers, how they see their organizations, and the factors encourage the high employee engagement. As per the survey data, the overall results are shown in below table 4.10. To examine the employee engagement status of NGO workers in Myanmar is slightly above the satisfaction level in overall. Among the criteria, the mission attachment is the most satisfy and the respondents used to think that is first consideration to work in certain organization. As per the table, the respondents are positively impressive and pleased on their mission, organizations' products and policies. Second highest is the Career and Personal development, the respondents always seek the continue working in an organization as well as the NGO sector if there is the opportunity to grow their personal and career development and as per result, they are acceptable status on their development. The third highest one is the organization's culture, practices and communications to do their business professionally and personally engaged. As per result, the respondents have positive opinion on their organization's way of doing business with sound relationship between the levels, respectful manners and healthy working environment. The last one is - believe in Management, as per result, the respondents have just believe in their management but not solid to compare with other results and it is because of transparency and rarely account the employees' feedback and suggestions.

Table 4.10 Overall Mean Score on all Employee Engagement Criteria

Sr.	Criteria	Overall Mean Score
1,	Mission Attachment	3.81
2.	Career and Personal Development	3.63
3.	Culture of Respect and Communications	3.55
4.	Reward, Recognition and Performance	3.49
5.	Believe in Management	3.13
Overall Total Score		3.52

Source: Survey Data 2019

CHAPTER V

CONCLUSION

5.1 FINDINGS

Employee engagement means that people enjoy their jobs and are satisfied with their work conditions, contribute enthusiastically to meeting team and organizational goals, and feel a sense of belonging and commitment to the organization. Now-a-days, long term engagement of employees at the non-profit sector is challenging for most of the organizations, not limited to health sectors non-governmental organizations (NGO). The study aimed to investigate the employee engagement status of NGO workers in Myanmar, to identify the reasons for engaging an organization and to assess the attitude of NGO workers on their organizations as per the data results, below findings are found –

First thing the study found was the mission attachment is the most basic things to work in particular organization because it is what related to the knowledge, background education, working experience as well as the believes and passionate of the employee. If the employee believes his organization's mission, products and deliverables are met with his expectation and passionate he will consider working there as first impression. According to the result as 70% of respondents are working in their current organization at least more than one year. It is also related with the total year of services in NGO sector, 77% of respondents have been working in NGO sector for more than 5 years in different organizations. This research finds out the same reason why they keep working in NGO sector and what the like most of working in NGO sector, 82% of respondents revealed that because of the working natures – means each mission intends to support the county's development in health, peace, democracy, livelihood, education, infrastructure as well as the capacity building like skills development programs, vocational training programs and even scholarship programs; whatever they are supposed to, the main reason is to support the country's development, helping people and building futures even it is a small

portion. Therefore, those respondents feel like they are the one of them who helping community and people in country.

Second thing, the research found is career development and capacity building of NGO's. It is one of employee engagement factors to measure. Over 60% of respondents believed that they can see their future very well in current organization because of they have received the capacity and personal development, promotion opportunities in their organization and they clearly know that even some NGO provides the trainings and capacity building programs only accordingly and occasionally.

Third thing is the reward, recognition and performance strategy and practices of organization is also consideration as engagement factor to measure. According to the measurements in survey data, at least 77% of respondents are satisfied with their organization's reward, recognition and performance strategy and practices. 92% of respondents' organization (46/50) practically apply the performance appraisal management tools and 80% of respondents believed that the result comes out from performance appraisal conducting is reflecting the real situation and status. It means; even there might have some limitation on performance system, it is still good to use for the evaluation of employee's performance and determine for promotions, benefits and merit-based increments.

The fourth indicator to measure the employee engagement status is how much they believe in their leadership team's management. The research finds that at least 77% of respondents believed on their leadership teams' management, quality, strategic planning, capacity and transparency though the rest 23% are not believing or rarely believe. It is interesting to compare their attachment on mission was likely higher than their believe in their leadership team; the reason is they just attached to mission not on person.

The last thing to see the employee engagement status is culture of respect applying in the sector or organization. This research found that the employees have fun at their work as well as getting each other and being respect each other and has scenes of team spirit all the way they are. This is also one of most like things working in NGO sector.

According to their open answers, as the first thing to continue working in NGO sector is because of the working nature like helping people and venerable community, be a part of country development programs and supporting government

and Myanmar society's development activities. Second thing is to look if there is career and personal development opportunities in certain organization.

5.2 SUGGESTIONS

As this survey has been conducted only 100 staffs from different NGOs in Myanmar, it will not be represented of entire NGO workers in Myanmar, but it will give some significant consideration of the employee engagement status among NGO workers in Myanmar. Based on the survey data and analysis, following suggestion are proposed.

Though most of respondents know very well about the organization's mission, vision and core values to achieve goals, some are still having no idea, and some are still unclear about those. In this case, organization should provide not only on-boarding time but also on-job or practically apply of those kinds of knowledge to know well by employees. So that the employee might have passionate and value what he/she is working and proud to be the part of organization.

Normally NGO's provides the required trainings to perform assigned jobs but sometimes it might be insufficient or irrelevant between dedication, responsibilities and persons. In this case, the smart and effective training and development plan should be prepared during the appraisal time and also in yearly budget estimation time. The clear and concise scale, procedures and information should be described for promotion opportunities and further career development scheme.

As the leaders are important to drive the successful organizations, the trust in and high capacity by followers is one of the pillars to become the sustainable and stable growth organization. To compare with other factor's result, the measuring indicators of Senior Management Teams or Leaders is showing low in transparency, account to feedback of employee and trying for healthy work environment. In such case, there should have the regular assembly for organizational updates, utilize the culture of healthy organizations and apply the open-door policies and adequate assess to get that information, and better scheme for employee relation and communication channels.

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Appendix – Survey Questionnaire

Survey for a study on employee engagement status of NGO workers in Myanmar

This questionnaire is strictly for the purpose to survey for research paper. The answer in this paper are confidential and solely for the analysis of paper. Please rate each, then tick (✓) the space on the rating scale that best describe your level of agreement.

I Demographic Information						
1.1	What is your age	B 25~35		B 36~45	B 46~55	➤ 56
1.2	What is your sex		Male		Female	
1.3	How many years of professional working at LNGO/INGO sector	< 3 yrs		3~5 yrs	5~10	➤ 10 yrs
1.4	How long have you been with current organization?	< 1 year		1~3 year	3~5 year	➤ 5 years
1.5	What is your Organization name?					
1.6	What is your level of management in current organization	Mid-level management	Senior level management	Executive level management	Non-Management (Technical)	
1.7	Number of employees in your current organization					
1.8	What is your highest level of Education?	Diploma /Secondary Completion		Bachelor's degree		Master's degree Others
1.9	What kind of sector does your organization work for?	1)	1)Agriculture 2) DRR 3) Economics Infrastructure 4) Gender 5) Health 6) Livelihood & Food Security 7) Education 8) Environment 9) Governance 10) Information Management 11) Mine Action 12) Peace building /Conflict Prevention 13) Nutrition 14) WASH 14) Protection 15) Multi-Sectors			
1.10	What is your occupation / field of profession	1)	1)Management 2) Program 3) Technical 4) Finance 5) HR/Administration 6) M&E 7) IT 8) Communication 9) Other			
II Mission Attachment		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.1	You do know your organization's mission and direction to achieve their goals.					
2.2	You do believe that					

	the products/services provided by your organization are excellent.					
2.3	You feel personally connected with what your organization does or stand for.					
2.4	You are proud to tell people that you work for your organization.					
2.5	I am happy about the values of this organization the way in which it conducts its business					
2.6	You believe that your organization's business policy and procedures are transparent and smart					
2.7	your workplace is safe and secure.					
2.8	I would recommend this organization to people as a good employer .					
III Career and Personal Development		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3.1	I have received some capacity building activities (eg.; online/in person training, on job training, in house training, mentoring sessions by Seniors, meetings, workshop, seminars, exchanged programs , learning & reference websites by organization...etc;) relevant with your job description from your organization ?					
3.2	I am very satisfied with the work I do					
3.3	My job is interesting					
3.4	I know exactly what I am expected to do					
3.5	I get lots of opportunities to use					

	and develop my skills in this job					
3.6	The facilities/equipment/tools provided are excellent					
3.7	I believe I have a good future in this organization					
3.8	I intend to go on working for this organization					
3.9	My organization offers adequate opportunities for promotions and career development.					
3.10	I do believe I'll be able to reach my full potential at my organization.					
3.11	I have plenty of freedom to decide how to do my work					
3.12	My job responsibilities are clearly defined.					
IV. Rewards, Recognition and Performance		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.1	It is fair of salary against the job and responsibilities.					
4.2	I am satisfied to my organization over the current employee benefit package like (leave, insurance, additional allowance, medical allowance and so on)					
4.3	I can easily access information about benefits and understand all the available employee benefits options.					

4.4	I am satisfied to my organization's current employee compensation and remunerations (salary, increment, 13 th month bonus and travel allowance, perdiem)					
4.5	I am rewarded well for my contribution.					
4.6	I have ever got Credit for what I have accomplished.					
4.7	I am appreciated by my direct supervisor as well as co-workers whatever I have well done					
4.8	My organization used to conduct performance appraisal to evaluate the employee's performance.					
4.9	I believe that the result comes from Performance appraisal reflect the real situation and performance status.					
V– Believe in Management		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1	My organization's management team contribute to a positive working culture.					
5.2	the management team in my organization is transparent and smart.					
5.3	The management of your organization is really concerned about the well-being of employees					
5.4	I do believe the leadership team takes					

	staff's feedback in account.					
VI Culture of Respect		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1	I get on well with my work colleagues					
5.2.	Coworkers give respect each other					
5.3	We have team spirit					
5.4	We have fun at work (including working with team, healthy office atmosphere, staff welfare activities...)					
5.5	What do you like most about working at NGO?					
5.6	What are the key factors to continue working at NGO field? Choose the factors as match as with your concerns.	<ol style="list-style-type: none"> 1. Working nature (like Humanitarian, helping, mentoring, supporting the nation's development programmes) 2. High potential growth in personal life to compare with other sector (Government service, self-employed, Corporate sector...) 3. Good pay and benefit to compare with other sector 4. Better support for further Education 5. Less risk and challenges 				