

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF REWARD SYSTEM ON EMPLOYEE
ENGAGEMENT AT EVER FLOW RIVER- G LINK
EXPRESS SERVICES LIMITED**

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MBA II – 15

MBA 23rd BATCH

DECEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS
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ACADEMIC YEAR (2017 – 2019)

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

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Reward System on Employee Engagement at Ever Flow River (E.F.R) – G Link Express Services Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The purposes of this study are to analyze the effect of reward system on employee engagement and to analyze the effect of employee engagement on job performance at E.F.R – G link Express Service Ltd. The primary data is collected from 63 employees of E.F.R – G link Express Service Ltd in Yangon. The results of this study indicate that financial reward base pay influences on employee engagement at E.F.R – G Link Express Services Limited because the company gives salary on time and pay well for employee. Non-financial reward recognition and work condition also influences on employee engagement. Furthermore, vigor and dedication engagement influence on job performance of employee in E.F.R – G Link Express Services Limited. Based on the results, the study recommend that the company should pay more attention on reward system such as base pay, recognition and work condition to enhance employee engagement and their job performance in E.F.R G –Link Express Services Limited.

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CHAPTER 1

INTRODUCTION

Human resource is the most important part and crucial for the survival of an organization and achieve sustainable competitive advantages. Most of the organization are facing in a dynamic, complex and competitive business environment in today. In response to the emerging business environment, organization need to transform their strategies, structure and management system to acquire and retain the competent workforce. Motivation as a set of process concerned with the force that energizes behavior and directs it's towards attaining goals (Baron, 1983).So, organizations are concerned with what should be done to achieve sustained high levels of performance through people, it means giving close attention to how individuals can best be motivated through such means as incentives, rewards and importantly, the work they do and the organization context within which they carry out that work cannot be understated (Armstrong, 2010).Therefore, organization should develop various reward strategies and practices to ensure that critical human capital resources are not only attracted but also retained and fully exploited for the benefit of the organization.

In the current economic context, reward system is the best way to find motivate employees and boost their levels of engagement for all organization. A basic reward system in an organization is the compensation and benefit programs that offers to employees. The fact of the reward is financial remuneration to garner loyalty, consistency, quality and value in their work. Employee reward and recognition system are not just a positive thing to do with people but communicating is an efficient tool in encouraging them to create and bring business for organization. Treating employees like assets and maintaining harmonious relationships with them does not yield business in present but also an effective strategy for future. Employer and management need to be pro-active to develop a talented and dedicated workforce that can take the organization's goals.

According to (Eric, 1994), reward can be defined as various different benefits that are offered to employees in exchange for work or value. Reward may differ in that they may be intrinsic or extrinsic, direct or indirect, and financial or non-financial (Mottaz, 1985).The purpose of reward strategy is to develop policies and practices which will

attract, retain and motivate high quality people to the organization and support the achievement of business goals and provide fair and equitable pay for employees in the organization (Armstrong, 2012).

This study focuses about the effect of reward system on employee engagement and job performance in Ever Flow River (E.F.R) - G Link Express Services Limited. E.F.R was established in June, 1996 and employee are young and energetic but experienced personnel. Over 20 years of shipping and freight forwarding experience enabled them to add value and customer satisfaction and better competitive offerings, specialized confidential assignments and projects. In January 1999, E.F.R- G Link was established after gaining stronger support and co-operation from overseas network connection, enabling them to offer more specialized concentration on logistics and freight forwarding services. The vision of the E.F.R – G link Express Services Ltd is to be the best Myanmar freight forwarding and Logistics Company in the 21st century. To fulfill this vision, reward is playing vital role for employee and give the best services for customer and business partner. If employee have the full of capacity and engagement, they will make to get customer satisfaction, market share and organization's goals. To be able to achieve organization's goals, organization need to use effectively the reward system to improve employee engagement and performance in the workplace.

1.1 Rationale of the Study

Reward is one of the significant components to motivate employee for contributing their best effort to create innovation ideas that lead to better business functionality and further organization performance both financially and non-financially. Today, organization has recognized reward system as a major element of the compensation factor. Reward can help to increase employee performance by enhancing skill, knowledge and abilities in order to achieve organization goal. Furthermore, if the organization is not taken care by applying effective reward system, it can lead to the company loses its professional and talented employee, high turnover intention, absenteeism and low productivity and performance. Therefore, organization should use effective reward system to evaluate employee performance. This study describes two types of reward system which are financials and non-financial rewards. Financial reward includes base pay, contingent pay. Non-financial reward include recognition, work condition and career development opportunities.

Nowadays, logistics has emerged as a significant growth sector in most nations as globally. Supply chain logistics services provider is arise as a service firm to develop the logistics infrastructure in Myanmar. To get the competitive advantages among competitors depend on employee who have high quality, engagement and talent. Therefore, organization needs to create by convenience workplace condition, praise and recognition for certain work accomplished, and provide salaries and incentives to improve organization productivity. Therefore, the purposes of this study are to fill this gap by determining the effect of reward system on employee engagement and performance. This study carries out to enable all staff, especially those in management practices of the organization to understand and appreciate the effect of reward system on employee performance.

1.2 Objectives of the Study

The main objectives of this study are:

- (1) To analyze the effect of reward system on employee engagement at Ever Flow River (E.F.R) – G Link Express Services Limited.
- (2) To analyze the effect of employee engagement on job performance at Ever Flow River (E.F.R) – G Link Express Services Limited.

1.3 Scope and Method of the Study

This study focuses to identify the effect of reward system on employee engagement at Ever Flow River (E.F.R) – G Link Express Services Limited. In E.F.R – G link Express Services Limited, there are 75 employee. Among of them, 85% is selected for this study by using simple random sampling method. This study included primary and secondary data. The primary data are collected from 63 employees of E.F.R - G Link Express services Limited in Yangon with structured questionnaires designed with five-point likert scale. The secondary data are collected from reference book, international research paper, journal articles, and internet website, unpublished MBA thesis. The data collection is carried out during April and May 2019. The collected data is analyzed by using descriptive analysis and multiple regression analysis.

1.4 Organization of the Study

This study consists of five chapters. Chapter one is an introduction section which consists of the rationale of the study, objectives of the study, scope and method, and organization of the study. Chapter two is the theoretical background on reward system and employee engagement. Chapter three is about the profile and the reward system of E.F.R – G Link Express Services Limited. Chapter four is presented analysis on the effect of reward system on employee engagement in E.F.R – G Link Express Services limited. Chapter five is conclusion chapter which includes finding, discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical background of all applied variables in this study. It includes the importance of reward management, definition and types of reward system, employee engagement and job performance. And also it contains the previous studies on the reward system and employee engagement and the relationship between employee engagement and job performance. The conceptual framework of the study is described at the end of the chapter.

2.1 Importance of Reward Management

Reward management refers to the strategies, policies and process that are required to ensure that the contribution of people in an organization is recognized by both non-financial and financial means (Armstrong and Murlis, 2007). This implies that reward management encompasses the design, implementation and maintenance of reward systems which target both the organization and its stakeholders. As indicated by Karami et al., (2012), a reward system be effective and efficient in order to achieve organization's goals and it should be designed in a way that make greatest returns to both the corporation and its employees. Reward can be an effective mechanism for encouraging employees and creating innovation as well as motivation (Dalvi and Ebrahimi, 2013). This can in turn lead to organizational transformation through knowledge sharing.

The aim of reward management are to reward people according to the value they create, align reward practices with business goals and with employee value and needs (Armstrong and Stephens, 2005). Reward is the right things to convey the right message about what is important in term of behaviors and outcomes, help to attract and retain the high quality of people the organization needs, motivate people and obtain their engagement and commitment a high –performance culture. Reward management does not just include employee pay and benefits but is also concerned with non-financial rewards, such as learning and development, recognition, praise and increased job responsibility (Armstrong and Murlis, 2007). Therefore, reward management is concerned with

ensuring that people in the organization are rewarded equitably, reasonably and reliably in order to guarantee the accomplishment of organization objectives.

2.2 Types of Reward System

Reward is the compensation for doing work well given to an employee in the form of both financial and nonfinancial incentives (Dalvi and Ebrahimi, 2013). This definition is in consonance with the position of Kreitner (2004) indicated that reward is the material and psychological payoffs given to an employee as recognition for good contribution and for performing tasks well in the workplace. Reward can be isolated into four classes: transactional, relational, individual and communal.

Transactional reward are tangible. They include the financial reward. These reward can be easily copied by competitors. In addition, individual reward are the ones that are given to employees individually. Reward can also be intangible and these are called relational reward. These reward are essential to enhance the transactional reward (financial reward). Relational reward are less easy to imitate by competitors (Armstrong and Murlis, 2007). Moreover, communal reward for the most part incorporate prizes that have to do with the workplace or community. This makes it identified with relational reward and somehow makes it a part of it.

There are two categories of reward; financial reward, tangible and they relate to pay as well as the benefits that an organization provides to its employees and non-financial reward; reward which emphasis on employee's motivation as well as enhancing job engagement and commitment. Nowadays, there are many different types of reward system accompany can offer its employees. Financial reward mean direct and indirect payments that enhance an employee's well-being. Financial reward make employee financially sound so that can fulfill employee actual desire. Direct payment consists of salary, wages, commissions, incentives, bonus, allowances etc. Indirect payment includes pensions, medical insurance, paid leaves, paid sick leaves, purchases, discounts etc. Non-financial reward are those employee benefits that do not enhance an employee's financial well-being.

2.2.1 Financial Reward

Employee receive financial payment from employer in the form of a salary or commission. Financial reward are monetary incentives that an employee earns as a result of good performance. These reward are aligned with organizational goals. All financial reward are extrinsic is based on tangible rewards, such as pay raises, bonuses, and paid time off. Providing an employee with a financial reward is a way of demonstrating that the value of wok and contribution to the company. Employee should be tied to specific performance results and has demonstrated worth to the company and deserves to prosper as well. So, employer has financial incentive programs to encourage greater productivity and loyalty among employees.

(1) Base Pay

Base compensation refers to the degree of pay upon which the rate for the job is established (Armstrong, 2012). It is minimal measure of compensation that an employee in a given position can receive. Base pay is the salary that a worker gets and it does exclude incentive benefit and pay (Martin, 2010). Base compensation is predictable and fixed by (Jackson ,Schuler and Wermer, 2008). This implies that employee are ensured that they will get their base pay gave that they report to work and perform inside the acceptable levels. Base pay is often referred to as payment by time (Adrian, 2010). It is a payment made to an individual employee for a specified amount of time of work and can be expressed as hourly, weekly, monthly rate or on annual basis (Adrian, 2010).

(2) Contingent Pay

Contingent pay indicates the system of financial reward that is paid in cash as a bonus or added to the base rate and linked to an employee's performance, skills, competence and contribution to the organization (Armstrong and Murlis, 2007). Organization use contingent pay in order to reward their employee for meeting and exceeding the set targets by (Njanja , 2013). The amount of contingent pay is determined base on the level of performance or on the employee rank in the organization. Contingent pay system has become crucial part of human resource policies in the world. This is

because they perform an important role in ensuring that organizations become more effective in achieving their goals (Bryson,, 2013).

2.2.2 Non- financial Reward

Non-financial reward are the non-monetary gains that influence people through non-material reward like; giving more responsibility, promotion, praise and recognition in public(Musaazi, 2002). Indirect financial reward arising from work itself, such as; achievement and autonomy (Maicibi, 2007).Such non-monetary reward is believed in one way or the other to affect job commitment either negatively or positively. Non- financial reward tends to attract highly qualified and competent people who are likely to be highly committed to the achievement of organizational goals. Non-financial can make workers more comfortable on the job. It encourages them to contribute extra effort by developing a deal that address a broad of issues.

(1) Recognition

Recognition is the expression of thankfulness for a level of performance, an achievement or a contribution to an objective. It can be seen casual or formal. It is always in addition to pay to employee (Pitts, 2005). Recognition makes the companies more profitable because employees who are recognized are more engaged in their work. When companies show recognition, there's a lot of opportunity for employee to build employee engagement in workplace. In addition, employee feel excitement about their contributions. According to (Pitts, 2005), recognition is a cost-effective way of enhancing achievements and enable people to feel involved in the company culture. As a result, employee recognition is essential for motivating, retaining and fully engaging employees.

(2) Working Condition

Working condition refers to the working environment and aspects of an employee's terms and condition of employment. Working condition are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions Gerber et al (1998). Work environment plays a big role in performance issues because it influences how engaged employees are with their

jobs. Working condition are associated with higher productivity, the employer should pay more for the added productivity of employees in order to not losing the employees. Working condition which are compatible with the individual physical needs and work goals, are positively associated with job satisfaction (Locke, 1976).

(3) Career Development Opportunities

The concept of career development is of growing concern to organizations since it matches the needs of a business with the career goals of employees. Career development as an organized, planned effort comprised of structured activities or processes that result in a mutual career plotting effort between employees and the organization (Gilley and Eggland, 1989). Career development helps individuals to develop their capabilities and improve their performance. Career development is crucial for both the employees and employers to motivate and increase job performance in workplace. Career development is mutual beneficial process that gives vital outcomes to employer and employees. To gain and maintain competitive advantage organizations required talented and productive employees and these employees need career development to enhance and cultivate their competencies (Pitts, 2005).

2.3 Employee Engagement

Employee engagement is a person's energy and commit in his or her job. People who are highly involve in their job role that identify personally by the work itself.. In engagement, individuals employ and express themselves physically, cognitively, and emotionally during role performance (Kahn, 1990). Kahn's engagement concept is motivational that refers to the allocation of personal resources to role performance and also how intensely and persistently those resources are applied. The engagement focused on the positive aspects of a person's job. Employee engagement is employee willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis (Little and Little , 2006). Employee is also defined as the involvement with and enthusiasm for work. Employee engagement is an actual attitude retained by the employee towards the organization and its value.

In the academic literature, employee engagement was first conceptualized by (Kahn, 1990) as the harnessing of organization members' selves to their work roles; in engagement, people employee and express themselves physically, cognitively, and emotionally during role performance. According to (Kahn, 1990), the engaged employees are physically involved in the tasks, whether alone or with others, conditions and display their thinking and feeling, their beliefs and values in their ways of working and service. Engagement is not only about physical energies of involving or accomplish the tasks, but also about the psychological aspects of how people's experiences of themselves & their work contexts.

Similar to (Kahn, 1990), many other academic literatures about employee engagement referred to engagement as a psychological state. Maslach, Schaufeli and Leiter (2001) suggested that engaged employees have high levels of energy and stimulate to invest effort and time for their job without fatigue (Vigor); engaged employees feel enthusiasm and significance by involving in their work and feel satisfied and inspired (Dedication); engaged employees who completely concentrated in their work and feel pleasant (absorption). Vigor is high energy, resilience, a willingness to invest effort and time on their job, the ability to not be easily fatigued, and persistence when confronted with difficulties. Dedication is a highly involvement in work, enthusiasm, and satisfaction and inspiration. Absorption is a fully concentrated and immersed in one's work experiencing time passing quickly, and being unable to detach from the job.

Zinger (2010) defined that "employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy and transform the employee engagement. Rashid, Asad, and Ashraf (2011) highlighted that engagement is the capacity of the employees to work honestly, obligation and aspiration enduring in a business. Anand (2011) indicated that employee engagement plays a crucial role in organization because it influences everything from maintenance and efficiency to benefit and security. Kahn (1992) has featured that completely connected with worker lead to the accomplishment of the organization.

2.4 Job Performance

Performance is a multicomponent idea and on the essential level one can recognize the procedure part of execution, that is, conduct commitment from a normal result (Campell , McCloy, Oppler and Sager, 1993). Job performance refer the total expected value to the organization of the various behavioral matter that an individual carries out over a standard period of time. This definition is slightly revised version of the definition of performance presented in a previous publication in connection with a theory of individual differences in task and contextual performance (Motowidlo,Borman and Schmit, 1997) Job performance as execution evaluation and the board is a fundamental piece of viable HR the board and it is a most looked for after formative mediation in HR portfolio (Bateman and Snell, 2007).

Job performance in the context of task performance as effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization's vision while rewarding organization and individual proportionately (Borman and Motowidlo, 1997).Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 1999). In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task.

Contextual performance is a kind of attitude like volunteering for extra work, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organizational development, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change (Coleman and Borman, 2000). This kind of behavior contributes for creating a stimulating culture and climate of the organization which aids in achieving individual productivity and organizational effectiveness.

An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh and Neal , 1999). An effective adaptive performance necessitates employees' ability to

efficiently deal with volatile work circumstances (Baard, Rench and Kozlowski, 2014), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. The employees are also expected to adjust their interpersonal behavior in such changed circumstances to work successfully with a wide range of peers and subordinates.

2.5 Previous Studies

The following section presented previous studies of reward system on employee engagement. Then, the previous studies of effect of reward system on engagement are also discussed. Reward is born as a means to help businesses to satisfy their most important needs which are to attract, retain, motivate and engage staff, not just by means of salary increases, golden handcuffs and the like, but in a more effective way capable of producing long-lasting results. The aim of reward therefore, is to maximize the positive impact that a wide range of rewards can have on motivation, job engagement, organizational commitments and job satisfaction (Manus and Graham, 2003). Many different reward systems may operate within organizations (Blackburn and Rosen, 1993). A reward framework will basically affect employee performance and engagement levels inside the workplace. It is subsequently pivotal to actualize a viable and productive reward framework dependent on every extraordinary organization's needs (Kerrin and Oliver, 2002).

2.5.1 Effect of Reward System on Employee Engagement

There are many individual and organizational factors that determine whether employees become engaged, and to what extent they become engaged (Michael, 2017). Lazear (2000) found that a positive relation between employee engagement and reward and firm performance (as cited in Meron Michael, 2017). By other point of view, Lazear (2000) also described that introduction of monetary reward could gain extra efforts of the employee to that extent where the marginal value added is equal to the marginal cost paid for that additional work. This showed that financial incentives are some types of paid value to employees in return for their extra efforts. Lazear (1986) also positively suggested that by adding financial rewards to the compensation of employee for the sake of motivation can attract more geared workers to the organization.

Thomas (2009) suggested that intrinsic rewards have gained significant importance in recent years. Thomas (2009) mentioned managerial support and their contribution to raise the level of intrinsic motivation in employees by contributing in intrinsic rewards, as building blocks. This showed that intrinsic rewards are based on the positive feelings that employees get from their work engagement. Thomas (2009), suggested that these intrinsic rewards reinforce the self-management efforts and motivate employees to be engaged with work. An implementation of intrinsic reward creates positive feelings and experiences among employees and management.

A study to examine the employee engagement role in service sector employees in eight different European countries (Saks, 2006). This study focused on four economic sectors, retail trade, finance & banking, telecoms, and public hospitals. This study observed country wise differences in the matter of employee engagement. The engagement of employees is based on job demands and job resources, for example job autonomy and social support. The engagement of employees towards organization can be achieved by implementing and creating a socially supportive environment (Saks, 2006). This study represented the work engagement as the outcome of job demand and job resources.

Pushing the engagement issues, Frank et al. (2004) indicated a solid connect between the employee engagement and the organizational performance. Frank et al. (2004) found that employee engagement as a human asset practice which has a solid sway by engaging workers on the organizational profitability. Frank et al. (2004) showed the positive connection between the engagement of employee and the satisfaction of employees. In the consequences of this investigation, Frank et al. (2004) clarified that engaged employee are also very effective for the financial performance of the organization.

Quality of work, leadership, career development, organisational culture and work–life balance all have a greater impact on work engagement than financial rewards (Mullen, 2010). Work engagement is also driven by expectation such as recognition, growth and development, and opportunity to perform. These reward are acknowledged over and above monetary reward.

2.5.2 Effect of Employee Engagement on Job Performance

Employee engagement refer as a powerful source of competitive advantage in the turbulent times. A study on drivers of engagement conclude four drivers, namely employee welfare, empowerment, employee growth and interpersonal relationships by (Mani, 2011). Bhatla (2011), suggested the study of employee engagement and its effects on employee performance with respect to Indian banks has identified organisational culture and organisational communication as prominent driver. Indian banks has identified organisational culture and organisational communication as prominent driver. Several studies observed that employee engagement initially results in greater employee performance, which further leads to enhanced organizational performance, in terms of (Gallup, 2006).

Engagement provides employees with an opportunity to invest themselves in their work and also creates a sense of self efficacy. Engagement may lead to mindfulness, intrinsic motivation, creativity, authenticity, non-defensive communication, ethical behavior. Employee engagement is the emotional commitment that encourage to perform their work better in workplace. It means engaged employees who are actually care about their work and their company. They don't work just for a salary, or just for promotion, but work for the organization's goals.

Engaged teachers received higher ratings from their supervisors on in-role performance, indicating that engaged employees perform well and are willing to go the extra mile (Bakker and Bal , 2010). Recent research has found that employee engagement is related to increased job performance (Hakanen, Baker, and Schaufeli, 2006). Organizational researchers have traditionally focused on task or in-role performance which represents the extent to which employees effectively perform their official job duties (Bowling, 2010). Recently, many researcher pointed out the extra-role or contextual performance, which refers to behavior not included as part of an employee's official job duties that affect the well-being of the organization or its members.

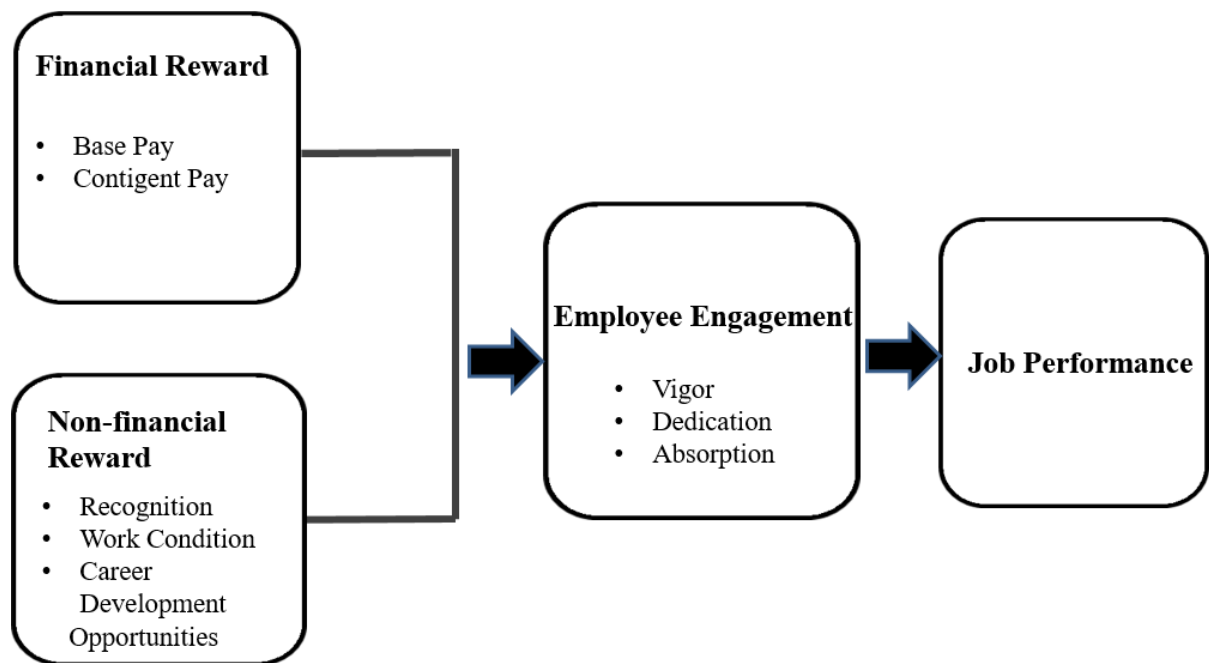
Contextual performance is the less formal "emergent" behaviors that contribute to organizations less directly (Motowidlo,Borman and Schmit, 1997).These types of behaviors do not contribute directly to organization's technical core, but rather, they contribute to the organization by serving a social and psychological environment conducive to the accomplishment of work involved in the organization's technical core.

When individuals spend energy in their work roles, they should have higher contextual performance, which relates to an individual's ability to behave in ways that helps the social and psychological context of an organization (Borman and Motowidlo, 1997). Engagement is thought to be an indicator of employee willingness to expend discretionary effort to help the employer.

2.6 Conceptual Framework of the Study

The conceptual framework are constructed to study how the reward system effect on employee engagement and result significant level of job performance in Ever Flow River (E.F.R) – G link Express Services Ltd.

Figure 2.1 Conceptual Framework of the Study



Source: Own Compilation,2019

Figure (2.1) illustrates the conceptual framework of the study. It includes two types of reward, namely, financial and non-financial and how these reward system effect on employee engagement. And it describes how the employee engagement on job performance. In above figure, reward system is independent variable. From the financial reward has two variable, from the non-financial reward has three variables. Then,

employee engagement is also independent variable. Employee engagement has vigor, dedication, and absorption.

In reward system, all these variable are measured with five likert scale. Next, job performance is dependent variable. Job performance is measured three variable, task performance, contextual performance and adaptive performance, five likert scale is used to measure these variables.

CHAPTER 3

PROFILE AND REWARD SYSTEM OF E.F.R - G LINK EXPRESS SERVICES LIMITED

This chapter is the profile of E.F.R – G link Express Services Ltd in which includes the background of the E.F.R – G link, the vision, mission, associated member, and services provided by the companies. In addition, The reward system of E.F.R – G Link Express Services Ltd is also explained in this chapter.

3.1 Profile of Ever Flow River (E.F.R) –G Link Express Services Ltd

In June 1996, E.F.R. was established with young and energetic but experienced personnel. Over 21 years of shipping and freight forwarding experience. In January 1999, EFR – G Link Express Services Ltd was built after gaining stronger support and co-operation from overseas network connection, enabling to offer more specialized concentration on logistics and freight forwarding services.

The vision is to be the best Myanmar freight forwarding and Logistics Company in the 21st century. Now, EFR is a leading freight forwarding and logistics industry provider in Myanmar. The main office is located in Yangon, and have 75 employee who work in Yangon office. E.F.R- G link is associate members of MIFFA – Myanmar International Freight Forwarder Association, MCBA-Myanmar Customs Brokerage Association, UMFCCI- Union of Myanmar Federation of Chambers of Commerce and industry, MMMDA- Myanmar Mercantile Marine Development Association, WCA- WCA- first, WCA- Project, Transit Trade License Holder- issued by Ministry of Transport.

E.F.R – G link is the leading pioneer in LCL Consolidation and specialize in garment consolidation and general cargo including ex-works process as per buyer instruction. Close monitoring of these cargoes are facilitated before shipment is effected to required worldwide destinations. The company is good connection with major carriers, easy access to file international rates for FCL shipment to worldwide destinations .E.F.R

– G link is officially authorized for Customs Brokerage Agent executing procedures for import and export shipments with speedy and safe import and export documentation carried out by 20 years experienced employee. These company is provided warehousing services with 3 units that is 24 hours security and secured environment suited for any marine, energy, oil and gas equipment storage, for textile, garment, electronic items and more offshore handling in/out area, 1,000 square meter of storage area. Multimodal and Cross Border Total Logistics Services at both countries Thailand (Myawaddy –Mea sot) & China border (Muse- Ruili) with own branch office. Total logistic solution for inbound and outbound shipments. E.F.R – G link Express Services Limited is guaranteed safe collection and delivery of cargo from origin to destination, port to port or door to door basis. Now , the company is offered these competitive services .These are sea and air-freight forwarding (inbound and outbound), FCL and LCL consolidation to worldwide destinations, door-to-door delivery (inbound and outbound),customs brokerage services, warehousing and distribution service, garment consolidation & construction of G.O.H containers, vessel chartering, break-bulk, and ship husbanding service, inland transportation service (Truck, Rail, Waterway),multimodal and cross border transportation, project cargo handling and transportation via different mode, logistics management and general services for project.

3.2 Reward System of E.F.R – G link Express Services Limited

E.F.R – G link Express Services Limited provides financial and non-financial reward based on the performance of the employees. Reward System of E.F. R – G link Express Services Limited are presented in this section. These reward system are base pay, contingent pay, recognition, work condition and career development opportunities.

E.F.R – G link Express Services limited makes the wages and salary system based on the standardized policies, and this standardized salary range are classified as the position level in the organization. The salary range is confidential for employee. For junior and entry level, employee’s salary range is under 500000 kyats. For middle level, employee’s salary range is between 500001 and 1000000 kyats. For senior level, employee’s salary range is between 1000001 and 1500000 kyats. Some of the senior level employee get over 1500000 kyats and they have a lot of experiences in E.F R –G link

Express Services Limited. The company gives salary for employee at the end of the month. If the day was Saturday and Sunday, company gives salary before these day. All employees' salary are managed by HR department but financial decision by principal.

For the bonus plan purpose, the company gives the bonus one time for each year. This bonus giving time is normally at the first day of the January every year. For bonus plan, company recognizes employee performance by making performance appraisal and promoting their position. If the employee promoted their position in 1st July, they will receive not only their base pay salary but also their bonus amount. But, the bonus plan depends on the board of directors' decision. Bonus range are also classified as the position.

Non- financial factors applied in company which includes these factors regarding with holiday, performance management, recognition, working condition and career development (training). For holiday plan, employee can take any kind of holiday such as , casual leave, maternity leave, compassionate leave, medical leave. Company allows 30 days for medical leave. An employee who wants to apply medical leave need to take medical document and need to inform their supervisor. The company provides 5 days holiday plan for compassionate leave. An employee who has at least 12 months work experience in E.F.R can take maternity leave. The company provides these employees before 6 months and after 8 months for maternity leave. For causal leave, the company gives 6 days within one year for employee.

For performance management, the company uses performance appraisal form to recognize their performance. The main areas used in performance assessment are achievement of goals, quality of work, job knowledge and skills , self-improvement effort, follow procedures and instructions , keep attention on the job performed , team spirit, attendance & punctuality, timeliness upon assigned job, communicate with clients, communication with superiors, communication with colleagues. In addition, manager reviews the potential of the employee who can be promoted, their position and need training requirement to improve their performance and knowledge. Furthermore, managers are responsible for closed supervision and coordination with the activities of employee by giving comment in this performance appraisal form.

Offering reward and appreciation are two of the most effective practices to provide recognition. For recognition, the company recognizes their employee performance by raising monetary bonuses. Monetary bonuses make them feel their hard work and is greatly appreciated by the company. The company provides 100000 kyats as a bonus for employee who never take a leave within one year. In addition, the company supports the training requirement to improve their performance and knowledge by accessing the performance appraisal form.

For working condition, E.F.R –G link Express Services Limited provides various form of non-financial compensation such as travelling allowance, overtime policy. Office staff and drivers are permit to take allowances for travelling on duty to another town. In addition, company supports food and accommodation, ferry and allowances for employee in working day and overtime.

For career development opportunities, the company provides training program for employee in every Saturday. All of the general manager and other specialist teacher are taught the necessary skill for job to develop their employee's career path. The company gives meditation program to reduce their employee's stress in the workplace. The employee is also interested in developing themselves both personally and professionally.

3.3 Research Design

The research design indicates to the overall strategy that one may choose to integrate the different part of the study consistent in a logical way. This is done in order to make certain that one effectively addresses the research problem. Research design create the blueprint or the roadmap for the collection, measurement, and analysis of data. According to Kothari (2004), research design is a plan, a roadmap and blueprint strategy of investigation conceived so as to obtain answers to research questions and it is the heart of any study.

This section includes the type of research design, the population and sampling design; data collection method; and data analysis methods. Descriptive study is used in these research design. Descriptive research is a quantitative research method that attempt to collect quantifiable information to be used for statistics analysis of the population

sample. It involves the observation and description of variables as distributed in the population with the basic goal being the collection of information about phenomena or variables within the population through the use of questionnaires. The objective of this type of design is to discover the state of the variables. The dependent variables of the study are employee engagement and job performance and the independent variables of the study is reward system.

3.3.1 Sampling Method

In E.F.R – G link Express Services Limited, there are 75 employee. Among of them, 85% is selected for this study by using simple random sampling method. This study uses primary and secondary data. The primary data are collected from 63 employees of E.F.R - G Link Express services Limited in Yangon with structured questionnaires designed with five-point likert scale. The secondary data are collected from reference book, international research paper, journal articles, and internet website, unpublished MBA thesis. Questionnaires are distributed by survey forms for this study,

3.3.2 Data Collection Method

This study mainly focused on reward system, employee engagement and job performance at E.F.R - G Link Express Services Limited. The primary and secondary data is used in data collection method. A structural questionnaires set is designed with two types of question type; multiple choice questions for demographic data and 5 point Likert scale question for measuring variables.

Primary data is collected from 63 employee by using survey questionnaires. This questionnaires included four parts that is employee profile, reward system, employee engagement and job performance. Questionnaires are distributed by survey forms for this study. After collecting survey, gather questionnaires is summarized and analyzed such as descriptive and regression is done by using SPSS software.

3.3.3 Research Procedures

The Statistical Package for Service Solution (SPSS) version 20.0 is used to analyze and interpret the data collected from respondents. The likert scale question are

encoded before entry into the computer. The qualitative aspects of the data is summarized in the form of text for easy description and analysis. The variables and related data are analyzed by using descriptive method, differential and multi - linear regression statistical techniques.

Data are analyzed using frequencies and percentages tables. Frequencies tables are used to summarize the respondent profile in the form of frequency and percentages whereas the descriptive analysis such as mean and standard deviations of employee answer to reward system and employee engagement scale is calculated in order to determine the relationship between reward system and employee engagement. The descriptive part of the research has been handled by summarizing the data using frequency percentage distribution, mean, standard deviation and some correlation. Correlations are made to measure the strength and directions of the variables. Regression analysis is used to investigate the relationship between the dependent variable and several independent variables .Therefore, qualitative and quantitative techniques were employed to present, describe and interpret data collection and to draw adequate conclusion on this findings.

3.3.4 Reliability Test

Reliability refers to the degree to which the results obtained by a measurement and procedure can be replicated. Reliability importantly contributes to the validity of a questionnaire, it is however not a sufficient condition for the validity of a questionnaire. Reliability is a crucial part of validity but, is not a sufficient measure of validity. Reliability, like validity, is a way of assessing the standard of the measurement procedure to collect data in a dissertation. In order for the results from a study to be examined valid, the measurement procedure must first be reliable. Reliability can be estimated by comparing different versions of the same measurement. Reliability test is very important before the analysis as it is conducted in order to ensure consistent measurement through different items in the questionnaires. The scale of the 9 variables were checked for reliability using Cronbach's Alpha using SPSS version 20. The results of the test as shown in Table (3.1).

Table (3.1) Reliability Test

No	Particulars	No.of Items	Cronbach's Alpha
1	Base Pay/ Salary	5	0.765
2	Contingent Pay / Bonuses	5	0.707
3	Recognition	5	0.762
4	Work Condition	5	0.711
5	Career Development Opportunities	5	0.813
6	Vigor	5	0.801
7	Dedication	5	0.807
8	Absorption	5	0.736
9	Job performance	15	0.925

Source: Survey Data (2019)

Cronbach's alpha is very important and the range of Cronbach's alpha should become from 0.0 to 1.0 but for research purpose, some researcher suggested that the minimum standard for reliability should be 0.70 or higher. Table (3.1) presents the analysis result of Cronbach's alpha of 55 items whereas overall items of the questionnaires have accomplished with consistency and stability. The reliability scores of all questionnaires as indicated by Cronbach's alpha score is more than the minimum requirement of 0.70, it can be said that overall items of questionnaires are reliable and consistent in measuring what is intended to measure.

3.4 Demographic Factors of Respondents

In E.F.R – G link Express Services Limited, there are 75 employee. Among of them, 85% is selected for this study by using simple random sampling method. The primary and secondary data is used in data collection method. The demographic data was collected from 63 employees and these questionnaires included gender, age, marital status, and level of education, current job position, monthly salary, and experiences in EFR – G Link Express Services Limited. Before conducting the detail analysis, the demographic factors of respondents are reviewed. The results are shown in Table (3.2).

Table (3.2) Demographic factors of Respondents

Demographic Factors		No. of Respondents	Percentage (%)
Total		63	100
Gender	Male	40	63.49
	Female	23	36.51
Age (Years)	18-25	16	25.4
	26-36	36	57.14
	37-47	10	15.87
	Over 50	1	1.59
Marital Status	Single	37	58.73
	Married	26	41.27
Level of Education	Under Graduate	23	36.51
	Graduated	34	53.97
	Post-Graduated	5	7.94
	Other	1	1.59
Job Position Level	Senior Management Level	6	9.52
	Middle Level	22	34.92
	Junior Level	25	39.68
	Entry Level	10	15.87
Monthly Salary (Kyats)	Under 500000	52	82.54
	500001 - 1000000	8	12.7
	1000001 - 1500000	1	1.59
	Over 1500000	2	3.17
Experience in Company	Under 5 years	46	73.02
	6-10 years	12	19.05
	11-15 years	3	4.76
	16-20 years	1	1.59
	Over 20 years	1	1.59

Source: Survey Data, 2019

According to Table (3.2), in gender, respondents are described by male and female with frequency and percentage. Simply, age is described by 18-25 years, 26-36 years, 37-47years, and over 50 years respectively. Furthermore, the education is described into under-graduate, graduated, post-graduated and other. The item, the current job position level of the respondents is set into senior management level, middle level, junior level and entry level. Then, the service year or tenure of the respondents are categorized into under 5 years, 6-10 years, 11-15 years, 16-20 years and over 20 years. For marital status is set into single and married. Furthermore, their monthly salary is described under 500000 kyats, 500001 – 1000000 kyats, 1000001 – 1500000 kyats and over 1500000.

According to the survey data, the most of the respondents are male. It is showed that men are more likely to work in the logistics and freight forwarding services firm. Because the logistics and freight forwarding firm is servicing warehousing services,

customs brokerage, door to door delivery both inbound and outbound, project cargo handling and transportation, and logistics services to customers so that men are more suitable in this organization.

Age of the respondents are grouped in four 18-25 years, 26-36 years, 37-47 years , over 50 .The most of the respondents who are between the age of 26-36 years and the second largest number of respondents who are between the age of 18-25 years. It is show that graduated people who are more experiences in their field so that they can work more effectively, efficiently and productively. In addition, the age of 37- 47 years and over 50 years can also handle the big problem and have enough knowledge in their field.

By seeing these survey data most of the respondents are single. Because single can give more time and more emphasize in their work than married person. In addition, the level of education classified into four. Most of the respondent are graduated and the second largest is under graduated. Some of the respondent are post graduated and other. The current job position are classified into four. Most of the respondent are junior level and the second largest is middle level. Some of the respondents are senior level and entry level.

In this survey, the monthly salary is divided into three .The most salary range that employee can get under 500000 kyats. The company arranges for their salary depend on individual job position. The experiences of employee is classified into five. Most of the respondent have under 5 years in this organizations. Some of the employee have experiences between 6 years and 10 years.

CHAPTER 4

ANALYSIS ON THE EFFECT OF REWARD SYSTEM ON EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE AT E.F.R- G LINK EXPRESS SERVICES LIMITED

In this chapter includes three sections. The first section is to explore the demographic profile of Respondents at E.F.R - G Link Express Services Limited. The second section is to identify the effect of reward system on employee engagement at E.F.R – G Link Express Services Limited. The third section is to analyze the effect of employee engagement on job performance at E.F.R – G Link Express Services Limited.

4.1 Reward System of E.F.R – G link Express Services Limited

The reward system of E.F.R – G link Express Services Limited explores in this section. To explore the reward system, ‘Reward System Questionnaires’ consist of 25 questions with five point likert scale .This questionnaires includes base pay /salary, contingent pay/bonuses, recognition, work condition, career development opportunities. The data is collected from 63 employees form different department of E.F.R – G Link Express Services Limited.

4.1.1 Financial Reward

This section explores the effect of financial reward (base pay, contingent pay). The data is collected from the employees with survey questionnaires. The questionnaires includes base pay and contingent pay questionnaires distributed to 63 employees.

(a) Base Pay

The following Table (4.1) represents the mean value and standard deviation of financial reward (base pay) that influence on employee engagement at E.F.R – G Link Express Services Limited. There are 5 questionnaires to analyze base pay and all data are

collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.1) Base Pay

No	Descriptions	Mean	Standard Deviation
1	Giving salary on time and paid well	3.76	1.00
2	Receiving right amount of salary	3.65	0.70
3	Depending salary payment on individual performance	3.76	0.78
4	Giving salary payment motivate to perform well	3.49	0.82
5	Providing allowances for overtime	3.41	0.78
	Overall Mean	3.62	

Source: Survey Data, 2019

As the survey results shown in Table (4.1), the most employee satisfied are the fact that is giving salary on time and depending salary payment on individual performance because the company provide the salary on time and manage systematically the compensation section. In addition, the employee is satisfied with the salary payment on individual performance that motivate them to perform well at the job. Furthermore, the employee are slightly satisfied providing allowances for overtime. The company provides an allowance to employee for taking a local trip and over time. According to the overall mean score, the employees are satisfied with the compensation system of E.F.R – G link Express Services Limited.

(b) Contingent Pay

The following Table (4.2) represents the mean value and standard deviation of financial reward (contingent pay) that influence on employee engagement at E.F.R – G Link Express Services Limited. There are 5 questionnaires to analyze contingent pay and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.2) Contingent Pay

No	Descriptions	Mean	Standard Deviation
1	Receiving bonuses suitable with performance	3.35	0.72
2	Bonus matching with effort	3.40	0.79
3	Providing bonuses is attractive	3.22	1.07
4	Receiving bonuses are better than other similar company	3.16	0.90
5	Ready to increase work effort to gain more bonuses	3.90	0.78
	Overall Mean	3.41	

Source: Survey Data, 2019

As the survey results shown in Table (4.2), the most employees are satisfied the fact that is employee who are ready to increase work effort to gain more amount of bonuses because the company recognizes employee performance by giving allowances and bonuses for their employee. The company provides the bonus by reviewing employee's performance that motivates their performance in the workplace. In addition, some of the employee are slightly satisfied on receiving bonuses are better than other similar company because the company consider bonuses plan at the end of the year by reviewing performance that include attendance & punctuality, effort, job knowledge and skills for each employee. Therefore, some of the employee feel that receiving bonuses is less than expectation of bonuses. According to the overall mean score, the employees are satisfied with the bonuses system of E.F.R – G link Express Services Limited.

4.1.2 Non-Financial Reward

This section explores the effect of non-financial reward (recognition, work condition, career development). The data is collected from the employees with survey questionnaires. The questionnaires includes recognition, work condition and career development opportunities questionnaires distributed to 63 employees.

(a) Recognition

The following Table (4.3) represents the mean value and standard deviation of non-financial reward (recognition) that influence on employee engagement at E.F.R – G Link Express Services Limited. There are 5 questionnaires to analyze recognition and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.3) Recognition

No	Descriptions	Mean	Standard Deviation
1	Being praised and recognized at company	3.32	0.62
2	Valuing the opinions at organization	3.57	0.76
3	Receiving recognition enables achievement	3.67	0.74
4	Receiving positive recognition	3.71	0.83
5	Having a better perception at workplace	3.70	0.78
	Overall Mean	3.59	

Source: Survey Data, 2019

As the survey results shown in Table (4.3), the most employees are satisfied the fact that is receiving positive recognition when they perform better at work. This is because the company’s manager give positive recognition when their employee can handle and solve the best way for every problem in the job. In addition, some of the employee are slightly satisfied on being praised and recognize for effort and better performance because the company is being praised all of the employee depending on their position and their performance. The company recognizes the good performance employee. According to the overall mean score, the employees are satisfied receiving positive recognition in the workplace.

(b) Work Condition

The following Table (4.4) represents the mean value and standard deviation of non-financial reward (work condition) that influence on employee engagement at E.F.R – G Link Express Services Limited. There are 5 questionnaires to analyze work condition and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.4) Work Condition

No	Descriptions	Mean	Standard Deviation
1	Having comfortable working environment	3.71	0.77
2	Having less stressful role and workload	3.29	0.79
3	Having reasonable work autonomy in job	3.44	0.69
4	Giving treated fairly and highlight by manager	3.75	0.78
5	Encouraging the working condition to work better	3.57	0.67
	Overall Mean	3.55	

Source: Survey Data, 2019

As the survey results shown in Table (4.4), the most employees are satisfied the fact that is giving treats fairly and highlight by manager. This is because the company's manager treats fairly and highlight employee work by providing and teaching necessary skill for a job at every weekend. In addition, some of the employee are slightly satisfied the fact that is having a less stressful role and word load because all of the employees give various logistic services to their client and customer at work. Furthermore, managers are encourage and treat fairly to perform better in workplace. Therefore, some of the employee have less stressful role when they dealing with customer in their daily operation. According to the overall mean score, the employees are satisfied with these working condition that provided by the company.

(c) Career Development Opportunities

The following Table (4.5) represents the mean value and standard deviation of non-financial reward (career development opportunities) that influence on employee engagement at E.F.R – G Link Express Services Limited. There are 5 questionnaires to analyze career development opportunities and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.5) Career Development Opportunities

No	Descriptions	Mean	Standard Deviation
1	Supporting career development opportunities	3.68	0.80
2	Having opportunities for career development	3.56	0.67
3	Being released employee to attend training	3.70	0.84
4	Having opportunities for personal growth	3.75	0.65
5	Providing opportunities for better job performance	3.71	0.81
	Overall Mean	3.68	

Source: Survey Data, 2019

As the survey results shown in Table (4.5), the most employees are satisfied the fact that is having career development opportunities will improve personal growth. This is because the company provides personal growth, such as training seminars, other job security, and opportunities and arrange for employee by teaching necessary skill for the job. In addition, some of the employee are slightly satisfied the fact that is having the opportunities for career development within company because the company consider career development opportunities depending on their employee performance and position level. Most of the employee wants their career development in the future, but companies rarely provides personal development program such as improving self-awareness, self –knowledge, enhancing lifestyle and quality of life, Therefore, some of the employees are slightly satisfied the career development program at work. According to the overall mean score, the employees are satisfied the career development program that provided by the company.

4.2 Employee Engagement of E.F.R – G link Express Services Limited

The employee engagement of E.F.R – G link Express Services Limited are explored in this section. To explore the employee engagement system, ‘Employee Engagement Questionnaires’ consist of 15 questions with five point likert scale .This questionnaires include vigor, dedication and absorption.

4.2.1 Employee Perception on Vigor

The following Table (4.6) represents the mean value and standard deviation of employee engagement (vigor) that influence on job performance at E.F.R – G Link Express Services Limited. There are 5 questionnaires to analyze vigor and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.6) Employee Perception on Vigor

No	Descriptions	Mean	Standard Deviation
1	Bursting with energy at work	3.33	0.70
2	Going to work	3.44	0.74
3	Working for very long periods at a time.	3.33	0.74
4	Being resilient , and mentally	3.43	0.87
5	Being persevere	3.48	0.74
	Overall Mean	3.40	

Source: Survey Data, 2019

As the survey results shown in Table (4.6), the most employees are satisfied the fact that is employee always persevere, even when things do not go well. This is because the company value positive sense that they are not blaming employee when they solve the problem that is right or wrong. In addition, some of the employee are slightly satisfied the fact that is employee feels bursting with energy at work and continue working for very long periods at a time This is because the setting rules and procedure are not stricted for all employees and all are flexible. Furthermore, employee has a less stressful and workload when they deals with the various clients and customer in their day to day operation. According to the overall mean score, the employees are satisfied and engaged on their workload and overtime that given by the company.

4.2.2 Employee Perception on Dedication

The following Table (4.7) represents the mean value and standard deviation of employee engagement (dedication) that influence on job performance at E.F.R – G Link

Express Services Limited. There are 5 questionnaires to analyze dedication and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.7) Employee Perception on Dedication

No	Descriptions	Mean	Standard Deviation
1	Full of meaning and purpose	3.56	0.76
2	Being enthusiastic	3.62	0.58
3	Having job inspire	3.57	0.71
4	Being proud of the work	3.70	0.69
5	Having job challenge	3.89	0.67
	Overall Mean	3.67	

Source: Survey Data, 2019

As the survey results shown in Table (4.7), the most employees are satisfied the fact that is having job challenge. This is because all of the employees have faced challenging situations when they give various logistic services to their customers and clients in their day to day operation. In addition, some of the employees are slightly satisfied the fact that employee find the work and do full of meaning and purpose. Some of the entry level employees cannot find the full of meaning work because they perform receiving and processing incoming stock and materials, picking and filling orders from stock, packaging and shipping order, retrieving stock in warehouses, transporting network for export and import, project cargo and carry out their services to customer and client. Therefore, they are slightly satisfied on their job. According to the overall mean score, all of the employee are satisfied and engaged on their job that given by the company.

4.2.3 Employee Perception on Absorption

The following Table (4.8) represents the mean value and standard deviation of employee engagement (Absorption) that influence on job performance at E.F.R – G Link Express Services Limited. There are 5 questionnaires to analyze absorption and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.8) Employee Perception on Absorption

No	Descriptions	Mean	Standard Deviation
1	Time flies while working	3.67	0.80
2	Forgetting everything else around	3.27	0.79
3	Feel happy in working intensely	3.59	0.75
4	Carried away while working	3.54	0.71
5	Detach my job	3.35	0.65
	Overall Mean	3.48	

Source: Survey Data, 2019

As the survey results shown in Table (4.8), the most employees are satisfied the fact that is employee feel that time flies when they are working at work. This is because the employee helps others when their workload increase and they know how to collaborate with teams. In addition, the employee has a close relationship with manger. All of the manager doesn't have control of their duty and responsibility. Therefore, they can work freely their job. Furthermore, some of the employees are slightly satisfied the fact that is employee forget everything when they are working. This is because some of the employees have little workload and stress, faced challenging situations and problem when they offer a various logistic services to their customers and client. According to the overall mean score, the employees are satisfied and engaged on their job that given by the company.

4.3 Job Performance of E.F.R – G link Express Services Limited

The following Table (4.9) represents the mean value and standard deviation of job performance at E.F.R – G Link Express Services Limited. In job performance which includes task performance, contextual performance and adaptive performance. There are 15 questionnaires to analyze job performance and all data are collected from 63 employees of E.F.R – G Link Express Services Limited.

Table (4.9) Job Performance

No	Descriptions	Mean	Standard Deviation
1	Maintain high quality standard of work	3.81	0.69
2	Passionate and adequately complete assigned duties	3.56	0.64
3	Can handle multiple assignments	3.60	0.79
4	Can act as the best employee under supervision	3.86	0.72
5	Perform at a level much higher than coworkers	3.68	0.71
6	Support and encourage to coworker	3.54	0.69
7	Actively participate in group discussion and work meetings	3.71	0.71
8	Persist overcoming obstacles to complete a task	3.35	0.60
9	Used to share knowledges and ideas among team members	3.76	0.69
10	Maintain effective communication	3.78	0.87
11	Could manage for uncertain work situations	3.49	0.59
12	Always keep job skills and knowledges up to date	3.68	0.71
13	Very comfortable with job flexibility	3.54	0.74
14	Handle effectively work team in the face of change	3.59	0.75
15	Mutual understanding	4.03	0.82
	Overall Mean	3.67	

Source: Survey Data, 2019

As the survey results shown in Table (4.9), the most employees are satisfied the fact that is employee belief on mutual understanding that can lead to a viable solution in an organization. All of the employees who work on E.F.R G-Link Express Services Limited build mutual understanding in the workplace by working together and solving the problem that can lead to organizational success and achieve quality assurance among associate member. In addition, all of the employees have a close relationship between manager and team member. Furthermore, some of the employees are slightly satisfied the fact that is employee persist in overcoming obstacles to complete a task and contribute to

company effectiveness. This is because some of the employee have little workload, stress and overtime because all of the employees have to anticipate what could go wrong with everything from packaging to shipping and delivery in their day to day operation and they work in the warehouse, on ships or in trucks and trains tends to be associated with unpleasant working conditions. Therefore, they are slightly satisfied with these facts. According to the overall mean score, all of the employee are satisfied with building mutual understanding that can lead to an organization's success.

4.4 Analysis on the Effect of Reward System on Employee Engagement

In this section analyses the effect of rewards system that is financial and non-financial which includes base pay /salary, contingent pay/bonuses, recognition, work condition, career development opportunities on employee engagement at E.F.R - G link Express services Limited. In addition, employee engagement which includes vigor, dedication, and absorption. In order to analyze the effect of independent variable of reward system (base pay/ salary, contingent pay/bonuses, recognition, work condition, career development opportunities) on employee engagement (vigor, dedication and absorption).The results are shown in the following tables below.

4.4.1 The Effect of Financial Reward System on Vigor

In this study, the analysis on the effect of financial rewards on employee engagement (vigor, dedication and absorption) is conducted. The multiple linear regression analysis is applied to examine the effect of financial rewards (base pay/salary, contingent pay/bonuses) on employee engagement (vigor, dedication and absorption).The output from generating linear regression model is shown in Table.

Table (4.10) Effect of Financial Reward System on Vigor

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.Error	Beta			
(Constant)	1.324	0.417		3.175	0.002	
Base Pay	0.439***	0.125	0.457	3.513	0.001	1.462
Contingent Pay	0.144	0.126	0.148	1.142	0.258	1.462
R Square	.307					
Adjusted R Square	.284					
F Value	13.277***					

Source: Survey Data (2019)

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

As shown in Table (4.10), the value of R square and adjusted R square are quite weak because they are 31 percent and 28 percent. However, the overall significance of the model, F value, is highly significant at the 1 % level. So, this specified model can be said valid. All the VIFs (variance inflation factor) of independent variables are less than 10. Thus, there is no problem of multicollinearity (correlation between independent variables) in this study.

The results show that the base pay variable has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in base pay lead to employee engagement (vigor) in the organization. If there is an increase in base pay of 1 unit also raise the employee engagement (vigor) by 0.439 units. The standardized coefficient (Beta) has the value of 0.457 indicating that the financial rewards (base pay/salary) has the contribution to increase employee engagement (vigor) of employees in E.F.R – G link Express Services Limited.

In this survey, the highest satisfaction level is base pay/salary because that the organization gives the salary on time and paid well for employees. The employee feels that the basic salary is matched with their effort. All of the employees are recognized, their basic salary depend on experiences and individual position. Therefore, the base pay variable motivates on employee engagement (vigor).But, the contingent pay has not significant relationship on employee engagement (vigor) which has significant value of 0.258. It means that the employee engagement (vigor) will not increase or decrease even though contingent pay variable changing. The company gives contingent pay/bonus plan

by accessing individual performance with performance appraisal form. Employee are slightly satisfied the bonuses that be giving by company.

Table (4.11) Effect of Financial Reward System on Dedication

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.Error	Beta			
(Constant)	1.708	.370		4.612	.000	
Base Pay	.439***	.111	.503	3.956	.000	1.462
Contingent Pay	.109	.112	.124	.973	.335	1.462
R Square				.338		
Adjusted R Square				.316		
F Value				15.298***		

Source: Survey Data (2019)

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

As shown in Table (4.11), the value of R square and adjusted R square are quite weak because they are 34 percent and 32 percent. However, the overall significance of the model, F value, is highly significant at the 1 % level. Therefore, this specified model can be said valid. All the VIFs (variance inflation factor) of independent variables are less than 10. Thus, there is no problem of multicollinearity (correlation between independent variables) in this study.

The results show that base pay variable has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in base pay lead to employee engagement (dedication) in organization. If there is an increase in base pay by 1 unit also raise the dedication by 0.439 unit. The standardized coefficient (Beta) has the value of 0.503 indicating that the financial rewards (base pay/salary) has the contribution to increase employee engagement (dedication) of employees in E.F.R – G link Express Services Limited.

In this survey, the highest satisfaction level is base pay/salary because that the organization gives the salary on time and paid well for employees. Employee feels that the basic salary is matched with their effort. All of the employees are recognized, their base salary depend on experiences and individual position. Therefore, the base pay variable motivates on employee engagement (dedication).But, the contingent pay has not significant relationship on employee engagement (dedication) which has significant value

of 0.335. It means that the employee engagement (dedication) will not increase or decrease even though contingent pay variable changing. The company gives contingent pay/bonus plan by accessing individual performance with performance appraisal form. Employee are slightly satisfied the bonuses that be giving by company.

Table (4.12) Effect of Financial Reward System on Absorption

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.Error	Beta			
(Constant)	1.465	.373		3.931	.000	
Base Pay	.414***	.112	.469	3.703	.000	1.462
Contingent Pay	.153	.112	.172	1.361	.179	1.462
R Square	.341					
Adjusted R Square	.319					
F Value	15.521***					

Source: Survey Data (2019)

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

As shown in Table (4.12), the value of R square and adjusted R square are quite weak because they are 34 percent and 32 percent. However, the overall significance of the model, F value, is highly significant at the 1 % level. Therefore, this specified model can be said valid. All the VIFs (variance inflation factor) of independent variables are less than 10. Thus, there is no problem of multicollinearity (correlation between independent variables) in this study.

The results show that base pay variable has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in base pay lead to employee engagement (absorption) in organization. If there is an increase in base pay by 1 unit also raise the absorption by 0.414 unit. The standardized coefficient (Beta) has the value of 0.469 indicating that the financial rewards (base pay/salary) has the contribution to increase employee engagement (absorption) of employees in E.F.R – G link Express Services Limited.

In this survey, the highest satisfaction level is base pay/salary because that the organization gives the salary on time and paid well for employee. Employee feels that the basic salary is matched with their effort. All of the employees are recognized, their base salary depend on experiences and individual position. Therefore, the base pay variable

motivates on employee engagement (absorption). But, the contingent pay has not significant relationship on employee engagement (absorption) which has significant value of 0.179. It mean that the employee engagement (absorption) will not increase or decrease even though contingent pay variable changing. The company gives contingent pay/bonuses plan by accessing individual performance with performance appraisal form. Employee are slightly satisfied the bonuses that be giving by company.

4.4.2 The Effect of Non-Financial Reward System on Employee Engagement

In this study, the analysis on the effect of non -financial rewards on employee engagement (vigor, dedication and absorption) is conducted. The multiple linear regression analysis is applied to examine the effect of non-financial rewards (recognition, work condition, career development opportunities) on employee engagement (vigor, dedication and absorption).The output from generating linear regression model is shown in Table.

Table (4.13) Effect of Non-Financial Reward System on Vigor

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.Error	Beta			
(Constant)	.672	.446		1.506	.137	
Recognition	.445***	.140	.421	3.179	.002	1.754
Work Condition	.332**	.165	.296	2.020	.048	2.158
Career Development Opportunities	-.013	.135	-.013	-.098	.922	1.853
R Square	.411					
Adjusted R Square	.381					
F Value	13.725***					

Source: Survey Data (2019)

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

As shown in Table (4.13), the value of R square and adjusted R square are quite weak because they are 41 percent and 38 percent. However, the overall significance of the model, F value, is highly significant at the 1 % level. Therefore, this specified model can be said valid. All the VIFs (variance inflation factor) of independent variables are less than 10. Thus, there is no problem of multicollinearity (correlation between independent variables) in this study.

The results indicate that recognition has the expected positive sign and highly significant coefficient value at the 1 percent level. The positive relationship indicates that the increase in recognition lead to more employee engagement (vigor) in organization. If there is an increase in recognition by 1 unit also raise the vigor by 0.445 unit. Work condition has the expected positive sign and highly significant coefficient value at 5 percent level. The positive relationship indicates that the increase in work condition lead to more employee engagement (vigor) in organization. If there is an increase in work condition by 1 unit also raise the vigor by 0.332 unit. Among then, if the score of career development opportunities variable increased by one unit, while other thing remain unchanged, employee engagement (vigor) decreased by 0.013 unit. Because these independent factors and dependent factors are reversely impacted. The standardized coefficient (Beta) has the value of 0.421 indicating that the non-financial rewards (recognition) has the contribution to increase employee engagement (vigor) of employees in E.F.R – G link Express Services Limited. The standardized coefficient (Beta) has the value of 0.296 indicating that the non-financial reward (work condition) has the contribution to increase employee engagement (vigor) of employees in E.F.R – G link Express Services Limited.

In this survey, the highest satisfaction level is recognition because the company gives positive recognition to employee when they can handle and solves the best way for every problem in job. In addition, working environment is superior to other organization giving. The company's manager treat fairly and highlight employee's work by teaching necessary skill for work. But, the career development opportunities have not significant relationship on employee engagement (vigor) which has significant value of 0.922 unit. It means that employee engagement (vigor) will not increase or decrease even though career development opportunities variable changing. The company provides career development opportunities for employee by attending seminar, providing mediation program, giving training with outside specialist teacher and general manager who work in company. However, the company has rarely provided personal development program such as improving self-awareness and self –knowledge, improving skill and learning new ones, improving career and enhancing lifestyle and quality of life. Therefore, all of the employee cannot learn these skills to advance in their career.

Table (4.14) Effect of Non-financial Reward System on Dedication

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.Error	Beta			
(Constant)	1.180	.413		2.856	.006	
Recognition	.293**	.130	.305	2.259	.028	1.754
Work Condition	.322**	.152	.316	2.115	.039	2.158
Career Development Opportunities	.079	.125	.087	.630	.531	1.853
R Square						.388
Adjusted R Square						.357
F Value						12.464***

Source: Survey Data (2019)

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

As shown in Table (4.14), the value of R square and adjusted R square are quite weak because they are 39 percent and 36 percent. However, the overall significance of the model, F value, is highly significant at the 1 % level. Therefore, this specified model can be said valid. All the VIFs (variance inflation factor) of independent variables are less than 10. Thus, there is no problem of multicollinearity (correlation between independent variables) in this study.

The results indicate that recognition variable has the expected positive sign and highly significant coefficient value at 5 percent level. The positive relationship indicates that the increase in recognition lead to more employee engagement (dedication) in organization. If there is an increase in recognition by 1 unit also raise the dedication by 0.293 unit. Work condition has the expected positive sign and highly significant coefficient value at 5 percent level. The positive relationship indicates that the increase in work condition lead to more employee engagement (dedication) in organization. If there is an increase in work condition by 1 unit also raise the dedication by 0.332 unit. The standardized coefficient (Beta) has the value of 0.305 indicating that the non-financial rewards (recognition) has the contribution to increase employee engagement (dedication) of employees in E.F.R – G link Express Services Limited. The standardized coefficient (Beta) has the value of 0.316 indicating that the non-financial reward (work condition)

has the contribution to increase employee engagement (dedication) of employees in E.F.R – G link Express Services Limited.

In this survey, the highest satisfaction level is recognition because the company gives positive recognition to employee when they can handle and solves the best way for every problem in job. And also, working environment is superior to other organization giving. The company’s manager treats fairly and highlight employee’s work by teaching necessary skill for work. But, the career development opportunities have not significant relationship on employee engagement (dedication) which has significant value of 0.531 unit. It means that employee engagement (dedication) will not increase or decrease even though career development opportunities variable changing. The company provides career development opportunities for employee by attending seminar, providing mediation program, giving training with outside specialist teacher and general manager who work in company. However, the company has rarely provided personal development program such as improving self-awareness and self –knowledge, improving skill and learning new ones, improving career and enhancing lifestyle and quality of life. Therefore, all of the employee cannot learn these skill to advance for their career.

Table (4.15) Effect of Non-financial Reward System on Absorption

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.Error	Beta			
(Constant)	1.068	.416		2.569	.013	
Recognition	.105	.130	.108	.803	.425	1.754
Work Condition	.544***	.153	.529	3.546	.001	2.158
Career Development Opportunities	.029	.125	.032	.230	.819	1.853
R Square	.391					
Adjusted R Square	.360					
F Value	12.622***					

Source: Survey Data (2019)

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

As shown in Table (4.15), the value of R square and adjusted R square are quite weak because they are 39 percent and 36 percent. However, the overall significance of the model, F value, is highly significant at the 1 % level. Therefore, this specified model can be said valid. All the VIFs (variance inflation factor) of independent variables are less

than 10. Thus, there is no problem of multicollinearity (correlation between independent variables) in this study.

The results indicate that work condition has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in work condition lead to more employee engagement (absorption) in organization. If there is an increase in work condition by 1 unit also raise the vigor by 0.544 unit. The standardized coefficient (Beta) has the value of 0.529 indicating that the non-financial rewards (work condition) has the contribution to increase employee engagement (absorption) of employees in E.F.R – G link Express Services Limited.

In this survey, the highest satisfaction level is work condition because working environment is superior to other organization giving. The company's manager treats fairly and highlight employee's work by teaching necessary skill for work and providing ferry and accommodation for employee. But, the recognition and career development opportunities have not significant relationship on employee engagement (absorption) which has significant value of 0.425 and 0.819 unit respectively. It means that employee engagement (absorption) will not increase or decrease even though recognition and career development opportunities variable changing. The company provides career development opportunities for employee by attending seminar, providing mediation program, giving training with outside specialist teacher and general manager who work in company. However, the company rarely provided personal development program such as improving self-awareness and self –knowledge, improving skill and learning new ones, improving career and enhancing lifestyle and quality of life. Therefore, employee cannot learn these skill to advance for their career. The company has rarely praised and recognized for employee performance that depend on their position.

4.5 Analysis on the Effect of Employee Engagement on Job Performance

In this study, the analysis on the effect of employee engagement on job performance (task performance, contextual performance and adaptive performance) is conducted. The multiple linear regression analysis is applied to examine the effect of employee engagement (vigor, dedication and absorption) on job performance (task performance, contextual performance and adaptive performance).The output from generating linear regression model is shown in Table.

Table (4.16) Effect of Employee Engagement on Job Performance

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.504	.260		1.935	.058	
Vigor	.284***	.095	.321	2.987	.004	2.547
Dedication	.482***	.102	.494	4.718	.000	2.418
Absorption	.122	.092	.126	1.325	.190	2.009
R Square						.732
Adjusted R Square						.719
F Value						53.838***

Source: Survey Data (2019)

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

As shown in Table (4.16), the value of R square and adjusted R square are strong because they are 73 percent and 72 percent. However, the overall significance of the model, F value, is highly significant at the 1 % level. Therefore, this specified model can be said valid. All the VIFs (variance inflation factor) of independent variables are less than 10. Thus, there is no problem of multicollinearity (correlation between independent variables) in this study.

The results indicate that vigor and dedication has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicate that the increase in vigor and dedication lead to more job performance in organization. If there is an increase in vigor and dedication by 1 unit also raise the job performance by 0.284 and 0.482 unit respectively. The standardized coefficient (Beta) has the value of 0.321 indicating that the employee engagement (vigor) has the contribution to increase job performance of employees in E.F.R – G Link Express Services Limited. The standardized coefficient (Beta) has the value of 0.494 indicating that the employee engagement (dedication) has the contribution to increase job performance of employees in E.F.R – G Link Express Services Limited.

In this survey, the highest satisfaction level is dedication. Because all of the employee who work in E.F.R – G Link Express Services Limited are motivated on their job. Because the company has clear goal setting and provides two way communication between employer and employee. All of the manager listen to employee’s idea, opinion, and, check in regularly with team and give the opportunities for them. In addition,

manager gives positive feedback and rewards that motivates employee and helps them succeed with future workplace. In addition, all of the employee shares their knowledge and idea among team member, maintain their communication and build mutual understanding in their workplace by working together and solving the problem. But absorption has not significant relationship on job performance. It means that job performance will not increase or decrease even though absorption variable changing. In order to boost the level of employee engagement, the company should motivate employee through reward so that they will be engaged in their job. As a manager, they need to give employee the opportunity to show off their skills and ability to do their assigned task .The company should conduct flexible working for employee to get work/life balance right that deal with stress, build their personal resilience or think positively.

CHAPTER 5

CONCLUSION

This chapter is organized with three parts. They are findings and discussions, suggestions and recommendations are presented based according to the survey results. It also presents need for further results.

5.1 Findings and Discussions

This study is based on effect of reward system towards financial (base pay/salary, contingent pay/bonuses), non-financial (recognition, work condition, career development opportunities) and employee engagement (vigor, dedication and absorption). Primary and secondary data are used in this study in order to achieve this paper. To examine the effect of rewards system on employee engagement at E.F.R – G Link Express Services Limited are analyzed by collecting structured questionnaires from 63 employees. Then, regression analysis is used in seeking to determine the effect of reward system on employee engagement and job performance.

According to the survey results, reward system toward financial reward, most of the respondent are satisfied on base pay/salary because this company gives the salary on time and paid well for employee. In addition, employee feels that the salary they receive is match with their effort and skill. And then, the respondents are slightly satisfied on contingent pay/bonuses because employee feels that bonuses that provided by the company is not attractive for them. In addition, company raises bonuses by using performance appraisal for each individual performance.

According to the survey results, reward system toward non- financial reward, most of the respondents are satisfied on recognition and work condition because company gives positive recognition when employee can handle and solves the best way for every problem. And then, company provides the best working environment, warmly, friendly and fun environment. All of the manager who work in company treat fairly and highlight employee by providing and teaching necessary skill for job at every weekend. The company provides the method of how to mediate and meditation program for all

employee by reducing their stress and anxiety. The respondents are slightly satisfied on career development opportunities. The company provides career development opportunities for employees by attending seminars, providing a mediation program, giving training with outside specialist teachers and general managers who work in the company. However, the company has rarely provided a personal development program such as improving self-awareness and self-knowledge, improving skills and learning new ones, improving careers and enhancing lifestyle and quality of life. Therefore, employees cannot learn these skills to advance for their careers.

The results found that the level of employee engagement has a positive effect on the rewards system. Most of the employees are working here because of the best salary that is given on time and paid well for them. In addition, employees feel satisfied on the fact that managers treat fairly and highlight their jobs. In addition, managers give positive recognition when employees can handle and solve the problem. The working environment is very comfortable and all of the employees have mutual understanding in their workplace. All of these factors are motivating on their engagement when they perform their assigned tasks at work.

The results found that the level of employee engagement is strongly related to job performance. All of the employees share knowledge and ideas among fellow workers, work together and build mutual understanding in their workplace by solving the problem and handling challenge situations. In addition, managers help their employees to get to know job knowledge and skills by reviewing the individual performance with performance appraisal forms. In addition, managers give clear goals and responsibilities for each employee who can handle multiple assignments and biggest contributions for achieving organizational goals. All of these factors are improving not only job performance but also to gain the organization's profits.

Based on the results of the study, this model can explain the effect of a reward system has positive effects on employee engagement. This means that employees engaged in their work with base pay, recognition and working environment was greatly enhanced. All of these employees are satisfied on these factors that paid well and giving salary on time, positive recognition when they can solve the problem and provide friendly and fun working environment and it can be increased employee engagement level and job performance.

5.2 Suggestions and Recommendations

According to the findings, it can be suggested that the organization should provide attractive reward and increase employee engagement to create better performance in the workplace. Most of the employee are satisfied with financial rewards (salary pay) that provided by company and it is moderately related with the employee need and want. To increase employee engagement (vigor), the manager should create a good salary for employee and motivate in workplace by adjusting salary amount between employer and employee's expectations. To increase employee engagement (dedication), the company should give a salary payment on individual performance that motivates to perform at a job. To increase employee engagement (absorption), the company should provide allowances and benefits for overtime and travelling for a job. All of the employee are slightly satisfied the contingent pay that provided by the company. Therefore, the company should review on their contingent pay plan compare with other similar company. The contingent pay (bonuses) need to pay as a performance bonuses to employees who achieve satisfactory or high ratings during their annual performance appraisals, regardless of their position and salary level. In addition, company should provide year-end or holiday bonuses and profit-sharing bonuses for employee. By providing these compensation package, employee who realize how their performance affects organizational achievements or the roles they play in the company's success. The company should review and update these compensation package more than current in order to achieve employee engagement and increase employee job performance in the workplace.

Base on the finding, it can be suggested that the company should consider the best way to start career development opportunities program for employee rather than current. Most of the employee are satisfied on working condition because the manger treat fairly treat and highlight employee job at work. In addition, the employee build close relationship between manager and team member. To increase the employee engagement (vigor), the company should focus a better perception on employee performance. To increase the employee engagement (dedication), the company should consider for entry and junior level employee to find the work with full of meaning and purpose. Moreover, the manager should create career development path for all employee. To increase the employee engagement (absorption), the company should conduct flexible working time for employee to reduce their workload and stress. In addition, the company should build

personal resilient and praised on their individual performance. Most of the employee are slightly satisfied on career development program that provided by the company. In addition, the company should give the best way to start career development plans with employees is to meet with them individually and learn more about their talents, and their long-term career goal. The company should provide individual development plan such as job shadowing program at work that might know the necessary skill for job and develop these skill. Moreover, employee are also slightly satisfied on recognition program that supported by company. The company should provide opportunities for expanded responsibilities and training for job advancement and facilitate peer- to- peer recognition programs for outstanding performance at work. Therefore, the company should emphasize recognition program than more to gain engage their work, improve their skill and increase productivity in the workplace.

According to the results of the study, employee engagement factors is strongly related to the job performance of the company. Among of employee engagement factor, absorption factor is not significant on employee engagement. Therefore, the company should consider employee engagement program rather than current. The organization should conduct flexible working for employee to get work/life balance right that deal with stress, build their personal resilience or think positively. The organization should allow employee a degree of freedom can be invaluable to the team as a whole by encouraging new ideas and allowing employees to develop and grow can help their employee foster a sense of independence and pride in their work. Employee who are given the freedom to develop their ideas are more likely to feel happy and motivated in the workplace, and this can have a knock on effect for this company. In addition, the company should provide rewards system that have been demonstrated to work effectively when it comes to motivating individuals .By providing and allowing these factors, the employee engagement and job performance will be increase than the organization expected.

Finally, company should motivate employees through reward so that they will be engaged in their jobs, they can start working hard, be loyal and honest with their job responsibilities. The company should invest in their employee for successful operation. Otherwise, employee would be disengaged with their job, which cost the in sense of increased turnover. The study recommend that if the organization want to get employee engagement, they should implement reward system such as financial and non-financial

reward that mainly influencing on engagement and the results that increase job performance of the employee in their workplace.

5.3 Needs for Further Research

There is a limitation and boundaries when measuring the effect of reward system on employee engagement that define the path way for further research. As this study is conducted only at the E.F.R – G Link Express Services Limited, the further research should be conducted by using a larger sample to present more concrete analysis of data, not just with one company, but with the certain industry. This study focuses on to examine the effect of reward system on employee engagement at E.F.R – G Link Express Services Limited. Since the study has explored one area of the employee engagement with the research on rewards system, therefore the exploration of other factors such as employee commitment, employee retention, organization commitment, job satisfaction and so on. The research is applied by using self –rating likert scale, open-ended question should be included in next research. It should be carried out more detail with different questionnaire and different industry. In addition, the other aspects of the human resource system should consider to maximize the analysis of the rewards system on employee engagement in further research.

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APPENDIX A

SURVEY QUESTIONNAIRES

Questionnaire

Dear Participant,

I'm a student from Yangon University of Economic, Department of Management Studies and conducting this survey as one of the fulfillment for completing my study of Master of Business Administration (MBA). This is completely voluntary, and all your responses would be anonymous. It will take an average of 10-15 minutes to fill it out. Please read each questionnaires and kindly respond as indicated in following. Thank you for your time and kindly support.

Section A: Demographic Questionnaires

Instructions: Please tick in the box answer to the question of your choice.

1. Gender

Male Female

2. Age

18-25 26-36 37-47 over 50

3. Marital Status

Single Married

4. Level of Education

Under Graduate Graduated Post – Graduated Other

5. Your Current Job Position

Senior Management level

Middle level

Junior level

Entry level

6. Monthly Salary

Under 500000 kyats

500001 -1000000 kyats

1000001 – 1500000 kyats

Over 1500000 kyats

7. Experiences in EFR Glink Express Services Limited (in Years)

Under 5 6-10 11-15 16-20 over 20

Section B: Reward System Questionnaires (Independent Variable)

Instruction : This questionnaires contains statements about reward system. Please honestly show your feeling by giving tick the number for each statement.

Strongly Disagree :1

Disagree : 2

Neutral : 3

Agree : 4

Strongly Agree : 5

No	Particular	1	2	3	4	5
	Base Pay					
1.	The company give salary on time and paid well for employee.					
2.	I receive right amount of salary for my efforts and skills.					
3.	The payment of salary depend on individual performance.					
4.	The salary payment motivate me to perform well in my job.					
5.	The company pay allowances for overtime such as food, accomodation and ferry.					
	Contingent Pay					
6.	I receive bonuses which is suitable with my performance.					
7.	My bonuses is match my work effort.					
8.	Bonuses provided by the company is attractive.					
9.	The bonuses I receive are better than other similar company offer.					
10.	I am ready to increase my work efforts in order to gain more amount of bonuses.					
	Recognition					
11.	I am being praised in company for my effort and better performance.					

12.	I feel that my organization values my opinions and efforts.					
13.	Recognition enables me to enhance my achievement and improve my performance.					
14.	I receive positive recognition when I perform better.					
15.	Recognition for the work enables me to have a better perception of my work and workplace.					
	Work condition					
16.	E.F.R G-link express services limited' working condition is comfortable.					
17.	My role and workload in the company is less stressful.					
18.	I have reasonable work autonomy in my job.					
19.	Manager is treated fairly and with highlight employee work.					
20.	I feel that working condition encourages me to work better.					
	Career Development Opportunities					
21.	The company strongly supports career development opportunities to better personal career.					
22.	I feel that I have the opportunities for career development within the company.					
23.	The company releases employees from regular work to attend training.					
24.	I feel that career development opportunities will improve my personal growth.					
25.	The company provides opportunities that encourage me to better job performance.					

Section C: Employee Engagement Questionnaires

No	Particular	1	2	3	4	5
	Vigor					
1.	At my work, I feel that I am bursting with energy.					
2.	When I get up in the morning, I feel like going to work.					
3.	I can continue working for very long periods at a time.					
4.	At my job, I am very resilient , mentally.					
5.	At my work I always persevere, even when things do not go well.					
	Dedication					
6.	I find the work that I do full of meaning and purpose.					
7.	I am enthusiastic about my job.					
8.	My job inspires me .					
9.	I am proud of the work that I do.					
10.	To me, my job is challenging.					
	Absorption					
11.	Time flies when I am working.					
12.	When I am working, I forget everything else around.					
13.	I feel happy when I am working intensely.					
14.	I get carried away when I am working.					
15.	It is difficult to detach myself from my job.					

Section D: Job Performance

No.	Particular	1	2	3	4	5
	Task Performance					
1.	I used to maintain high quality standard of work.					
2.	I am very passionate about my work and adequately complete assigned duties.					
3.	I know that I can handle multiple assignments for achieving organizational goals.					
4.	I can act as the best employee under my supervision.					
5.	I perform at a level much higher than coworkers.					
	Contextual Performance					
6.	I feel that I can support and encourage a coworker with a problem solving and decision making.					
7.	I actively participate in group discussions and work meetings.					
8.	I persist in overcoming obstacles to complete a task and contribute to company effectiveness.					
9.	I used to share knowledges and ideas among my team members.					
10.	I use to maintain effective communication among fellow workers.					
	Adaptive Performance					
11.	I feel that I could manage with uncertain and unpredictable work situations.					
12.	I always keep job skills and knowledges up to date with changing business environment.					
13.	I am very comfortable with job flexibility.					
14.	I can handle effectively my work team in the face of change.					
15.	I always believe that mutual understanding can lead to a viable solution in organization.					

“ Thank you for your time and really appreciate for kindly support”

APPENDIX B

STATISTICAL OUTPUTS

(1) Effect of Financial Reward System on Vigor

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.554	.307	.284	.47924	1.567
a. Predictors: (Constant), Contingent Pay Mean, Base Pay Mean					
b. Dependent Variable: Vigor Mean					

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.099	2	3.049	13.277	.000 ^b
	Residual	13.780	60	.230		
	Total	19.879	62			
a. Dependent Variable: Vigor Mean						
b. Predictors: (Constant), Contingent Pay Mean, Base Pay Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.324	.417		3.175	.002	
	Base Pay Mean	.439	.125	.457	3.513	.001	1.462
	Contingent Pay Mean	.144	.126	.148	1.142	.258	1.462
a. Dependent Variable: Vigor Mean							

(2) Effect of Financial Reward System on Dedication

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.581	.338	.316	.42547	1.483
a. Predictors: (Constant), Contingent Pay Mean, Base Pay Mean					
b. Dependent Variable: Dedication Mean					

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.539	2	2.769	15.298	.000 ^b
	Residual	10.861	60	.181		
	Total	16.400	62			
a. Dependent Variable: Dedication Mean						
b. Predictors: (Constant), Contingent Pay Mean, Base Pay Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.708	.370		4.612	.000	
	Base Pay Mean	.439	.111	.503	3.956	.000	1.462
	Contingent Pay Mean	.109	.112	.124	.973	.335	1.462
a. Dependent Variable: Dedication Mean							

(3) Effect of Financial Reward System on Absorption

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.584	.341	.319	.42817	1.240
a. Predictors: (Constant), Contingent Pay Mean, Base Pay Mean					
b. Dependent Variable: Absorption Mean					

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.691	2	2.845	15.521	.000 ^b
	Residual	11.000	60	.183		
	Total	16.691	62			
a. Dependent Variable: Absorption Mean						
b. Predictors: (Constant), Contingent Pay Mean, Base Pay Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.465	.373		3.931	.000	
	Base Pay Mean	.414	.112	.469	3.703	.000	1.462
	Contingent Pay Mean	.153	.112	.172	1.361	.179	1.462
a. Dependent Variable: Absorption Mean							

(4) Effect of Non-financial Reward System on Vigor

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.641	.411	.381	.44547	1.832
a. Predictors: (Constant), Career Development Mean, Recognition Mean, Work Condition Mean					
b. Dependent Variable: Vigor Mean					

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	8.171	3	2.724	13.725	.000 ^b
	Residual	11.708	59	.198		
	Total	19.879	62			
a. Dependent Variable: Vigor Mean						
b. Predictors: (Constant), Career Development Mean, Recognition Mean, Work Condition Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	.672	.446		1.506	..137	
	Recognition Mean	.445	.140	.421	3.179	.002	1.754
	Work Condition Mean	.332	.165	.296	2.020	.048	2.158
	Career Development Mean	-.013	.135	-.013	-.098	.922	1.853
a. Dependent Variable: Vigor Mean							

(5) Effect of Non-financial Reward System on Dedication

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.623	.388	.357	.41248	1.790
a. Predictors: (Constant), Career Development Mean, Recognition Mean, Work Condition Mean					
b. Dependent Variable: Dedication Mean					

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	6.362	3	2.121	12.464	.000 ^b
	Residual	10.038	59	.170		
	Total	16.400	62			
a. Dependent Variable: Dedication Mean						
b. Predictors: (Constant), Career Development Mean, Recognition Mean, Work Condition Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.180	.413		2.856	.006	
	Recognition Mean	.293	.130	.305	2.259	.028	1.754
	Work Condition Mean	.322	.152	.316	2.115	.039.	2.158
	Career Development Mean	.079	.125	.087	.630	.531	1.853
a. Dependent Variable: Dedication Mean							

(6) Effect of Non-financial Reward System on Absorption

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.625	.391	.360	.41510	1.541
a. Predictors: (Constant), Career Development Mean, Recognition Mean, Work Condition Mean					
b. Dependent Variable: Absorption Mean					

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.525	3	2.175	12.622	.000 ^b
	Residual	10.166	59	.172		
	Total	16.691	62			
a. Dependent Variable: Absorption Mean						
b. Predictors: (Constant), Career Development Mean, Recognition Mean, Work Condition Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.068	.416		2.569	.013	
	Recognition Mean	.105	.130	.108	.803	.425	1.754
	Work Condition Mean	.544	.153	.529	3.546	.001	2.158
	Career Development Mean	.029	.125	.032	.230	.819	1.853
a. Dependent Variable: Absorption Mean							

(7) Effect of Employee Engagement on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856	.732	.719	.26609	1.493
a. Predictors: (Constant), Absorption Mean, Dedication Mean, Vigor Mean					
b. Dependent Variable: Job Performance Mean					

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	11.435	3	3.812	53.838	.000 ^b
	Residual	4.177	59	.071		
	Total	15.613	62			
a. Dependent Variable: Job Performance Mean						
b. Predictors: (Constant), Absorption Mean, Dedication Mean, Vigor Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	.504	.260		1.935	.058	
	Vigor Mean	.284	.095	.321	2.987	.004	2.547
	Dedication Mean	.482	.102	.494	4.718	.000	2.418
	Absorption Mean	.122	.092	.126	1.325	.190	2.009
a. Dependent Variable: Job Performance Mean							

