

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

**THE EFFECT OF CHANGE MANAGEMENT PRACTICES**  
**ON EMPLOYEE ENGAGEMENT AND**  
**JOB PERFORMANCE AT DIRECTORATE OF**  
**INVESTMENT AND COMPANY ADMINISTRATION**  
**(DICA)**

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**ACADEMIC YEAR (2017-2019)**

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“This thesis 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 Change Management Practices on Employee Engagement and Job Performance at Directorate of Investment and Company Administration (DICA)**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

The main purposes of this study are to examine the effect of change management on employee engagement and to analyze the influence of employee engagement on job performance at Directorate of Investment and Company Administration (DICA) which is one of the most significant revolutionize department among all old traditional government organizations recently in Myanmar. In this study, 120 government employees working at the head office of DICA in Yangon were surveyed by using structured questions. The research shows that employees are satisfied with the practices of effective communications and phased sequences in each different level and immediate results of the changes as well as the expected results in the future. Moreover, most of employees are having higher job performance related to efficiency, accomplishment, reaction and their career development. Based on the results, it can be concluded that more increasing the practices of phased sequences would accelerate the employee engagement although increasing active executive supports sometimes impact the hard times to some employees. Increasing dedication engagement displays employees' job performances that have evolved to be a highly developed organization, however, employees' job performance would be declined once absorption engagement is fostered. The finding results also support to continue some of current change management practices should be kept to be created like a culture in order to retain the sustainable development of DICA.

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## **TABLE OF CONTENTS**

|                              |          |   | <b>Page</b> |
|------------------------------|----------|---|-------------|
| <b>ABSTRACT</b>              |          |   | <b>i</b>    |
| <b>ACKNOWLEDGEMENTS</b>      |          |   | <b>ii</b>   |
| <b>TABLE OF CONTENTS</b>     |          |   | <b>iii</b>  |
| <b>LIST OF TABLES</b>        |          |   | <b>iv</b>   |
| <b>LIST OF FIGURES</b>       |          |   | <b>v</b>    |
| <b>LIST OF ABBREVIATIONS</b> |          |   | <b>vi</b>   |
| <b>Chapter</b>               | <b>1</b> | <b>INTRODUCTION</b>   | <b>1</b>    |
|                              | 1.1      | Rationale of the Study  | 2           |
|                              | 1.2      | Objectives of the Study   | 3           |
|                              | 1.3      | Scope and Method of the Study   | 3           |
|                              | 1.4      | Organization of the Study   | 4           |
| <b>Chapter</b>               | <b>2</b> | <b>THEORETICAL BACKGROUND</b>   | <b>5</b>    |
|                              | 2.1      | Theories of Change Management   | 5           |
|                              | 2.2      | Change Management Practices   | 8           |
|                              | 2.3      | Employee Engagement   | 14          |
|                              | 2.4      | Job Performance   | 16          |
|                              | 2.5      | Previous Studies on Change Management Practices,<br>Employee Engagement and Job Performance | 18          |
|                              | 2.6      | Conceptual Framework  | 20          |
| <b>Chapter</b>               | <b>3</b> | <b>PROFILE AND CHANGE MANAGEMENT<br/>PRACTICES OF DICA</b>                                  | <b>21</b>   |

|                |          |   |           |
|----------------|----------|---|-----------|
|                | 3.1      | Background History of DICA  | 21        |
|                | 3.2      | Roles and Responsibilities of DICA  | 23        |
|                | 3.3      | Change Management Practices of DICA   | 25        |
| <b>Chapter</b> | <b>4</b> | <b>ANALYSIS ON EMPLOYEE ENGAGEMENT<br/>AND JOB PERFORMANCE</b>                  | <b>36</b> |
|                | 4.1      | Demographic Characteristics of Respondents                                      | 36        |
|                | 4.2      | Analysis on the Effect of Change Management<br>Practices on Employee Engagement | 38        |
|                | 4.3      | Analysis on the Effect of Employee Engagement<br>on Job Performance             | 44        |
| <b>Chapter</b> | <b>5</b> | <b>CONCLUSION</b>   | <b>47</b> |
|                | 5.1      | Findings and Discussions  | 47        |
|                | 5.2      | Suggestions and Recommendations   | 49        |
|                | 5.3      | Needs for Further Research  | 50        |

**References**

**Appendixes**

## LIST OF TABLES

| <b>Table</b> | <b>Title</b>   | <b>Page</b> |
|--------------|--|-------------|
| Table (3.1)  | Educational Development of Employees at DICA   | 32          |
| Table (3.2)  | Yearly Ease of Doing Business Assessment of World Bank                                       | 34          |
| Table (3.3)  | Comparison The Transformation Role of Starting a Business<br>Among ASIAN Countries           | 34          |
| Table (3.4)  | Comparison The Transformation Role of Protecting Minority<br>Investors Among ASIAN Countries | 35          |
| Table (4.1)  | Demographic Characteristics of Respondents   | 37          |
| Table (4.2)  | Employee Perception on Change Management Practices   | 39          |
| Table (4.3)  | Employee Engagement  | 41          |
| Table (4.4)  | Effect of Change Management Practices on Employee Engagement                                 | 42          |
| Table (4.5)  | Job Performance  | 45          |
| Table (4.6)  | Effect of Employee Engagement on Job Performance   | 45          |

## LIST OF FIGURES

| <b>Figure</b> | <b>Title</b>   | <b>Page</b> |
|---------------|--|-------------|
| Figure (2.1)  | The Relationship between Change Management Practices and Job Performance | 19          |
| Figure (2.2)  | Conceptual Framework   | 20          |
| Figure (3.1)  | Previous Organization Structure of DICA                                  | 26          |
| Figure (3.2)  | Current Organizational Structure of DICA                                 | 27          |
| Figure (3.3)  | Improvement of Company Registration                                      | 30          |
| Figure (3.4)  | Yearly Progress of Starting a Business in Myanmar                        | 32          |
| Figure (3.5)  | Yearly Progress of Protecting Minority Investors Segment                 | 33          |

## LIST OF ABBREVIATIONS

|              |  |
|--------------|--|
| <b>ADB</b>   | ASIAN Development Bank                                 |
| <b>ASEAN</b> | The Association of Southeast Asian Nations             |
| <b>BPR</b>   | The Business Process Redesign                          |
| <b>DG</b>    | Director General                                       |
| <b>DICA</b>  | Directorate of Investment and Company Administration   |
| <b>DyDG</b>  | Deputy Director General                                |
| <b>FDI</b>   | Foreign Direct Investment                              |
| <b>FERD</b>  | Foreign Economic Relations Department                  |
| <b>FIL</b>   | Foreign Investment Law                                 |
| <b>IMF</b>   | International Monetary Fund                            |
| <b>IT</b>    | Information Technology                                 |
| <b>MCA</b>   | Myanmar Companies Act (1914)                           |
| <b>MCIL</b>  | Myanmar Citizen Investment Law                         |
| <b>MCL</b>   | Myanmar Companies Law (2017)                           |
| <b>MIC</b>   | Myanmar Investment Commission                          |
| <b>MIFER</b> | Ministry of Investment and Foreign Economic Relations  |
| <b>MIL</b>   | Myanmar Investment Law                                 |
| <b>MIR</b>   | Myanmar Investment Rules                               |
| <b>MNPED</b> | Ministry of National Planning and Economic Development |
| <b>MOPF</b>  | Ministry of Planning and Finance                       |
| <b>MyCo</b>  | Electronic Registry System                             |
| <b>OSS</b>   | One Stop Service                                       |

# **CHAPTER (1)**

## **INTRODUCTION**

Nowadays, no one can deny that change management practices are key fundamental issues for the improvement of every organization and then many organizations from different industries are attempting to achieve the competitive advantages in respective fields. According to many case studies, employees are the engine of each organization and constitute the foundation upon which it is built to move forward. Citing the descriptions from many research papers, when a change occurs in business, sometimes individuals in management usually enlist outside consultants from a firm to aid in the transition of change for its employees (Thor, Scarafiotti, Helminski, 1998). The dynamics of management leading the change can either contribute to the negativity or turn a negative situation into positive with winning results for the organization as a whole (Stensaker, et al., 2012). For managers attempting to help their organization through a major process that will affect employees, it is important for management to be visible in the office environment and measure the attitudes, beliefs, and values of their population, which is usually best done using surveys (Whyte, 1991).

In Myanmar, many government organizations are needed to initiate the change management practices to be more effective and efficient organizations for the public services. In that, the transformation of traditional government organizations is to align with the private sector, change management practices and all available resources such as human, technology, financial mechanisms etc. should definitely be utilized effectively so that most of government organizations would gradually improve to get the upgraded working conditions. Directorate of Investment and Company Administration (DICA) is one of the most responsible departments mandated to promote the private sector development and to boost domestic and foreign investment by creating a conducive investment climate. In addition, DICA is always attempting to improve the rank in the Doing Business Report conducted by the World Bank year after year and also playing a key role of agency between government sector and private sector. In this research study, the intention is to examine the effect of change management practices on employee engagement and related to job performance at DICA.

The Business Process Redesign (BPR) is originally begun as a process to aid in the change for Information Technology (IT) within any organizations. BPR was reengineered to include a change in Higher Education (Casey, 1995). Adoption of an organizational practice should also lead to the adoption of the change management models and processes used in a corporate organization to prepare its employees, and promote a healthy work environment (Hall, 2003). Change management practices include all techniques utilized by most of leaders such as strategic planning, creating organizational culture, technology, coaching and leading to motivate subordinates to implement the organizational goals. Turning the employees' potential into employees' job performance and significant progressive success can be said employee engagement. DICA had many changes in its organization due to several reforms of the past few years and these practices lead to progressive results on the employee engagement and job performance.

## **1.1 Rationale of the Study**

With the establishment of market oriented economic system in Myanmar since 2011, not only government organizations but also private organizations were required to transformed from red tape procedures to smart tape procedures. If the change management practices would be effectively utilized in any organizations, and employee engagement will reflect the job performance to reach the desired organizational goals smoothly. In addition, employee engagement is also considered being the most important determinant to increase job performance.

Employee engagement is assumed to facilitate behavioral flexibility, and thus one's behavioral urges to perform well on the job (Frederickson & Losada, 2005). Especially, positive influences of employee engagement can produce the strengthening of job performance in organization. As the government sector and private sector in Myanmar are growing together with more and more among strong competitions, it is crucial for the most of government organizations to initiate some change management practices in order to be effective organizations with high job performance so that organizational goals will be achieved shortly.

Regarding the change process in government organizations related to provide the private services in Myanmar, every organization needs to have core competency to get sustainable growth and improvements in the long run. To become a leading organization in

the future, employee engagement is a key factor that government officials should consider to maintain improved job performance. Only effective change management practices can enhance the employees' engagement to improve the performance in various jobs, and the efficiency of the employees for all organizations in order to promote employee engagement.

Change management practices can effect employee engagement on how much extend and in what way employees are engaged to job performance. Thus, the organizational leaders are necessary to understand different influencing factors of change management practices and these effect on employee engagement. As both government sector and private sector are under growing competitive pressure, the change management practices are more crucial factors to initiate the government organizations than others in order to be effective organizations with high job performance. Therefore, this paper intends to study the effect of different change management practices on employee engagement and impact on job performance of employees at DICA occurred in most recent years.

## **1.2 Objectives of the Study**

The objectives of the study are

- (1) To examine the effect of change management practices on employee engagement at DICA
- (2) To analyze the influence of employee engagement on job performance at DICA

## **1.3 Scope and Method of the Study**

To identify the change management practices and the effect of change management practices on employee engagement and job performance, the analytical method is used asking the questionnaires from each divisions under Director General (DG) in the head office of DICA, Yangon. The simple random sampling method and ten respondents from each division are chosen as sample for this study. Primary data are collected from 120 respondents from 12 divisions with structured questionnaire with 5-point likert scale. Secondary data are collected from literature reviews including text books, publications, thesis papers, research papers, reports, articles, journals and internet websites.

This study is intended to examine the effect of change management practices on employee engagement and to analyze the influence of engagement on employees' job

performance at DICA. The change management practices are only emphasized in this study by focusing on three influence factors: active executive supports, effective communications and phased sequences, the effect on three types of employee engagement: vigor, dedication and absorption of employee. Besides, the improvements of job performance in five key areas such as customer services, employees' efficiency, career development, skill and expertise, and meeting objectives are monitored.

The study aims to conduct from March 2019 to November 2019. Only the employees from DICA head office are conducted for this research to get relevant data and meet the main objectives of the research.

#### **1.4 Organization of the Study**

This study paper is divided into five chapters. Chapter (1) includes the introductory which involves rationale of the study, objectives of the study, methodology and sources of data, scope and organization of the study. In Chapter (2), the theoretical background is expressed the change management practices based on the relationship between employee engagement and job performance. Chapter (3) is presented the organization profile, background history and change management practices utilized by DICA. Chapter (4) is discussed about the analysis of Active Executive Supports, Effective Communications and Phased Sequences on the effect of employee engagement and job performance in DICA. Finally, Chapter (5) is organized the conclusion with the findings, discussions, suggestions based on the results from the questionnaires and recommendations, and needs for further research.

## **CHAPTER (2)**

### **THEORETICAL BACKGROUND**

There are many reasons that change occurs in some organizations. Government organizations in Myanmar are facing several issues that are needed to transform with opening up of the market economy. In order to realize the intended changes, organizations must rely on the cooperation of their employees (Porrás & Robertson, 1992), since change management practices rely on the fact of how employees manage and react to change. In the same way, organizational change can be said that is just nothing but the remodeling of the structure and culture of an organization in order to achieve successful results (Mullins, 2010). Therefore, change is essential for growth and positive effect and as such leading change is crucial for shaping objectives, favourable economic performances and competitiveness (Burnes, 2009).

#### **2.1 Theories of Change Management**

There are three types of change; developmental change, transitional change and transformational change. The main process of change management practices is to achieve the required business outcomes and focus on the people impacted by the change practices. Based on the literature perspective, (Hayes, 2014) also initially describes that these different types of change can affect the focus for change efforts, the sequence of steps in the change process and the locus for change.

##### **(i) The Focus for Change Efforts**

In line with the transformational change, the aim of change is to seek a new configuration of organizational components and structural design to be realign the organization with its the changing environment. As mentioned above, the focusing of change often leads to doing things differently or doing different things and existing organizational components in order to do things better and more improve the efficiency of the organization than previous circumstance of the organization to be achieved the organizational development. However, there are still having the resistance of some people that afraid to change because the reasons are likely to lose the current job position,

favourable environment, some interests in the working area, etc. while the changing of new configuration components of the organization.

**(ii) The Sequence of Activities required to Achieve a Desired Outcome**

Sometimes, inertia makes often as one of major barriers to change in any organization. As an organization moves through a period of equilibrium, interdependencies tighten, ideologies that prescribe the best way of operating become more widely accepted and that fear of losing benefits associated with the status quo strengthens the resistance to change. As the initial stage, the first step can be said in the change process, therefore, involves equilibrium breaking, a step that referred to as ‘unfreezing’ and this unfreezing creates the conditions that facilitate transitioning, moving the organization to a new state (Lewin, 1947).

Therefore, in line with most types of change, some organizational leaders realize to be achieved the desired goals that “unfreezing” is an essential first step in the change process and then the need to unfreeze is not limited to transformational change. Furthermore, even when the change occurs with a relatively small incremental change, there may likely to be resistance from organizational members internally and other stakeholders. Nevertheless, with various types of change identified (Brown and Eisenhardt, 1997) in some minority cases of changing organizations, where constantly adapting the organizations that are operating in high-velocity environments, the common issue might not be overcoming inertia and unfreezing the organization but redirecting the continuous process of change that is already underway. Not only above suggestion, several progressions of change activities are also needed to display in a major breakthrough of change process and is implied that the appropriate change sequence are required to redirect this kind of continuous change starts with the ‘freezing’ in order to take stock and highlight what is happening in the circumstance by showing the external effects of threats from changing environment, and then moving on to the ‘rebalancing’, a proper process that involves reinterpreting history of the previous stages and resequencing patterns so that people would unfold with fewer blockages, followed by the ‘unfreezing’ to resume improvisation, translation and learning ‘in ways that would be more mindful of sequences, more resilient to anomalies, and more flexible in their execution in order to be smooth change process effectively (Weick and Quinn, 1999: 379).

### **(iii) The Locus for Change**

According to showing of the references to typology of change presented in the literature review, the locus for change is argued that an important factor that determines how change will be managed is the intensity, that is, level of trauma and dislocation of the change, and then transformational change is more intense than incremental change (Nadler and Tushman, 1995). Moreover, since various organizations are no longer directed by the old deep structures of any organizations, and do not yet have future directions align with changing environment, organizational members' (including senior managements) experiences uncertainty are often accomplished by powerful emotions (Gersick, 1991). Likewise, the reactive to change should also be considered more intense than the proactive change in some changes occur in various organization. Referred to the various suggestion, the focusing of change is contended that during the reactive changes occurs, everybody is aware that failure may threaten survival (Nadler and Tushman, 1995). However, sometimes, lack of resources such as human being, information technology, rare working time to change etc., can affect to be constraints for the efforts of stakeholders in every organization. Tuning is the least intense, followed by adaptation is still argued and there is a jump in intensity associated with reorientation but the highest level of intensity is associated with re-creation of the change culture.

As strongly feeling the intensity of change increase, so the change process would make the burden of change management team until reaches a desired point of organization where cannot easily be managed through normal management processes. Additionally, when the intensity of change reaches this level, senior management team often creates special structures to the organization body and roles to assist the change process and may even appoint an internal or external change to facilitate the change. Nadler and Tushman (1995:32) refer to this approach to change management as 'transition management'. There may be having some mechanisms that are involved, specially, created for the purpose of managing a specific change and the senior officials play a supporting role, and the organization continues to be run as the operating procedure of the organization was carrying out before. In reality, if the occurrence of change process is intense sufficient, the change sequences of change may appear on the senior management team's agenda as one of a number of important items to be reviewed and managed over time in order to be successful change progress.

## **2.2 Change Management Practices**

In terms of organizational change management, there are many practices that encourage stakeholders and participants to be involved to the organizational change process. Change management practices are needed to know the stakeholders including the people working at any ranks, communicate the vision, benefits and impacts to the organization. Therefore, although different people working at different ranks in one place, would reflect different outcomes based on the different approaches, however, these are directly making to reach the desired organizational goal.

### **2.2.1 Active Executive Support**

In terms of change management practices, every organization recognizes that first priority is to have the ability and willingness of executive management of the organization that would be enable employees' work culture reflected to the organization to achieve its desired goals. As a result, all of favorable outcomes or results of the organization can be achieved through the proficiency of the management team that senior executives have in strategic planning, coaching and involving the staff and taking responsibility.

The sufficient supporting to employees is attributed the survival of any organizations to have active and effective executives who must first manage themselves effectively before making effective decisions (Drucker, 1966). And the developing an effective operational, a guide for financial services boards and management need to establish a mechanism in which operational policies and procedures are implemented to be smooth operating procedures internally (Scott Baret, etal, 2013).

#### **(i) Strategic Planning**

One of the roles of the active executive officers in the organization is strategic planning to move forward the organization in order to present the big future of the future direction of the organization in front of the staff including the strategic planning team who later translates this guidance to the strategic planning design (Ridwan and Marti, 2012). According to the report, titled, "effective position change management", the difference between change and change management was emphasized by senior management team (Prosci, 2011). The main reason is senior executives have a role in change management as the change directly affects the people who carry duties differently from the previous roles. On the other hand, to be smooth change progress, some principles and formulate policies

should be set up to articulate among the executive's role effectively. Furthermore, if the employees are not motivated by the senior executive officers, can be said that these principles and policies will not be implemented effectively (Scott Baret, etal, 2013). Every organization strongly believes in employee motivation, however, management team should execute quickly for the dislike non-performing staff for change and request executive to prune off from the organization if favourable results are to be achieved (Drucker, 1966).

**(ii) Technology**

In reality, the processes for production of services or goods and employees are not mainly considered as part and parcel for performance improvement of the process. But employees are needed to be involved in ensuring that the performance is improved, as new machines to be facilitated are brought into the organization, employees should be given new skills through training, motivated so that most of employees think towards improved performance in order to be smooth operation. Several organizations always take the assistance for the employees' job performance to be improved and there is need to invest in new technology, buy new machines and import high quality materials. Since being in an executive position is no implication that the executive officers clearly know all, the employees' knowledge, skills and new ideas can be harvested only the technology is fully involved in decision making process. Moreover, when employees have set the relevant own objectives, potential chances are very high that can work tirelessly to ensure that the main objectives are achieved smoothly and, thus, the technology can improve organizational performance. The studies of Hawthorne provided the rise to an increasing interest in human determinants of productivity (Caberera et al., 2002; Mayo, 1933 and Roethlisberger & Dickson, 1939). With the occurrence of change in several organizations, employee involvement can increase the effort which subsequently increases service delivery, the technology can reduce costs of monitoring employees and leads to increased employees' engagement (Doucouliagos, 1950).

**(iii) Coaching**

In some organization, the employees are trained hard, but the training seems that every time employees were beginning to form up into teams, employees would be reorganized. To do so, the organization needs to learn that the employees, later in life, tend to meet any new situation by reorganizing, and a wonderful method that can be for creating

the illusion of progress while producing confusion, inefficiency, and demoralization (Petronius Arbiter, 66 A.D). According to descriptions in the paper, “the truth about change: what it takes to get it right”, where the change was pointed out that if successful change is to happen, there is need to encourage effective leadership of the organization (Watson, 2012). Therefore, based on the above description, the organizational leadership also should be in position to get efficient activities right, measure these activities and develop programs that are sustainable and beneficial to the change that is desired for the organization to move forward systematically. Furthermore, management team leaders who could be executives and should guide team members to direct the efforts and focus the engagement towards the goals of the team. Team members should be engaged to the specified goal of the team and should participate in its development Simon (as cited in Mahfuz Jedeh, 2011).

In line with the improvement of employees’ engagement, the most significant results or improvements of organization perceived from the use of employee involvement programs, respondents most frequently listed “improved productivity,” “improved quality,” “reduced costs/expenses” and “improved employee morale and motivation” should be identified (Aerospace Industries Association, et al., 1994).

### **2.2.2 Effective Communication**

The systematic way of using appropriate media to build relationships, listening, contextualizing and exercising humility in some change progress in organization. The effective communication among employees working at different levels is ensuring that the right message from the sender reaches the intended receiver and the sender gets a right feedback.

#### **(i) Organizational Goal**

In order to attainment of organizational goals and objectives, the organization can easily achieve with the effective communication. No organizational in any organization can be in existence without effective communication internally (Chand, 2011). In the same way, employees need to look at effective communication as a continuous process for the success to be achieved in the organization and the culture of using the communication channels must be exercised within and outside the work place (Fatma, 2014). Besides, in modern

management and corporate businesses, communication skills are more vital than technical skills as achievement of tasks is based on team work than individual basis, irrespective of organization's size and nature, if performance is to be realized, effective communication needs to be introduced on the onset. Ford and Ford (as cited in Kelly M. Gordon, 2006), claim that the change does not occur except in that is mediated by effective communication; in other words, communication is the context within which change occurs in any organization.

## **(ii) Team Support**

Senior executives who have effectively practiced effective communication have realized high productivity, organization team spirit, and a means of motivating staff. In organizations where managing is by memo (Baret et al, 2013), performance is compromised with failure to achieve organizational objectives. Achievement of the organizational goals is the main responsibility of management to inform the board of the changes in the market or industry so that the formulated policies can be changed to match the changing environment, middle supervisors need to let the supervisees of the new tasks and roles, all these and many more can be achieved with effective communication as it is the transfer of information between people internally.

As most of employees work in teams, employee involvement enhances teamwork effectiveness (Judeh, 2011). In the paper, title, "Employee Involvement: A Literature Review" (Metha & Mether, 2013), observed that motivated and engaged employees can mainly tend to contribute more in terms of organizational productivity and support in maintaining the higher engagement level leading to the higher customer satisfaction.

## **(iii) Changing Environment**

The importance of effective communication is further recognized in organization as its builds cohesive and effective teams, the efficient communication can minimize the industrial problems and maintain the relationships with stakeholders (Fatman, 2014). Moreover, on this part, most of organizations strongly believe that other than on the overall organization level perspective, at individual level those employees who communicate effectively outperform the colleagues in the organization or same industry (Watson, 2012). Some people agree with Fatman (2014), but go beyond individual performance when

Fatman (2014) argued that organizational performance can be improved if communication is integrated in its change management practices (Durnmore, 2014). Durnmore (2014) goes ahead to state that employee effective communication is a foundation in raising employee engagement which in turn raises organizational performance. Furthermore, the importance of effective communication in many organizations by adding that alignment of organizations from top to bottom and motivation of employees is a benefit of effective communication (Watson, 2012). Human relation approach was used by Caberera et al. (2001) to underpin the importance of effective communication between employees and their senior executives.

However, there is no permanent in the organization and most of employees leave the organization under any circumstances, these employees is needed to be replace or succeeded. Succession plan should be created and recognized that is important for organization and individuals to know that the leadership team is taking the succession planning and much as the individual employee cannot be told exactly what management intends, meanwhile, there should be adequate communication in building the employees skills in preparation for the challenging roles ahead (Olumuyiwa et al, 2012). There must have something which helps the executives to perform the basic functions of management; Planning, Organizing, Motivating and Controlling of the organization. To do so, communication skills are essential for the organization whether written or oral form the basis of any business activity (Edukart, 2013).

### **2.2.3 Phased Sequences**

Citing the book, titled “Breaking the Code of Change” (Michael Beer and Niton Nohria, 2008), the common problem with most organizations that have failed in the transformation attempts is not that the executives of the organization try to change too little, but that the executive try to change too much. The most common problems are widely recognized that not using the phased transformation processes has been Jack Welch’s revitalization of General Electric. The successful organizations can be said that the organization most involves in transforming themselves into more flexible and responsive organization pursued a much simple and more focused sequence of actions.

The sequencing and implementation of activities in a change process are importance towards the organizational development. In many organizations, the phased sequences of

change have been seen in the frontline managers bewildered in the face of the multiple and inconsistent priorities imposed on them.

**(i) Rationalization: Building Frontline Initiative**

Once the organization is mainly focused on unambiguous performance standards, the next coming vital element for any organizational leader trying to build a discipline-based organization is to create an effective feedback process to ensure that individuals see exactly how can measure up (Michael Beer and Niton Nohria, 2008). The third common contextual element in organizations that should develop with a strong sense of individual discipline, the discipline is a consistently applied set of rewards and sanction system is designed with a strong, direct linkage to the compensation system, a characteristic that gave early credibility and teeth. According to the description of the philosophy in these terms: “never thought this element that the executive could be so knowledgeable about the businesses and markets that could make the decisions. The executive has always been advocate of shared decision making. In fact, the executive believe this is one of the reasons because of being CEO” (Bob Allen, 1980).

**(ii) Revitalization: Integrating Cross-Unit Relationship**

Most of organizations, the initial tightening of ongoing operating performance for the organization is only the first stage of a long transformation process. Referred to the book, titled, “Breaking the Code of Change”, between 1993 and 1995 AT&T struggled to turn around the momentum of its highly successful rationalization process by creating the integrating mechanisms necessary for the revitalization phase. The relationship among all employees in organization is build up, but beyond changes in organizational hardware, just as the rationalization phase needs the behavioral software of discipline and support for effective implementation, the revitalization phase needs a behavioral context of stretch and trust to motivate the vital cross-unit integration. To decouple individuals from the parochial interests that drove performance in the rationalization stage, every organization needs to provide a powerful motivation for collaboration. In most organizations, among executive and employees working at different levels, this implies creating a shared ambition that exceeds the organization’s ability to achieve without cooperation: stretching the collective reach beyond the individual grasp.

### **(iii) Regeneration: Ensuring Continuous Learning**

In fact, the hardest challenge facing in most organizations that have undertaken effective rationalization of the operations and revitalization of the relevant businesses is to maintain momentum in the ongoing transformation process. But the maintaining of momentum is particularly difficult in every organization that has been through the two process in succession and are striving to maintain an internal context that supports both the individual initiative needed in frontline operations and the collaborative team-based behaviors required for many resource linkages and best-practice transfers across individual entities so that incremental change would be occurred effectively.

Most organizations are able to free themselves from the embedded practices and conventional wisdoms of the past experiences and continually regenerate themselves from within in the final state of self-renewal. As in the earlier stages of the transformation, the challenge in the regeneration phase is not just to change structures or processes of the organization but, rather, to fundamentally alter the way managers think and act.

## **2.3 Employee Engagement**

Employees' engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption (i.e., being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulty detaching oneself from work (Schaufeli & Bakker, 2004). With the consistent of the happy-productive worker hypothesis, most of people assume that engaged (happy) workers will be productive workers in the workplace as well.

As most organizations were emerging from the recessionary economic climate of the recent years, there has been a shift toward investing for growth and away from cost reduction. Engaged employees are satisfied and feel a sense of attachment to the relevant work and employer promoting is the best way to approach in the organization to the working friends, family and work towards, its success. Moreover, employee engagement has become a hot topic in the recent years as an essential to driving successful organizations. Kahn (1990) described with the work of Goffman (1961) and then proposed that most of people's attachment and detachment to the roles varies (Kahn, 1990), and was the first to publish a work concerning employee engagement stating that is "the harnessing of organization members' work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The

cognitive aspect of employee engagement concerns employees' belief about the organization, the organizational leaders and working conditions. Furthermore, the emotional aspect concerns how employees feel about each of those three factors whether the employees have positive or negative attitudes toward the organization and organizational leaders. The physical aspect of the employee engagement concerns the physical energies exerted by individuals to accomplish the relevant working roles. Thus, according to suggestion of Kahn (1990), employees' engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

**(i) Vigor**

There is a long tradition of research based on the so-called "happy-productive worker hypothesis" (Fisher, 2003). At the first glance, the finding seems plausible that happy employees are also productive employees as is assumed by this hypothesis. To date, research on the happy productive employees' hypothesis has produced little insight into the psychological processes that potentially account for the link between engagement and performance (Taris & Schreurs, 2009). However, this link is merely assumed and not explained explicitly. Most researches are mainly focusing on the effect of employees' well-being on job performance, without paying attention to the characteristics of the employees' relevant jobs. These job characteristics largely determine employees' well-being (work engagement) at work (Warr, 2007). In reality, certain job characteristics are lead to exhaustion (Schaufeli & Bakker, 2004). Therefore, sometimes, these job characteristics are impossible to understand the potential psychological processes underlying job performance clearly and these job characteristics are not taken into consideration in order to improve the employees' engagement.

In addition, vigor engagement is characterized by high levels of energy and mental resilience for most of employees to be engaged the organization reflecting positive impact while the employees are working, and then the willingness of employees to invest more effort in ones' work and persistence in the face of difficulty in the workplace towards the increasing the job performance. Some employees are using high momentum to implement the targeted goals and directly impact to the improvement of job performance in working area.

## **(ii) Dedication**

According to Melcrum's definition, states, "employee engagement is about translating employee potential into employee performance and business success" and expounds, "changing the way employees perform by utilizing the tools in the armory of internal communication professionals" (Shaw, 2005). Dedication engagement is ones' sense of significance, enthusiasm, inspiration, pride and challenge to be performed the various tasks of the organization. With supporting the above notion, employee involvement to the organization is key to employee engagement by stating, "employees who conceive, design and implement workforce and process changes are engaged employees" (Konrad, 2006).

## **(iii) Absorption**

Work engagement is not a momentary and specific state, the engagement is more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual or behavior (Schaufeli et al., 2006). Most of Researches has suggested that the level of work in general is affected by personal characteristics, the work place (Brown, 1996, Kahn, 1990, in Kirkpatrick, 2007) and the characteristics of the work, including job status and job demands (Mauno el al., 2007). Absorption engagement refers to the state in which one is highly concentrated the relevant tasks and happily engrossed in works so that the employee feels time passes quickly and the engagement is difficult to detach from the workplace. Engaged employees, therefore, feel strong and vigorous at work, enthusiastic and optimistic about the work the employees do and are very often immersed in the organization.

## **2.4 Job Performance**

In general, job performance is defined as the aggregated value to the organization of the distinct behavioral incidences that an individual performs over a standard interval of time. Moreover, job performance is also defined as work performance in terms of quantity and quality expected from each employee (business dictionary). Individual differences in personality and cognitive ability variables, in combination with learning experiences, lead to variability in knowledge, skills, and work habits that mediate effects of personality and cognitive ability on job performance. In this context, job satisfaction is that how much the

employees like or dislike their work and the extent how much their expectations concerning work are fulfilled. According to Wright and Kim (2004), job satisfaction represents an interaction between employees and work environment and between what the employees want from the relevant jobs, what the employees perceive and receive. Job performance is commonly explained using the person-environment fit paradigm or needs-satisfaction model. The more a job fulfills the workers' needs, the higher the job satisfaction should be (Taylor and Westover, 2011).

The most-used definition of job satisfaction is by Locke (1976) as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (A. Judge & Klinger, 2008). Job performance estimates whether a person performs a job well. As studied academically it is a part of industrial and organizational psychology, and forms a part of human resource management. Employees’ performance is an importance criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does. Moreover, others believed that job performance is the overall expected value from employee’s behaviors carried over the course of a set period of time (Motowidlo, 1997). The Oxford English Dictionary defines performance as the accomplishment, execution, carrying out and working out of anything ordered or undertaken. This refers to outputs or accomplishment. Performance also states that is about doing the work as well as being about the results achieved. In addition, performance was regarded by Bernadin et al (1995) and Kane (1996) as simply the outcomes of work; a record of a person’s accomplishments.

Bates and Holton (1995) emphasized that performance is a multidimensional construct. Campbell et al (1993) pointed out that the components of performance are: 1) job-specific task proficiency; 2) non-job-specific proficiency (e.g. organizational citizenship behavior; 3) written and oral communication proficiency; 4) demonstration of effort; 5) maintenance of personal discipline; 6) facilitation of peer and team performance; 7) supervision or leadership; and 8) management or administration. Locke, who is the leading academician among many researchers, states that there are important points in above definition of job satisfaction: an emotional state implied that there is an effective component to the job satisfaction: an appraisal process implied that there is a cognitive or evaluative component to the job satisfactions. In other words, Locke’s definition consists of three elements: effective, cognitive and job-focused.

Some other considerable definitions are as follows: “multi-disciplinary concept that results from employees’ perception of their jobs” according to Ivancevich, et.al (2011) and

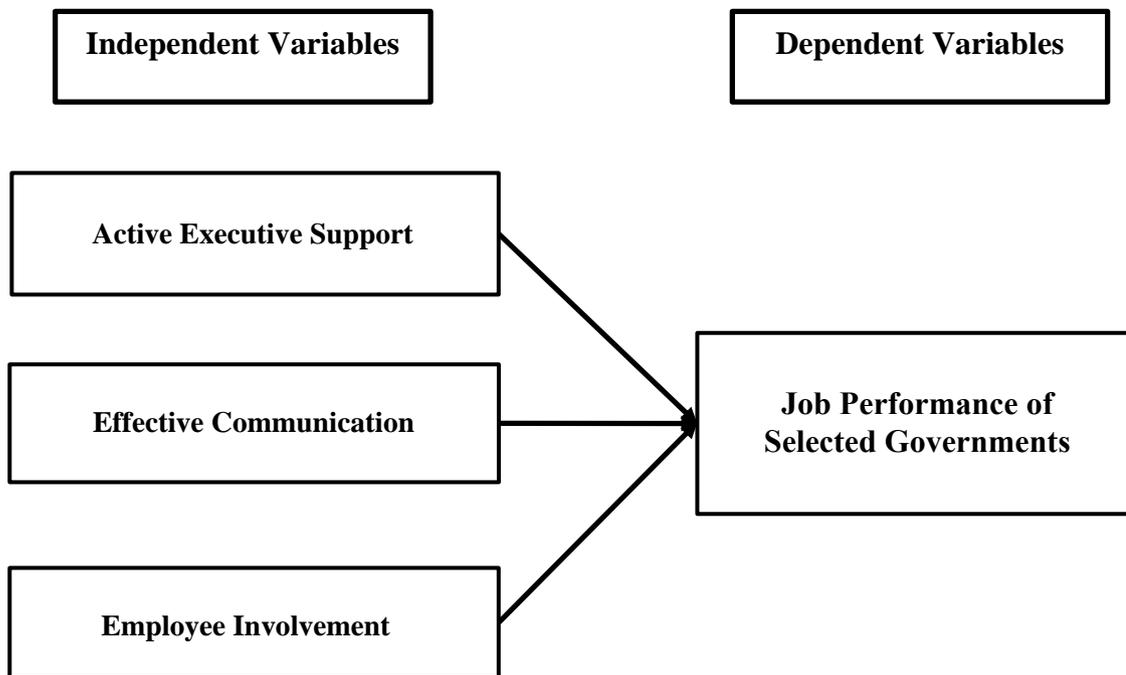
“how people feel about the jobs and different aspects of the jobs” according to Balzer (1990) (Zaim et al., 2012; Therin, 2010). The definitions of the job satisfaction are more or less about personal affections. According to Yuewei Chen (2005), if the employees have positive and pleasant feelings about the work, the attitudes to the work are defined as job satisfaction. On the other hand, if the employees have negative and unpleasant feelings in work, the attitudes to the work are defined as dissatisfaction (Zhu, 2013). Furthermore, employees who are engaged to the organization are happy to be members of it, believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization.

## **2.5 Previous Studies on Change Management Practices, Employee Engagement and Job Performance**

Change management practices make reflecting the employees’ job performance based on some research studies, related to change management practices, employee engagement and job performance of government organization are expressed in this section and some findings guide to this study. Some of these studies include change management practices and performance of selected local government in eastern Uganda (Wilfred Kokas Aupal, 2016), that involves the change management practices such as active executive support, effective communication and employees’ involvement have relationship with job performance of the selected government employees of eastern Uganda and impact of change management on employee behavior in a university administrative office (Kendra M. Turner, 2017).

As shown in Figure (2.1), in this study, the researcher selected four key institutions working closely with local governments in Uganda and these four institutions were given a total of twelve key questions in each segment of questionnaire. The results based on the survey findings showed that the strong relationship between change management practices and performance of selected local governments in Eastern Uganda. The findings of this study supported the stakeholders and policy makers to draw a road map how much extend to manage the resources in line with the formulated policies.

**Figure (2.1) The Relationship between Change Management Practices and Job Performance**



Source: Developed from the previous research (Kendra M. Turner, 2017)

The impact of employee engagement on performance (Harvard Business Review, 2013) that show the employees' job performance is improved if the employees work intensively in the relevant job. The relationship between change management practices and job performance is approved in some studies. Based on these results, these findings support to mix the conceptual framework of this study.

As a conclusion, many organizations have aware of the important of change management practices that are described active executive supports such as strategic planning, technology assistance and coaching for capacity building, effective communication among top and bottom levels such as meeting organizational goal, team spirit and changing environment and then change process of phased sequences; rationalization, revitalization and regeneration which can move forward the organization development. These practices are deeply connecting to touch the employee engagement and would appear the good results of job performances in the segments of customer

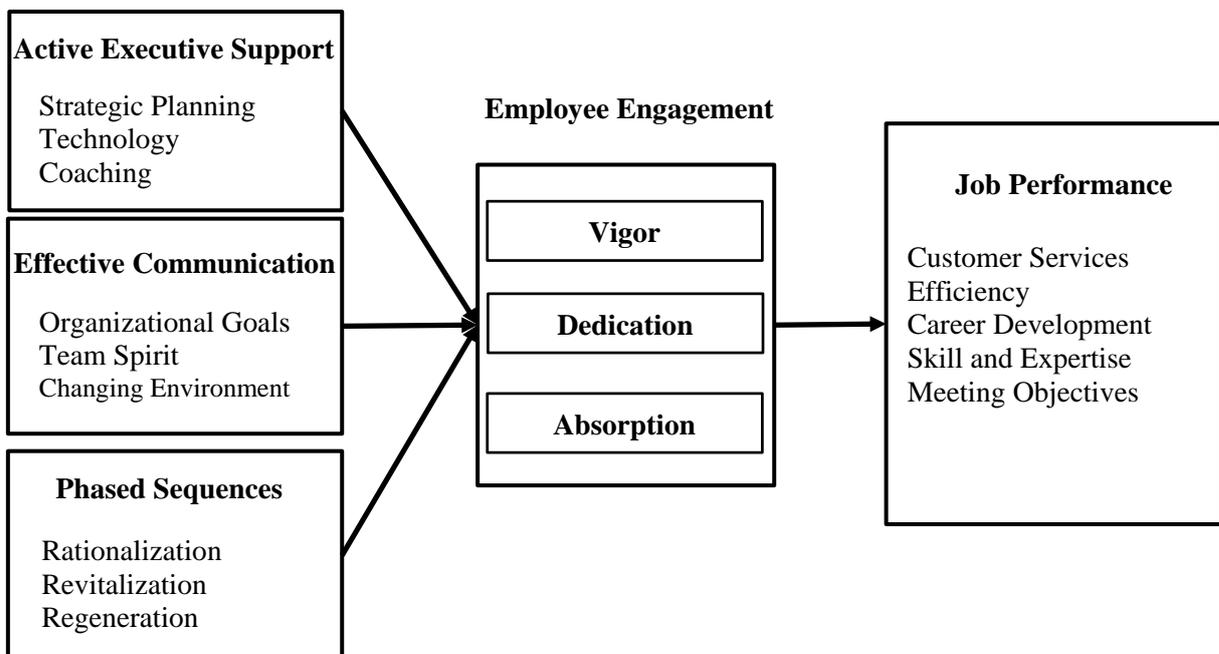
services, employees' efficiency, career development, skill and expertise and departmental objectives.

## 2.6 Conceptual Framework

Conceptual framework is mainly focused on change management practices, employee engagement and job performance. The dependent variables, employee engagement and job performance, rely on the factors of change management practices, which are the independent variables in the research study.

**Figure (2.2) Conceptual Framework**

### Change Management Practices



Source: Own Compilation (2019)

In this section, conceptual framework intends to enhance the understanding of the relation by many dimensions between the change management practices, employee engagement and job performance. Furthermore, the studies discussed above have undoubtedly provided with very valuable information about the relations job characteristics, engagement and performance, future studies can benefit from some improvements. Employee engagement and job performance can be operationalized in a more systematic manner.

## **CHAPTER (3)**

### **PROFILE AND CHANGE MANAGEMENT PRACTICES OF DICA**

In this chapter, the background history, roles and responsibilities that are playing a vital role of DICA are introduced. Subsequently, the sufficient information about the change management practices of DICA and then, finally, the results after utilizing the practices in the organization are described.

#### **3.1 Background History of DICA**

DICA was established under Ministry of National Planning and Economic Development (now called Ministry of Planning and Finance) on October 13, 1993 in Yangon, which was in charge of handling company registrations for local and foreign businesses under the Myanmar Companies Act (1914) at that time. Later on, the office was moved to Nay Pyi Taw about 2006.

In terms of the new Myanmar Investment Law (MIL) changed the role of the Myanmar Investment Commission (MIC) which is a government-appointed body responsible to be verified and to be approved different investment proposals, with fewer investment proposals requiring from the formal MIC approval and a new endorsement process whereby proposals are fast-tracked by being “endorsed” by the MIC, now available to the investors and is comprised of many representatives and experts from government ministries, relevant departments and governmental and non-governmental bodies in order to discuss among various perspectives directly. DICA was also playing a key role to support the MIC to be conducted the necessary procedures for investment applications and regularly issues notifications about sector-specific developments to the general public.

In 2011, there were some changes occurred with the change of new democratic government from military regime came the series of economic liberalization and a draft foreign investment law emerged in March, 2012. And then, to be performed the private sector liberalization, DICA was strengthening to provide the efficient services by setting up A One Stop Service (OSS) center established within the headquarter in Yangon to be facilitated the coordination and the engagement of several businesses with other relevant ministries in 2013. Afterwards, DICA headquarter was moved from Nay Pyi Taw to

Yangon to easily cooperate with investors in 2014, at the same time, started to expand the branches in other states and regions of Myanmar, with most first branches are opening up in Nay Pyi Taw, Taunggyi, Mawlamyine and Mandalay according to the nature of diversified investment opportunities have to meet with several investors who are in need of legal, technical and foreign relations support around the country. Later on, another branch offices were already opened in Patheingyi City of Ayeyarwaddy Region, Dawei City of Tanintharyi Region, Monywa City of Sagaing Region and Hpa-An of Kayah State around the country in the meanwhile. Moreover, DICA branch offices were opened in Bago Region, Magway Region, Kayah State, Kachin State, Rakhine State, and Chin State.

In order to more accelerate the private sector promotion process, most of the processes of company registration and investment application are simplified and properly documented to make doing businesses easier in Myanmar. As a result, Myanmar improves by 29 ranks in the indication “Starting a business” of the Doing Business Report of the World Bank yearly, making it the country with the biggest improvement in the ease of starting a business in 2014 and 2015. Moreover, a new informative website was launched in 2016 to be provided better information and investor services with the totally changed the previous old website.

On the other hand, DICA played an active role in enhancing the investment climate in Myanmar with a significant contribution to reforming the regulations governing investment and business activity with development of the MIL and Rules. The MIL, which replaced the Foreign Investment Law in 2012 and Myanmar Citizen Investment Law in 2013, was approved by Parliament in October, 2016 and provided further assistance to investors looking to start businesses in Myanmar with publication of the booklet, titled, “How to Register Your Company in Myanmar”. The booklet facilitated the investors to clearly understand the registration of the business in DICA.

Continuing the development of regulatory framework, in 2017, DICA tried to conduct the enacting for the Myanmar Investment Rules which were explained the compliance requirements of the MIL and the way the MIL will be interpreted were agreed by Parliament in March and came into effect, with the MIL, from April, 2017. Then, DICA also played a key role in the next phase of regulatory reform, amendment of the century-old Myanmar Companies Act (1914), in order to be modernized with the current laws. On 6<sup>th</sup> December 2017, new Myanmar Companies Law (MCL) was enacted with to Pyidaungsu Hluttaw Law No. 29/2017.

New MCL (2017) was come into force on 1<sup>st</sup> August, 2018 by the announcement No. 48/2018 of President Office, and the MyCO Electronic Registry System was launched on 1<sup>st</sup> August 2018. Regarding the Foreign Direct Investment (FDI) Actual Inflow statistics with to know the general public has been added. Following a comprehensive survey of companies, DICA published the “Cost of Doing Business in Myanmar 2017” report and “Cost of Doing Business in Myanmar 2018” report which facilitate a detailed guide to, amongst others, the cost of office accommodation, staffing, company setups, importing and exporting, and utilities in Myanmar.

In order to attract the FDI more effectively, the new investment ministry was established on 19<sup>th</sup> November 2018 according to the announcement No. 87/2018 by President office of the Republic of the Union of Myanmar. After forming of this investment ministry, named the Ministry of Investment and Foreign Economic Relations (MIFER), two departments formerly under the Ministry of Planning and Finance, the Directorate of Investment and Company Administration (DICA) and the Foreign Economic Relations Department (FERD) were transferred into the new body.

### **3.2 Roles and Responsibilities of DICA**

As the primary interface between various private businesses and the government, DICA is mandated to promote private sector development and boost domestic investment as well as FDI in the country by creating a conducive investment climate. On the other side, DICA is a key agency organization under MIFER to stimulate the economic growth of the country by creating the investment opportunities to persuade multi-national corporations from all over the world within Myanmar.

There are particular functions of DICA as follows;

- (i) Performing a regulator on investment and companies
- (ii) Conducting a company registrar
- (iii) Facilitating an investment promotion agency
- (iv) Serving as the secretariat of the MIC

Furthermore, DICA is also responsible for drafting, negotiating and approving bilateral investment promotion and protection agreements and serves as a focal department for all ASEAN investment related affairs. One of the key roles of DICA, as said above, is to encourage and facilitate both FDI and local investment by providing information,

fostering coordination and networks between investors and continually exploring new opportunities in the country that would benefit both the nation and the business community.

In term of promoting the several businesses in all areas that would be benefit of Myanmar's ongoing development, acting according to these directives:

- (i) To explore and evaluate new investment opportunities
- (ii) To seek land space and capital for investment
- (iii) To facilitate mutually-beneficial coordination between investors
- (iv) To prioritize Myanmar and its growth as well as development
- (v) To promote investment services and products

There are 254 officers and 244 staff in current organization structure. In order to gain the benefits of decentralization for businesses, branch offices are opened in all the states and regions around the country. Until now, offices in Yangon, Nay Pyi Taw, Mandalay, Taunggyi, Mawlamyaing, Patheingyi, Monywa, Dawei, Hpa-An, Bago, Magway, Loikaw, Myittha, Sittwe, Hahka, Hpa-An have been opened to operate the necessary procedures regarding the investment development.

Eleven divisions and one department comprised by three cooperation offices to communicate with the regional and state branches including OSS are currently playing the different nature of jobs under DICA and can be divided four main parts; operation, coordination, supervision and delegation for regions and states. These divisions are (i) the Administration and Finance Division, (ii) Company Division, (iii) Human Resource Development and Research Division, (iv) Investment Division (1), (v) Investment Division (2), (vi) Investment Division (3), (vii) Investment Division (4), (viii) Investment Monitoring Division, (ix) Investment Promotion Division, (x) Planning and Statistics Division, (xi) Policy and Legal Division and (xii) Region/ State (Department of Cooperation Team) respectively.

In order to improve job performance of employees, each division develops the action plan, work plan regarding the investment policy, procedure, efficient process and road map, to provide the flexible services the investment promotion and to fulfil the objectives that are in aligned with organizational goals. According to the current organization structure, the four Deputy Director Generals (DDG) monitors their respective divisions and the Directors from each division manage the whole implementation process of the organization and play a coordination role internally and externally, perform to assist

in all acceptance of the investment proposals, company registrations activities related to the private sector and analyze effectively as per action plan.

The DG oversees and designs the short-term and long-term strategy to move forward the organization in line with the organizational goal year after year and carries out the tasks including monitoring incident management processes, supporting complaints, and monitoring service performance of the whole organization in the field level in planning, designing, implementing, coordinate with other organizations in order to ensure that internal control system and process is effectively and smoothly implemented across the organization. Another main responsibility of DICA is play a key role to enhance related matters in starting a business and protecting minority investors in the country in accordance with the MCL (2017).

### **3.3 Change Management Practices of DICA**

In line with the changing of open market economy according to the Articles (35), Chapter (1) of the Constitution 2008 stated one of the basic principles that “The economic system of the Union is market economy system.”, there were occurred several changes in DICA since 2011 in order to achieve the benefit for the country and citizens. The organizational structure, legal framework, investment policies, liberalization for company registrations and also the enhancement of employees’ proficiency was continuously transformed efficiently in the meanwhile.

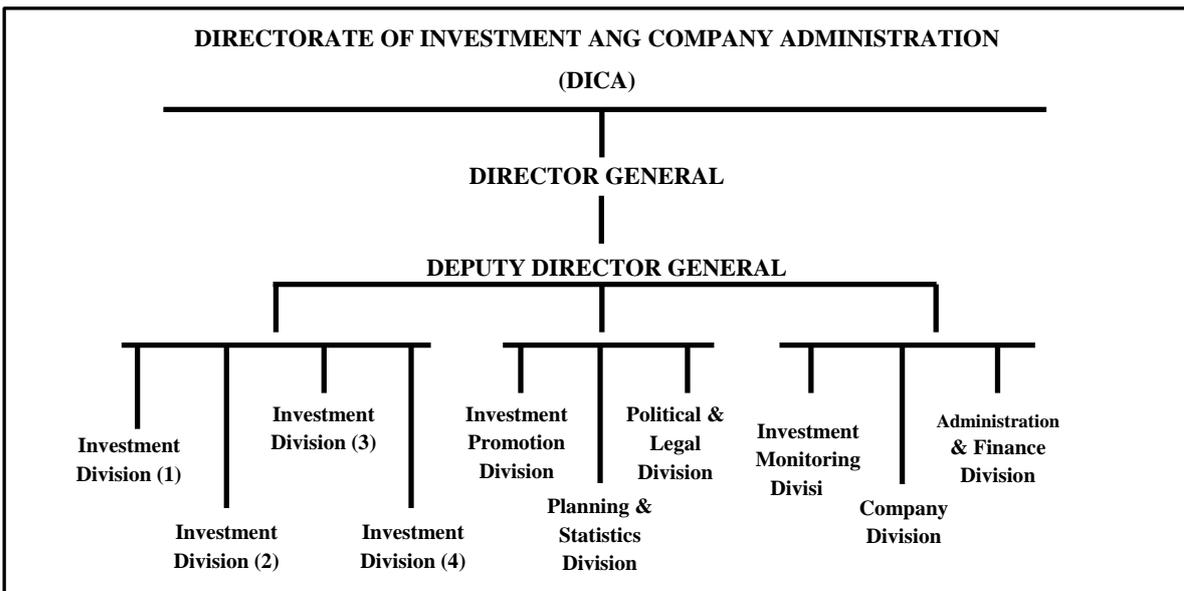
Likewise, the change management practices impacts to the whole organization of DICA that had been conducted in most recent years until now, especially, significant changes of the organization such as (i) dramatically changes of efficient organizational structure, (ii) transformation of legal frameworks to be facilitated the investors from the private sector which is new Myanmar Companies Law (2017) that will be transforming the legal framework for all the companies in private sector, (iii) launching the electronic company registration system called Myanmar Companies Online (MyCO) and (iv) enhancement of employees’ proficiency in building up the capacity of employees to be efficient in line with the changed structure, and (v) other relevant progressive consequences achieved in accordance with the vision of “realize the potential” and the mission of “facilitate business, promote investment, sustain the country’s development” are represented.

**(i) Dramatically Changes of Efficient Organizational Structure**

DICA was previously generated traditional organizational structure as a solely complicated organization like other government organizations, however, as FDI and private sector liberalization were noticeably conducted after governing the new democratic government in 2011 and ten were continuously encouraged the promoting for the country’s economy and some executives of DICA noticed to transform the organization to be efficient organization in the near future with its role of several functions such as a regulator on investment affairs, company registration, investment promotion agency and secretariat of MIC.

Some senior officials, at that time, imagined as a strategic planning the organization to accelerate the competitive private sector, especially local investors, and flexibly considered for the entering of foreign investors by expanding the investment areas around the country in the near future based on the region which is abundant supply sources such as land, labor and capitals in line with the effective communication of head office and state/region branches. Meanwhile, DICA was shaped with the technology assistance from international organizations and trained employees to enhance employees’ productivity, quality, morale and motivation, on the other hand, facilitated to reduce the expenses systematically.

**Figure (3.1) Previous Organization Structure of DICA**

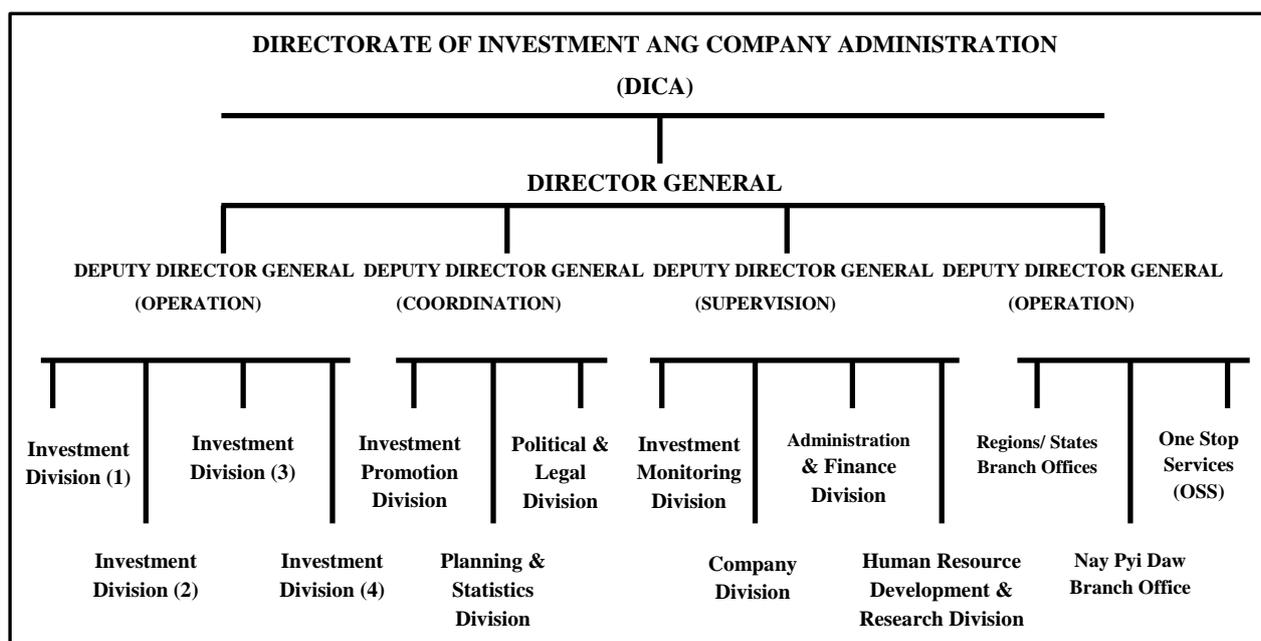


Source: [www.dica.gov.mm](http://www.dica.gov.mm)

According to the previous organization structure shown in Figure (3.1), DG and only DDG managed the whole organization and not yet implement OSS center and branches in states/ divisions. As a starting of forming of OSS center and head office is set up in Yangon to fulfil the necessities regarding the investment opportunities with the cooperation of other government organizations, subsequently, realized the effective communication structure that is consistent within the organization and internal culture that would encourage cohesiveness and good morale were produced among head office and setting up the regional offices in order to quick facilitate the investment opportunities and company registration for local and foreign investors, to do so, amended the previous structure systematically.

As using the phased sequences of change management practices, with the addition of three Deputy Director General and one division of Human Resource Development & Research Division which can be said as a key division of DICA in order to improve the employees' proficiency at operating an investment procedure. Decision making officers at all levels from relevant divisions were recognized the needed simplification to be clearly identified, only most important issues are needed the approval of DG or executive's approval, senior officials are given authority to make decisions on different issues that directly affect departments were implanted and, as a result, organizational changes were started the occurrences at the different level of staffs in divisions as shown in Figure (3.2).

**Figure (3.2) Current Organization Structure of DICA**



Source: [www.dica.gov.mm](http://www.dica.gov.mm)

## **(ii) Transformation of Legal Frameworks for Private Sector**

In considering based on the technology, and changing environment of the change management practices as an organizational goal, new MCL (2017) was created and also was the major step to transform the Myanmar economy and would beneficially affect the influx of FDI in domestic businesses. The transformation progress of updating new MCL had taken over three years, in this reform process including the passage of the law and the input from the private sector, government, ministries and the members of parliament. Once the government representatives led by one union minister visited to study the reform processes in European countries during November in 2013, the public services utilizing online platform were found. Subsequent events were implemented by DICA that the MCA (1914) was needed to be amended due to cost of doing business was high, starting a business was quite slow in Myanmar and rules, regulations, procedures were out of date. Therefore, it was drafted and submitted to Parliament. Considerations based on the new modernized practices and streamlines procedures for diversified businesses, and the introduction of new incentives for international investors to invest in the country were drafted and also drawbacks from the MCA (1914) are rectified with the best current international practices in this new MCL (2017).

Moreover, international standard procedures of online registration system for companies that the registrar establishes and maintain the electronic registration system, any registry transaction is carried out using the electronic registration system and the registrar electronically issues, certify and send a notice, certificate or document relevant to the new law are included. Since implementation of new law is touted by many executives from DICA and business leaders as imperative and essential for foreign investments. The business community is convinced that the legislation brings about desperately needed reforms for cash-strapped businesses in the local economy and hence sets the favourable conditions for further economic growth widely praised by the business community for drafting new laws and consulting stakeholders in an open and effective manner as a key agency from the government. The new MCL was enacted in early December 2017, was a landmark reform by DICA which changes the rules of the game for the economy and enforced on 1<sup>st</sup> August 2018.

Executives of DICA provided the coaching to familiar with the new technology gradually and utilize to change the work environment with assistance the information technology to achieve the team spirit in the organization.

### **(iii) Launching the Electronic Company Registration System (MyCO)**

The preparation of the online registration system for the companies were continuously established after enacting the new MCL (2017). The implementation of online company registration system of DICA was not quite easy because the old traditional procedures was totally transformed from the old companies' registration papers based system to new registration electronic files based system to achieve “modernization, increasing the foreign direct investment (FDI) and supportive economic growth” in Myanmar.

The senior officials from DICA led by DG visited to the Accounting and Corporate Regulatory Authority (ACRA) in Singapore during 2014, and 2016 for a second time in term of studying the online company registration system. Moreover, another online system was enquired at the Company House in Hong Kong again. It seems to be likely the current outcome because of above two significant events. Afterwards, hardware and software implementations were started fulfilling process of the necessary equipment related to IT as a hardware preparation. In terms of software preparation, skillful employees in technical from DICA cooperated with the Software Developer-Paradigm Application Co., Ltd. hired by ADB performed many experiments in like typical operation again and again.

Internal capacity building programs regarding the new MCL, intensive training for utilizing the online registration system, simultaneously, were provided to employees in order to support the general public as necessary, the head office including regional and state branch offices were practiced to be smooth operation when the online registration system is commenced about six months. To be familiar with online company registration system, DICA attempted to holding the public seminars and persuade the general public by coordinating with Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), by publishing guidebooks with cartoon animation and broadcasted in the media as well as in regions and states.

In fact, to achieve the organizational goals of change successfully, the rationalization, revitalization and regeneration sequences in DICA were conducted by executives in the whole process of change by overcoming the resistance to use new technology throughout. Finally, the Myanmar Companies Online (MyCO), first electronic registration system to companies in the country, was animated in August 2018. The Figure (3.3) is shown the signs of improvement in companies' registration.

**Figure (3.3) Improvement of Company Registration**



Source: [www.dica.gov.mm](http://www.dica.gov.mm)

According to the Figure (3.3), there are 67,392 of total company registration in DICA until now. There were 1,181 companies made registration in September, most of all companies used online applications in the system can be found.

#### **(iv) Enhancement of Employees' Proficiency**

As setting up the new technology in DICA, the employees' proficiency is needed to improve effectively so that employees can facilitate to reach the organizational goals. While the updating the new MCL, technical assistance was supported by Asian Development Bank (ADB) to come out the new modernize law for private sector. In line with this, DICA set up the first slogan "Digitalization DICA in 2018" and then the implementing of employees' capacity building programs monthly was established to be familiar with the new law, procedures and new online registration system, to be efficient communication between divisions and emphasizing the coaching to be skillful employees regardless with new MCL is simply a way that executives supplement any formal training and on-the-job learning that employees were achieved. The coaching to employees also be part of a long-term effort to promote employee development. Technical consultants from ADB are also hired to coach executives and employees are trained to be familiar with IT equipment, the practicing the utilizing the law enforcement, policies, procedures and guidelines developed to be smooth process of the online company registration system. That

kind of coaching and internal training programs focus more on interpersonal skills and leadership styles than on technical competence in DICA, gradually builds up the employees' proficiency in utilizing the IT equipment, understanding the legal structure, laws, rules and procedures, delegating the role and responsibilities for several tasks. Not only in above areas, the interpersonal communication, realizing the customer services, cooperation, conflict resolution among all separate functional departments and relationship to external customers.

On the other hand, created incentive plans that offer pay to each department including individuals who perform above expectations. Encouraging employee feedback on organizational issues and try to hold gatherings at least once a quarter, and maintain a culture of encouragement and growth that will inspire employees and garner employee loyalty. According to the effectiveness of Human Resource Development and Research Division, most of employees can be encouraged to conduct research for local and international policy affairs, to conduct research for local and international current affairs, to facilitate the staff to attend local and foreign training courses to strengthen the human resource development and to perform arrangements for sending staff to give lectures when invited by other departments and organizations.

Although the thinking behind employee training has no changed, and considered that a more comprehensive approach to employees' growth using a competency-first mindset is necessary. Most of employees from DICA strongly gradually accepted that competencies and the skills, knowledge and behaviors required to perform a specific job and to achieve success and then accelerate the progressive change management practices. In case of DICA, the most efficient way to train and to access skills of the employees is to practice in real situations so that the regular training programs in soft skills and hard skills were provided in DICA internally and then, with sending the international training programs, tried to put employees in real life conditions to take the challenge, check the abilities and safety measures, and ensure the employees are competent in the jobs in accordance with the work plans and action plans of each division. As a result, most of employees are developed continuously to reflect the organization and the progressive results are shown in the Table (3.1).

**Table (3.1) Educational Development of Employees at DICA**

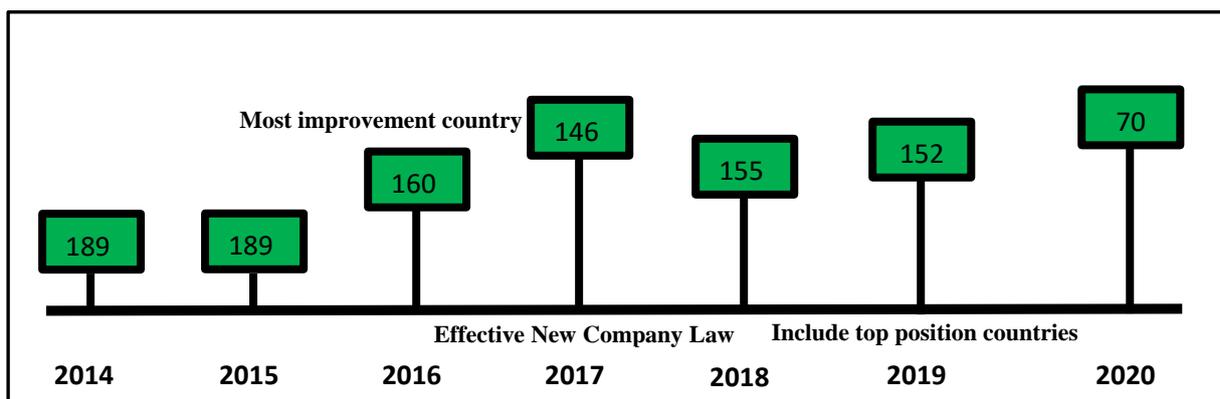
| No           | Particular      | Officers  |            | Staff     |            | Total      |
|--------------|-----------------|-----------|------------|-----------|------------|------------|
|              |                 | Male      | Female     | Male      | Female     |            |
| 1.           | PhD             | 5         | 5          | 0         | 0          | 10         |
| 2.           | Master Degree   | 12        | 46         | 1         | 11         | 70         |
| 3.           | Bachelor Degree | 60        | 108        | 56        | 150        | 374        |
| 4.           | Under Graduate  | 0         | 0          | 21        | 13         | 34         |
| <b>Total</b> |                 | <b>77</b> | <b>159</b> | <b>78</b> | <b>174</b> | <b>448</b> |

Source: [www.dica.gov.mm](http://www.dica.gov.mm)

**(v) Progressive Consequences**

In this regard, the use of change management practices based on setting up strategic planning, utilizing the technology, moving forwards with organizational goals, create the changing environment and three phase sequences has a significant impact on the accomplishment of the objectives of reform process for the organization and sometimes results show an impact on some perceived organizational outcomes such as financial results, operational productivity of the organization, employee engagement and job performance. Figures (3.4), (3.5), and Tables (3.2), (3.3), (3.4) are shown as the updated results taken advantage of change management practices of DICA recently.

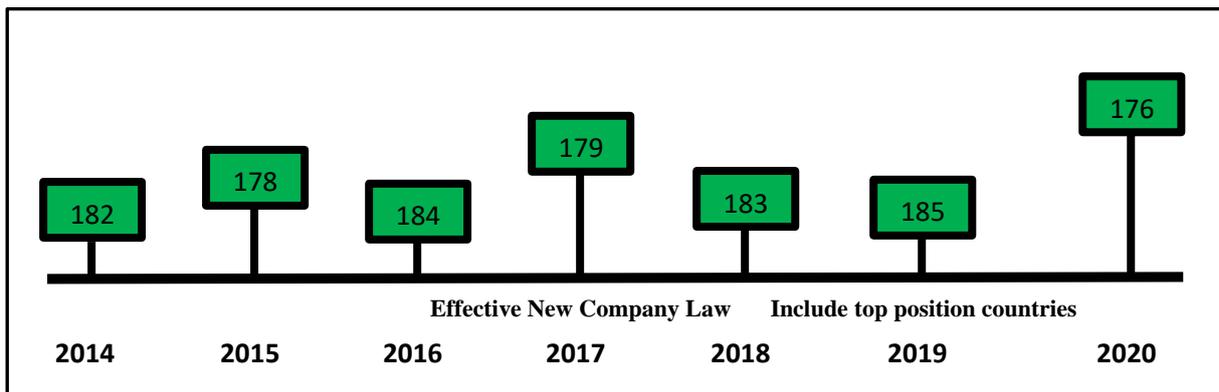
**Figure (3.4) Yearly Progress of Starting a Business in Myanmar**



Source: [www.dica.gov.mm](http://www.dica.gov.mm)

The segment of starting a new business in Myanmar started with the lowest rank of 189 as shown in Figure (3.4). DICA attempted to facilitate the new businesses with the technical assistance smoothly and have gradually improved the rank by changing from previous rigid procedures, employees' capability and effective registration system for starting a new business within the most recent years.

**Figure (3.5) Yearly Progress of Protecting Minority Investors Segment**



Source: [www.dica.gov.mm](http://www.dica.gov.mm)

Based on Figure (3.5), this segment was also started to transform from a worse condition in Myanmar in 2014. The ranking was also gradually increased but was evaluated without some influencing factors are still needed to be evolved the implementations related to the segment of protecting minority investors.

According to describing in Table (3.2), although starting with the raking 182 in 2014 to 165 in 2020 business report in overall raking of ten assessment business segments on 189 countries in the world. There are two segments responsible to DICA, the segment of starting a business is significantly elevated within 100 countries from 189 countries in 2020 business report and the segment of protecting minoring investors was also improved. Previously before transformation, company registration process took seventy-two of average working days, eleven steps to get the final approval, now, it is showing that the new business within in Myanmar would be established in a certain period quickly.

The use the assistance of technology makes DICA easily to collect the updated companies' information, to enhance the proficiency of the employees, to achieve the organizational goals quickly and then reflects the positive improvement of the ranking in doing business report conducted by World Bank.

**Table (3.2) Yearly Ease of Doing Business Assessment of World Bank**

| No                 | Role                              | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020       |
|--------------------|-----------------------------------|------------|------------|------------|------------|------------|------------|------------|
| 1.                 | Starting a Business               | 189        | 189        | 160        | 146        | 155        | 152        | 70         |
| 2.                 | Dealing with construction permits | 150        | 130        | 74         | 66         | 73         | 81         | 46         |
| 3.                 | Getting Electricity               | 126        | 121        | 148        | 149        | 151        | 144        | 148        |
| 4.                 | Registering Property              | 154        | 151        | 145        | 143        | 134        | 136        | 125        |
| 5.                 | Getting Credit                    | 170        | 171        | 174        | 175        | 177        | 178        | 181        |
| 6.                 | Protecting Minority Investors     | 182        | 178        | 184        | 179        | 183        | 185        | 176        |
| 7.                 | Paying Taxes                      | 107        | 116        | 84         | 119        | 125        | 126        | 129        |
| 8.                 | Trading Across Borders            | 113        | 103        | 140        | 159        | 163        | 168        | 168        |
| 9.                 | Enforcing Contracts               | 188        | 185        | 187        | 188        | 188        | 188        | 187        |
| 10.                | Resolving Insolvency              | 155        | 160        | 162        | 164        | 164        | 164        | 164        |
| <b>Total Score</b> |                                   | <b>182</b> | <b>177</b> | <b>167</b> | <b>170</b> | <b>171</b> | <b>171</b> | <b>165</b> |

Source: [www.dica.gov.mm](http://www.dica.gov.mm)

**Table (3.3) Comparison The Transformation Role of Starting a Business  
Among ASIAN Countries**

| No  | Country Name | 2014 | 2020 | Increase/ Decrease |      |
|-----|--------------|------|------|--------------------|------|
| 1.  | Brunei       | 137  | 16   | Increase           | 121  |
| 2.  | Cambodia     | 184  | 187  | Decrease           | -3   |
| 3.  | Indonesia    | 175  | 140  | Increase           | 35   |
| 4.  | Laos         | 85   | 181  | Decrease           | -96  |
| 5.  | Malaysia     | 16   | 126  | Decrease           | -110 |
| 6.  | Myanmar      | 189  | 70   | Increase           | 119  |
| 7.  | Philippines  | 170  | 171  | Decrease           | -1   |
| 8.  | Singapore    | 3    | 4    | Decrease           | -1   |
| 9.  | Thailand     | 91   | 47   | Increase           | 44   |
| 10. | Vietnam      | 109  | 115  | Decrease           | -6   |

Source: [www.dica.gov.mm](http://www.dica.gov.mm)

Myanmar was the first time included in doing business report yearly published by World Bank in 2014, and the overall rank was 182 out of total 189 countries at that time. Among the ASIAN countries as shown in Table (3.3), the growth of transformation process can be displayed as the highest country that the rank was increased from 152 in 2019 to 70 now. The business community is reflected to be smooth business operation.

**Table (3.4) Comparison The Transformation Role of Protecting Minority Investors  
Among ASIAN Countries**

| No  | Country Name | 2014 | 2020 | Increase/ Decrease |     |
|-----|--------------|------|------|--------------------|-----|
| 1.  | Brunei       | 115  | 128  | Decrease           | -13 |
| 2.  | Cambodia     | 80   | 128  | Decrease           | -48 |
| 3.  | Indonesia    | 52   | 37   | Increase           | 15  |
| 4.  | Laos         | 187  | 179  | Increase           | 8   |
| 5.  | Malaysia     | 4    | 2    | Increase           | 2   |
| 6.  | Myanmar      | 182  | 176  | Increase           | 6   |
| 7.  | Philippines  | 128  | 72   | Increase           | 56  |
| 8.  | Singapore    | 2    | 3    | Decrease           | -1  |
| 9.  | Thailand     | 12   | 3    | Increase           | 9   |
| 10. | Vietnam      | 157  | 97   | Increase           | 60  |

Source: [www.dica.gov.mm](http://www.dica.gov.mm)

In the meanwhile, with the improvement of starting a new business, although this segment is not significantly increased compare other countries Vietnam, Philippines etc., nevertheless, started from a worse condition. Thus, it can be recognized that the lack of protecting for the minority investors previously was also increased in ranking but is still needed to be considered other external influencing factors to more develop not only for domestic investors but also for foreign investors although the ranking is gradually increased.

## **CHAPTER (4)**

### **ANALYSIS ON EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE IN DICA**

There are mainly three parts in this chapter. In the first part, demographic characteristics of respondents are described. Analysis on the effect of change management practices on employee engagement is described in the second part. In the third part, analysis on the influence of employee engagement on job performance is presented. In this chapter, survey results are presented with frequency, percentage and mean scores based on facts and figures of the findings. Analysis is done using SPSS software and presented using linear regression results.

#### **4.1 Demographic Characteristics of Respondents**

Total of 120 employees are included in this survey to explore the effect of change management practices on employee engagement and job performance. All of the departments were informed about the objectives of the study and proposed to participate in this survey. All participants were explained that all the surveyed data will be kept confidential and used only for academic paper. This section describes the demographic characteristics of the respondents such as age, gender, educational level, job position and service year. Table (4.1) presents the demographic data of the respondents.

Female employees more than male employees were found. More than half of the respondents are single while the rest are married. Most of respondents are between 35 to 44 years old as employees in this age level carry out major tasks of DICA, working in the operational level. In terms of educational background, most of respondents are graduates, followed by respondents who are master degree and higher than master degree. Being a government sector, employees are necessary for the acceleration of transformation process of organization to move forwards including employees' efficiency and high speed from time to time. Thus, the number of operational level respondents comprise more than two third of the whole workforce. Almost half of the respondents are found having less than ten years services while the rest of the respondents are found having above five years services ranging from five years to ten years and above service.

**Table (4.1) Demographic Characteristics of Respondents**

| <b>Sr. No.</b> | <b>Particular</b>                             | <b>No. of Respondents</b> | <b>Percentage (%)</b> |
|----------------|---|---------------------------|-----------------------|
|                | <b>Total</b>                                  | <b>120</b>                | <b>100</b>            |
| 1              | Age: 24 or younger                            | 10                        | 8.33                  |
|                | 25-34 years                                   | 45                        | 37.50                 |
|                | 35-44 years                                   | 59                        | 49.17                 |
|                | 45-54 years                                   | 6                         | 5.00                  |
|                | older than 55 years                           | -                         | -                     |
| 2              | Gender: Female                                | 77                        | 64.17                 |
|                | Male  | 43                        | 35.83                 |
| 3              | Marital Status: Married                       | 59                        | 49.17                 |
|                | Single  | 61                        | 50.83                 |
| 4              | Educational Level: Lower than Bachelor Degree | -                         | -                     |
|                | Bachelor Degree                               | 71                        | 59.17                 |
|                | Master Degree                                 | 40                        | 33.33                 |
|                | Doctorate Degree                              | 9                         | 7.50                  |
| 5              | Job Rank: Operation Level                     | 73                        | 60.83                 |
|                | Administrative Level                          | 32                        | 26.67                 |
|                | Supervisor Level                              | 10                        | 8.33                  |
|                | Management Level (Executive)                  | 5                         | 4.17                  |
| 6              | Service Year: less than 1 year                | -                         | -                     |
|                | 1 to 5 years                                  | 15                        | 12.50                 |
|                | 6 to 10 years                                 | 75                        | 62.50                 |
|                | 11 to 15 years                                | 20                        | 16.67                 |
|                | 15 years and above                            | 10                        | 8.33                  |
| 7              | Salary Range: less than 150,000               |                           |                       |
|                | 150,000 to 250,000                            | 75                        | 62.50                 |
|                | 250,000 to 300,000                            | 30                        | 25.00                 |
|                | 300,000 to 350,000                            | 15                        | 12.50                 |

Source: Survey Data (2019)

As the purpose of this survey is to find out the effect of change management practices on employee engagement and job performance, the respondents were asked how many years they have worked for their position and in the organization to find out the length

of management-operation level relationship. This particular demographic characteristic can highlight whether the respondents' opinions and judgments on their senior officials are likely to be accurate or not. According to the findings, one fifth of the respondents have worked for their senior officials more than six years. Those who have worked more than eleven years and up to fifteen years are only a few in numbers. About one third of the respondents have worked for their senior officials five years and above. Therefore, it is found out that most of the total respondents have more than five years and above management and operational level relationship with their executives, their judgments on their senior officials are likely to be accurate.

## **4.2 Analysis on the Effect of Change Management Practices on Employee Engagement**

In this study, the effect of change management practices on employee engagement has been surveyed. All the respondents were asked by 5 points likert scaled questions (5= strongly agree, 4 =agree, 3 =can't decide, 2 = disagree, 1= strongly disagree) in order to the find out the effect of change management practices on employee engagement in DICA. The standard deviation, percentage and mean scores of change management practices and employee engagement are described in the study based on findings.

### **4.2.1 Employee Perception on Change Management Practices**

Change management practices such as active executive supports, effective communications and phased sequences of practices have effect on employee engagement in DICA. In order to find out employee perception on change management practices, structured questionnaire is given to the survey respondents. Each set of statements dedicates to each change management practices of executive support, effective communication and phased sequences with 15 statements in each set. The results are shown in Table (4.2) based on survey findings.

Coaching practice has the highest mean scores because the respondents think that their senior executives facilitate to subordinates to reach the desired change in the organization. Respondents strongly agree the senior executives as those who like to encourage initiatives from them assigning particular tasks first and giving them freedom to handle on, give the various kinds of training that the employees can apply well in the

various field. The employees in every line department are encouraged to use the own initiatives and make effective loan decisions, according to overall mean score, active executive support is influence factor in DICA are found out.

**Table (4.2) Employee Perception on Change Management Practices**

| <b>Sr. No.</b>      | <b>Change Management Practices</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|------------------------------------|-------------|---------------------------|
| <b>1.</b>           | <b>Active Executive Supports</b>   |             |                           |
|                     | (a) Strategic Planning             | 3.56        | 0.38                      |
|                     | (b) Technology                     | 3.80        | 0.45                      |
|                     | (c) Coaching                       | 4.02        | 0.56                      |
| <b>Overall Mean</b> |                                    | <b>3.79</b> |                           |
| <b>2.</b>           | <b>Effective Communication</b>     |             |                           |
|                     | (a) Organizational Goal            | 3.92        | 0.42                      |
|                     | (b) Team Spirit                    | 3.88        | 0.49                      |
|                     | (c) Changing Environment           | 3.79        | 0.43                      |
| <b>Overall Mean</b> |                                    | <b>3.86</b> |                           |
| <b>3.</b>           | <b>Phased Sequences</b>            |             |                           |
|                     | (a) Rationalization                | 3.78        | 0.36                      |
|                     | (b) Revitalization                 | 3.94        | 0.42                      |
|                     | (c) Regeneration                   | 3.86        | 0.40                      |
| <b>Overall Mean</b> |                                    | <b>3.86</b> |                           |

Source: Survey Data (2019)

As shown in Table (4.2), organization goals practice has the highest mean scores in effective communication segment. The main reason is the respondents clearly recognize their organization's objectives and senior executives frequently clarify the implementation of tasks and make the close relationship in communication between management level and operational level of employees in DICA. Respondents strongly agree that the departmental goals will impact to the organizational goals and the employees in every line department are reflected to negotiate with subordinates to reach their desired tasks and make building up the communication, according to overall mean score, it can be said effective communication is moderately dominant in DICA.

Revitalization practice, shown in Figure (4.2) of phased sequences segment, has also the highest mean scores among the three types of change management practices. Most of the respondents agree that the organization has better to be implemented the departmental tasks efficiently. Public service activities are carried out by relevant departments which are monitored by operational level of employees respectively. Therefore, close supervision and step by step monitoring is heavily practiced. The respondents also agreed that the senior executives have strong decision making and getting involved when issues arise, do not delay responding to urgent questions and not wait for things to go wrong before taking action. Step by step reporting and monitoring procedures enable senior executives to give immediate feedback and suggest corrective actions to the operational level employees on a timely basis. According to the overall mean score, phased sequences practice is also quite dominant in DICA are found out.

From survey results, most of the respondents believe that the executives of DICA develop the existing organizational culture and build up the employees' capacity to be a standardize organization. There are specific guidelines and procedures that employees must consistently compliance to have transparency. The respondents strongly agree that the senior executives decide what and how shall be done to complete the tasks, assign the employees to do particular tasks and maintain definite standards of performance. Top level executives make long term goal settings while employees are required to achieve monthly desired departmental goals and are given required support and guidelines to be achieved. According to overall mean score, effective communication and phased sequence practices are more dominant than active executive support in DICA are found out.

#### **4.2.2 Employee Engagement**

To find out which type of employee engagement factor is dominant, respondents were asked to choose the most likely answer from three sets of employee engagement questionnaire; vigor engagement, dedication engagement and absorption engagement, with 5 statements in each set. The results are shown in Table (4.3) based on survey findings.

As depicted in Table (4.3), vigor engagement has the highest mean scores because the respondents strongly believe that most of employees feel a strong sense of belonging to the organization and are proud to tell others that are working at DICA. Most of employees take pride in participating in the daily tasks and respective projects because the organization

is highly acknowledged. Most respondents feel that the employees are personally attached to the organization and think that working at DICA has much personal meaning. Those employees believe that the organization has the same goal with. On the other hand, employees believe that doing good deeds and helping the community, and also believe that the organization gives a lot of personal meaning to work at the organization. As a result, those employees feel that are personally involved to the organization, according to the overall mean score, vigor engagement is found out that is quite strong in DICA.

**Table (4.3) Employee Engagement**

| <b>Sr. No.</b>      | <b>Employee Engagement at DICA</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|------------------------------------|-------------|---------------------------|
| <b>1.</b>           | <b>Employee Engagement</b>         |             |                           |
|                     | (a) Vigor                          | 3.96        | 0.50                      |
|                     | (b) Dedication                     | 3.94        | 0.46                      |
|                     | (c) Absorption                     | 3.83        | 0.52                      |
| <b>Overall Mean</b> |                                    | <b>3.91</b> |                           |

Source: Survey Data (2019)

According to the results, dedication engagement has the second highest mean score. Most of the respondents strongly believe that a person must always be loyal to the organization. The respondents also believe that jumping from one organization to organization does not seem ethical. The respondents agreed more on the points that working environment of DICA were taught to believe in the value of remaining loyal to one organization and have a sense of moral obligation to remain. According to the overall mean score, dedication engagement is found out that is moderately strong in DICA.

Absorption engagement has the least mean scores compared to the prior two. The respondents also didn't agree well that continue to work for the current organization because leaving would require considerable personal sacrifice as another organization may not match the current organizations. However, most respondents moderately agreed on the facts that are afraid of what might happen if the quit the job without having another job lined up and think that would be very hard to leave their organization right now. Especially, the employees suffer with working overload responsibility and, however, need to negotiate with the current organization. If all above risks are calculated, respondents believe that

remaining at the current organization is a requirement. According to the overall mean score, absorption engagement is found that is fairly strong in DICA.

### 4.2.3 Effect of Change Management Practices on Employee Engagement

After finding out employee perception on the change management practices and employee's opinion on the engagement, the effect of change management practices on employee engagement is analyzed. In this study, linear regression is used to find out the relationship between independent variables (Active Executive Supports, Effective Communications and Phased Sequences) and dependent variables (Vigor Engagement, Dedication Engagement and Absorption Engagement). Table (4.4) shows the effect of change management practices on employee engagement.

**Table (4.4) Effect of Change Management Practices on Employee Engagement**

| Variable                 | Unstandardized Coefficients |            | Beta   | T     | Sig.  | VIF   |
|--------------------------|-----------------------------|------------|--------|-------|-------|-------|
|                          | B                           | Std. Error |        |       |       |       |
| (Constant)               | 0.499                       | 0.281      |        | 0.778 | 0.078 |       |
| Active Executive Support | -0.256**                    | 0.112      | -0.234 | 2.286 | 0.024 | 3.093 |
| Effective Communication  | -0.012                      | 0.116      | -0.012 | 0.107 | 0.915 | 3.478 |
| Phased Sequences         | 1.15***                     | 0.133      | 0.934  | 8.665 | 0.000 | 3.426 |
| R                        | .757                        |            |        |       |       |       |
| R Square                 | .573                        |            |        |       |       |       |
| Adjusted R Square        | .563                        |            |        |       |       |       |
| Durbin-Watson            | 1.027                       |            |        |       |       |       |
| F Value                  | 56.316***                   |            |        |       |       |       |

Source: Survey Data (2019)

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

As shown in Table (4.4), the specified model could explain some extent about the variation of the employee engagement of DICA since the value of  $R^2$  is 57.3 percent. The model can explain 56.3 percent about the variance of the independent variable and dependent variable because Adjusted R square is .563. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid.

Phased sequences change management practices factor variable has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in phased sequences change management practices factor leads to more employee engagement in DICA. An increase in phased sequences factor by 1 unit will also raise the effect on employee engagement by 1.15 units. Active executive support factor variable has relationship with the employee engagement at error correction level 95 percent. An increase in active executive support factor by 1 unit will decrease the effect on employee engagement by .256 units.

The Durbin-Watson ( $d$ ) = 1.027, and therefore we can assume that there is no auto-correlation in the data. The standardized coefficient (Beta) of phased sequences change management practices factor has the largest value (.934) among three explanatory variables indicating that phased sequences change management practices factors have the greatest contribution to the effect on employee engagement in DICA when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in engagement attitude of the employees well because the estimation produced expected signs with significant coefficients for most variables. The increase of phased sequences change management practices factors have significant and positively effect on employee engagement attitude. On the other hand, the increase of active executive support factors has also significant to employees' engagement and, but negative effect on employee engagement attitude.

In summary, the finding results show that most factors have significant value and the main determination of employee engagement to be the phased sequences change management practices factors. As a result, according to the Table (4.4), employee engagement in DICA is mostly effected by phased sequences change management practices factors to increase the engagement attitude positively.

### **4.3 Analysis on the Effect of Employee Engagement on Job Performance**

In this section, the impact of employee engagement on job performance in DICA is analyzed. The standard deviation, percentage and mean scores of employee engagement and job performance are presented in the study based on findings.

#### **4.3.1 Job Performance**

Employee engagement such as vigor engagement, dedication engagement and absorption engagement have impact on employee's job performance. In order to find out employee's job performance, structured questionnaire is given to the survey respondents. The questionnaire includes 25 statements and each statement seeks answer on how far the respondents agree or disagree with the statements. The results are shown in Table (4.5) based on survey findings.

As presented in Table (4.5), employees' job efficiency has high mean scores. The respondents strongly agree that would attend to work, meeting on time, complete the relevant work according to the deadlines, facilitate the external jobs offered and believe that the employees take appropriate action on problems as necessary. In relevant departments, senior executives and subordinates discuss the tasks to complete on daily and weekly basis. Even if problems and difficulties occur suddenly, proper solutions and appropriate actions are discussed during meetings. If necessary, respondents directly consult with the senior executives.

Most of the respondents strongly believe that effectively collaborate with other relevant departments' employees. The employees deal appropriately with confidential information and manage information and data effectively. To be able to perform their tasks, the senior executives give the related training to apply in the job and do coaching as necessary. Most respondents moderately believe that working without supervision as necessary, and fully demonstrate themselves as effective team members and initiate appropriately. Respondents fairly believe that demonstrate appropriate interactions with internal and external clients and deal appropriately with sensitive information. Thus, in collaboration, interaction, initiation and management skills, most respondents need more confidence to implement respective tasks without supervision, to be more initiative and to improve interaction and collaboration skills. According to the overall mean score, employees' job performance is very strong in DICA.

**Table (4.5) Job Performance**

| Sr. No.             | Job Performance at DICA | Mean        | Standard Deviation |
|---------------------|-------------------------|-------------|--------------------|
| 1.                  | <b>Job Performance</b>  |             |                    |
|                     | (a) Customer Services   | 4.10        | 0.27               |
|                     | (b) Efficiency          | 4.29        | 0.35               |
|                     | (c) Career Development  | 4.21        | 0.35               |
|                     | (d) Skill and Expertise | 4.07        | 0.43               |
|                     | (e) Meeting Objectives  | 4.02        | 0.30               |
| <b>Overall Mean</b> |                         | <b>4.13</b> |                    |

Source: Survey Data (2019)

### 4.3.2 Effect of Employee Engagement on Job Performance

Finally, the influence of employee engagement on job performance in DICA is analyzed. Linear regression is used to find out the relationship between independent variables (Vigor Engagement, Dedication Engagement and Absorption Engagement) and dependent variable (Job Performance). Table (4.6) shows the effect of employee engagement on job performance.

**Table (4.6) Effect of Employee Engagement on Job Performance**

| Variable              | Unstandardized Coefficients |            | Beta  | T      | Sig. | VIF   |
|-----------------------|-----------------------------|------------|-------|--------|------|-------|
|                       | B                           | Std. Error |       |        |      |       |
| (Constant)            | 2.925                       | 0.185      |       | 15.786 | .000 |       |
| Vigor Engagement      | -.129*                      | .072       | -.224 | -1.791 | .076 | 3.483 |
| Dedication Engagement | .589***                     | .079       | .927  | 7.415  | .000 | 3.481 |
| Absorption Engagement | -.152***                    | .043       | -.270 | -3.549 | .001 | 1.286 |
| R                     | 0.679                       |            |       |        |      |       |
| R Square              | 0.462                       |            |       |        |      |       |
| Adjusted R Square     | 0.448                       |            |       |        |      |       |
| Durbin Watson         | 1.010                       |            |       |        |      |       |
| F Value               | 34.293***                   |            |       |        |      |       |

Source: Survey Data (2019)

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

According to Table (4.6), the specified model could explain well about the variation of employee job performance of DICA since the value of  $R^2$  is 46.2 percent. The model can explain 44.8 percent about the variance of the independent variable and dependent variable because adjusted R square is .448. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid.

Dedication engagement factor variable has the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in dedication engagement factor leads to more employee job performance of employees in DICA. An increase in dedication engagement factor by 1 unit will also raise the effect on employee job performance by .589 units.

The standardized coefficient (Beta) of dedication engagement factor has the largest value (.927) among three explanatory variables indicating that dedication engagement factors have the greatest contribution to the effect on employee job performance when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in job performance of employees well because the estimation produced expected signs with significant coefficients for most variables. The increase of the dedication engagement factors has significant and positive effect on employee's job performance.

In summary, the results show that most factors have significant value and the main determination of employee's job performance is found to be the dedication engagement factors. Employee's job performance is mostly affected by dedication engagement factors. Most of employees from DICA are strongly involved the implementation of desired goals and have the sense of inspiration to complete the action plans in time.

## **CHAPTER (5)**

### **CONCLUSION**

In this chapter, the conclusions of the change management practices research are described. It includes various aspects of research based on the quantitative and qualitative analysis of this practices; (i) findings and discussion, (ii) suggestions and recommendations and, furthermore, (iii) the additional suggestions for the further researches are also added.

#### **5.1 Findings and Discussions**

The government organization today exists in an intensely competitive with the strong relationship private companies last few years since the private sector have been liberalized in 2011, the government organizations started operating in the competitive environment year after year in Myanmar. Moreover, opening of new investments in various industry make job opportunities and challenges the existing government organizations to maintain their employees, to improve the capacity of employees efficiently. In these circumstances, the effectiveness of change management practices to persuade and motivate their senior officials, operational employees, existence of committed workforce and employees' outstanding job performance has become critical points to consider. In this study, totally 120 employees are taking part in the survey questionnaire. Descriptive research method and quantitative method are conducted to analyze the data, simple statistical method (mean calculations) and Linear Regression analysis are practiced.

In an evaluation of studies of change management practices, employee engagement and job performance, the findings emerged that, while some evidence exists of links between change management practices and employee engagement, as well as between job performance and employee engagement. According to the effective communication of senior executives, the finding results can be discussed that respondents highly perceive the senior executives as those who are strong in participation the various tasks of evolving the organizational development. To be more precise, respondents believe that the senior executives have encouraging, monitoring and friendly behavior to all subordinates. Respondents also believe that the senior executives make all the decisions on what shall be

done and how shall be done, maintain definite standards of performance and ensure the employees to understand the roles clearly.

Among the three types of employee engagement, the result is found out that employees' dedication engagement is the strongest in DICA mainly because employees have a strong sense of involving the various implementations to reach the objectives of the organization and participate to move forward the organization. Moreover, respondents' belief, especially, on great loyalty and that is showed strong moderately in DICA because employees are being very hard to leave the organization and having the belief that is necessary to stay with the organization rather than the desire.

The regression results show the effect of change management practices on employee engagement, so active executive supports and phased sequences factors have the effect on engagement of employees. More increase practices of active executive supports have negative effects on operational level of the employees that have some resistance to change, however, phased sequences of practices have positive effect on overall engagement of employees in DICA.

Most of employees have significant job efficiency in DICA based on the survey findings regarding employee's job performance. Key performance indicators of employees are arriving to work on time, meeting the deadlines of targeted tasks, taking appropriate actions without executing from senior management when problems appear, setting priorities on tasks to complete appropriately, using time effectively, working with subordinates and colleagues as necessary, collaborating effectively with cross departments and dealing with information and data appropriately and effectively. The dedication engagement has the greatest contribution to the effect on employees' job performance according to the regression results regarding the effect of employee engagement on job performance. The increases of dedication engagement have the positive effects on job performance of employees in DICA.

Based on the results, phased sequences practices factor is the most dominant practices among the three types of change management practices; active executive support, effective communication and phased sequences practice. Regarding employee engagement, dedication engagement is the strongest factor in DICA. Finally, employees' job performance in DICA is quite strong as a result of strong positive effects from dedication engagement resulted from phased sequences of change management practice.

## **5.2 Suggestions and Recommendations**

Based on the results of findings, the results can be recommended without utilizing the change management practices, the risks of missing the meeting objectives, losing productivity, or complete targeted tasks failure all increase and threaten a business's future, lacking effective, thorough, and uncertain change management is extremely hazardous to an organization and current fundamental change practices should be emphasized to be sustainable developments in the long term, on who are aged between 35 to 44 years old because this age group comprises almost half of the overall workforce in this organization. The fact that about half of the respondents have more than ten years services suggest that senior executives of DICA should practice the phased sequences practices more on those employees who have worked more than six years to maintain engaged employees. Otherwise, if those employees reduce trust in the senior executives' change management process, the outcomes would be difficult for this organization to reach the targeted goals, to reduce turnover and maintain engaged workforce of the organization and current outstanding job performance in line with the action plan.

Senior executives in DICA should continuously promote the operational employees to have a strong sense of belonging to the organization. Senior executives also should create proper occasions to celebrate the relationship among all levels of employees working at different division. Appropriate opportunities for the employees to have happiness and a great deal of personal meaning to work at DICA should be created accordingly. Moreover, the employees should be trained to develop the moral concepts that is not appropriate to jump from one organization to another and, on the other hand, to remain in one particular organization in terms of moral obligation for the employees to be loyal to the organization. Appreciation on employees' job performance and giving awards to employees who have many years of service at DICA should be conducted regularly and based on proper manners.

Creating the culture of change management practices related to phased sequences, DICA should utilize the continuous practices of change management to maintain high employee engagement and job performance of the organization. Executives of this organization should encourage the exchange of valued things between management level and operational level in order to achieve several outcomes. As the method of getting subordinates to meet job requirements by reinforcing rewards for compliance or punishment for noncompliance should be reviewed conventionally. Moreover, the

executives should identify, define and communicate what needs to be done and how the instruction will be carried out.

Subsequently, the proper succession plan for the first line of DICA's senior executives should be created to maintain the long term success of the organization in the future and also should improve relationship between subordinates and operational level of employees in the long term as the change can contribute positively to improve employee engagement and job performance according to the positive effect of dedication engagement. In order to more improve operational employees' engagement and job performance, senior executives should encourage subordinates to be influential in motivating employees' change and transform to be more aware of task outcomes, activating the highest order needs and stretching the employees beyond the own self-interest for the benefit of the organization. Sometimes, senior executives should be able to serve as exemplary role models, articulating business goals and providing the emotional appeal, meaning and challenge to employees in order to get the work done with enthusiasm and engagement through the employees.

In summary, the phased sequences practices with phase by phase changes should be still practiced continuously to improve high effective engagement of employees who have strong sense of personal meaning, belongingness and loyalty to the organization. Especially, most of senior executives in DICA should practice active supporting operational level employees to lay emphasis on the relations with the subordinates and colleagues by coaching for employee motivations, on the values, ideals, morals and needs of the employees. Likely, by phased sequences of change practices, senior executives should continue to ensure the subordinates to understand the roles maintain definite standards of performance and make effective decisions for the good of entire organization. In short, phased sequences practices can be utilized to enhance employees' engagement and job performance in DICA for the long term success.

### **5.3 Needs for Further Research**

This research focuses to observe on the change management practices on organizational development based on three types; active executive support, effective communication and phased sequences of DICA, especially the head office in Yangon except regional offices due to the time limitation. Employees' engagement and job

performance are mainly emphasized. However, this study would not cover overall change management practices such as creating the cultures of change management using dedicated resources, organizational behavior and sustainable succession plan for first line of active executives and so on.

If further studies on the effect of creating the cultures of change management, organizational behavior and sustainable succession plan for active executives are made, the study would be more beneficial to find out further change management practices which are the best to practices. In addition, more fruitful for DICA to do further studies on the other factors and, finally, in this organization level. Finally, this study can be worthwhile to conduct further research on the factors affecting the employee engagement and job performance in DICA.

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## APPENDIXES

### Appendix I

#### Introduction to the respondents

September 2019

Respected Sir/ Madam,

I am Pyae Phyo Aung, a student studying the Master of Business Administration at Yangon University of Economics in Myanmar. I am now conducting the thesis in order to completed my MBA study programme.

My study is about “**the effect of change management practices on Employee Engagement and Job Performance at DICA**” when your organization has been transformed on employee engagement and job performance.

Your input is crucial to this study because it will support an overall picture of how DICA’s change process can work towards having satisfied and committed employees.

This questionnaire is developed to gather information for the purpose of this thesis. It will take an average of 20 – 25 minutes to fill it out. Your valuable answers will be handled strictly confidential and will exclusively be used for the purpose of this thesis. Therefore, I do request to answer the questions as honest and objective as possible in order to contribute to the success of this study.

I would like to be thankful if you could co-operate with me in filling the questionnaire.

Sincerely,

Pyae Phyo Aung

**Below are some questions to get a better overall view of the respondent. Please note that all data remains anonymous.**

Respondent's Details:

1. What is your gender?

- Male
- Female

2. What is your current job category within the organization?

- Operational (work floor)
- Administrative personnel
- Supervisor (middle management)
- Manager (upper management)

3. What is your age range?

- 16 – 24
- 25 – 34
- 35 – 44
- 45 – 54
- > 54

4. What is the highest level of education you have completed?

- High School graduate, diploma or the equivalent
- Bachelor's degree
- Master's Degree
- Professional degree
- Doctorate degree

5. What is your average monthly salary range (in MMK)?

- 150,000 – 200,000
- 200,000 – 250,000
- 250,000 – 300,000
- 300,000 – 350,000

6. Which range indicates the number of years you are employed within the organization?

- < 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- > 15 years

## Appendix I

### Part I. Active Executive Support

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

| No                            | Organization's Executive Supervisor  | Scale |   |   |   |   |
|-------------------------------|--|-------|---|---|---|---|
|                               |  | 1     | 2 | 3 | 4 | 5 |
| <b>(a) Strategic Planning</b> |  |       |   |   |   |   |
| 1.                            | Utilizes me as an asset to help it improve, stay competitive, and strategically goals. |       |   |   |   |   |
| 2.                            | Suggests new ways of looking at how to complete assignments.                           |       |   |   |   |   |
| 3.                            | Delegates to perform the relevant jobs efficiently.                                    |       |   |   |   |   |
| 4.                            | Focus attention on irregularities, mistakes, exceptions and deviations                 |       |   |   |   |   |
| 5.                            | Avoids getting involved when important issues arrive                                   |       |   |   |   |   |
| <b>(b) Technology</b>         |  |       |   |   |   |   |
| 1.                            | Displays a sense of power and confidence clearly.                                      |       |   |   |   |   |
| 2.                            | Helps me to develop my strengths.  |       |   |   |   |   |
| 3.                            | Spends time teaching and coaching.   |       |   |   |   |   |
| 4.                            | Makes clear what one can expect to receive when performance goals are.                 |       |   |   |   |   |
| 5.                            | Saves time the preparation of documentation process.                                   |       |   |   |   |   |
| <b>(c) Coaching</b>           |  |       |   |   |   |   |
| 1.                            | Discusses in specific term who is responsible for performance targets                  |       |   |   |   |   |
| 2.                            | Show the direction of organization that wants to go in clear and understandable.       |       |   |   |   |   |
| 3.                            | Considers me as having different needs, abilities and aspirations from                 |       |   |   |   |   |
| 4.                            | Supports responding to urgent questions  |       |   |   |   |   |
| 5.                            | Express satisfaction when I meet expectations  |       |   |   |   |   |

**Part II. Effective Communication**

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

| No                              | Organization's environment this is how I feel about   | Scale |   |   |   |   |
|---------------------------------|---|-------|---|---|---|---|
|                                 |   | 1     | 2 | 3 | 4 | 5 |
| <b>(a) Organizational Goals</b> |   |       |   |   |   |   |
| 1.                              | Makes management communicate employees' duties and control responsibilities in an effective manner.   |       |   |   |   |   |
| 2.                              | It establishes communicational channels to report suspected improprieties.  |       |   |   |   |   |
| 3.                              | Flow of communication across the organization adequately to enable people to discharge their responsibilities effectively.                                    |       |   |   |   |   |
| 4.                              | Follow-up action on communications received from external parties.  |       |   |   |   |   |
| 5.                              | The monitoring and compliance requirements are fulfilled to organizational goals.   |       |   |   |   |   |
| <b>(b) Team Spirit</b>          |   |       |   |   |   |   |
| 1.                              | I would follow other parties outside the organization's actions.  |       |   |   |   |   |
| 2.                              | Reviewing the responsibility for achieving objectives been assigned and documented.   |       |   |   |   |   |
| 3.                              | Providing management with necessary reports on the department's performance.  |       |   |   |   |   |
| 4.                              | It verifies the accuracy of information in management and monitoring reports.   |       |   |   |   |   |
| 5.                              | I can consider the established objectives, including relevant external and internal information.  |       |   |   |   |   |
| <b>(c) Changing Environment</b> |   |       |   |   |   |   |
| 1.                              | It displays the right people in sufficient detail on time to enable them to carry out their responsibilities.   |       |   |   |   |   |
| 2.                              | It developed or revised the systems over financial reporting based on a strategic plan and interrelated with the organization's overall communication system. |       |   |   |   |   |
| 3.                              | It committed the appropriate human and financial resources to be more develop.  |       |   |   |   |   |
| 4.                              | It was not leaks out the specific information.  |       |   |   |   |   |

|    |   |  |  |  |  |  |
|----|---|--|--|--|--|--|
| 5. | It changed the results oriented system. |  |  |  |  |  |
|----|---|--|--|--|--|--|

### Part III. Phased Sequences

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

| No                         | Organization's transformation is....   | Scale |   |   |   |   |
|----------------------------|--|-------|---|---|---|---|
|                            |  | 1     | 2 | 3 | 4 | 5 |
| <b>(a) Rationalization</b> |  |       |   |   |   |   |
| 1.                         | It could remove to all players concerned the need to change visibility on desired state. |       |   |   |   |   |
| 2.                         | The role of all players during the change phase and in the future state are explained.   |       |   |   |   |   |
| 3.                         | It provides the required knowledge to carry out future tasks.                            |       |   |   |   |   |
| 4.                         | It maintains contact between project team and end-user after the job completion.         |       |   |   |   |   |
| 5.                         | The first experience of future tasks to be performed are given.                          |       |   |   |   |   |
| <b>(b) Revitalization</b>  |  |       |   |   |   |   |
| 1.                         | It facilitates to enhance the team spirit.   |       |   |   |   |   |
| 2.                         | All adequate means of communication at the right time is used.                           |       |   |   |   |   |
| 3.                         | It makes enable the dialogue between project team and executive openly.                  |       |   |   |   |   |
| 4.                         | Directly answering technical or strategic questions are provided.                        |       |   |   |   |   |
| 5.                         | It can be assessed through the human resources in some cases.                            |       |   |   |   |   |
| <b>(c) Regeneration</b>    |  |       |   |   |   |   |
| 1.                         | It detects any individual problem within a framework of change practices.                |       |   |   |   |   |
| 2.                         | Personal benefits of this evolution in the future can be perceived.                      |       |   |   |   |   |
| 3.                         | Legitimacy of completing this evolution in the future can be viewed.                     |       |   |   |   |   |

|    |  |  |  |  |  |  |
|----|--|--|--|--|--|--|
| 4. | It defines their future role with the human resources in some cases.     |  |  |  |  |  |
| 5. | End-users to express their doubts, worries, questions, etc. are allowed. |  |  |  |  |  |

#### Part IV. Employee Engagement

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

| No                    | How I perform in my organization....  | Scale |   |   |   |   |
|-----------------------|---|-------|---|---|---|---|
|                       |   | 1     | 2 | 3 | 4 | 5 |
| <b>(a) Vigor</b>      |   |       |   |   |   |   |
| 1.                    | I like working environment in this organization.  |       |   |   |   |   |
| 2.                    | This organization has a great deal of personal meaning to me.   |       |   |   |   |   |
| 3.                    | I am happy with my tasks at work.   |       |   |   |   |   |
| 4.                    | I feel like a part of my family to this organization.   |       |   |   |   |   |
| 5.                    | I have close relationship with my colleagues at work place.   |       |   |   |   |   |
| <b>(b) Dedication</b> |   |       |   |   |   |   |
| 1.                    | My values and the organization's values are very similar.   |       |   |   |   |   |
| 2.                    | I am proud to tell others that I am part of this organization.  |       |   |   |   |   |
| 3.                    | I feel very loyalty to this organization.   |       |   |   |   |   |
| 4.                    | I am willing to put in a great deal of effort beyond which is normally expected in order to help this organization be successful. |       |   |   |   |   |
| 5.                    | I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.                |       |   |   |   |   |
| <b>(c) Absorption</b> |   |       |   |   |   |   |
| 1.                    | It would take very little chance in my present circumstances to cause me to leave this organization.                              |       |   |   |   |   |
| 2.                    | I could just as well as working for a different organization as long as the type of work similar.                                 |       |   |   |   |   |
| 3.                    | I would accept almost any type of job assignment in order to keep working for this organization.                                  |       |   |   |   |   |

|    |  |  |  |  |  |  |
|----|--|--|--|--|--|--|
| 4. | Deciding to work for this organization was a definite answer on my part.             |  |  |  |  |  |
| 5. | This organization really inspires the very best in me in the way of job performance. |  |  |  |  |  |

**Part V. Job Performance**

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

| No                             | This is how I feel about job performance....                                | Scale |   |   |   |   |
|--------------------------------|---|-------|---|---|---|---|
|                                |   | 1     | 2 | 3 | 4 | 5 |
| <b>(a) Customer Services</b>   |   |       |   |   |   |   |
| 1.                             | I can provide service reliably, consistently, and dependably.               |       |   |   |   |   |
| 2.                             | I am willing and able to provide service in a timely manner.                |       |   |   |   |   |
| 3.                             | I believe that customers are approachable and easy to contact.              |       |   |   |   |   |
| 4.                             | I am confident that I am courteous, polite and respectful to customers.     |       |   |   |   |   |
| 5.                             | I make customers to be trustworthy, believable, and honest.                 |       |   |   |   |   |
| <b>(b) Efficiency</b>          |   |       |   |   |   |   |
| 1.                             | I felt confidence to facilitating the customers efficiently.                |       |   |   |   |   |
| 2.                             | I am growing the ability with the organization value.                       |       |   |   |   |   |
| 3.                             | I help people to give cost saving and time saving.                          |       |   |   |   |   |
| 4.                             | It makes me more helpful to other people on the team.                       |       |   |   |   |   |
| 5.                             | I achieve proper recognition from others.                                   |       |   |   |   |   |
| <b>(c) Career Development</b>  |   |       |   |   |   |   |
| 1.                             | I can learn some skills from my colleagues, and supervisors.                |       |   |   |   |   |
| 2.                             | I get opportunities to upgrade my skills and knowledge.                     |       |   |   |   |   |
| 3.                             | It makes me feel that my job is important.                                  |       |   |   |   |   |
| 4.                             | I can learn to do innovative things at work.                                |       |   |   |   |   |
| 5.                             | I am confident that I will achieve the goals setting for myself.            |       |   |   |   |   |
| <b>(d) Skill and Expertise</b> |   |       |   |   |   |   |
| 1.                             | My ability grows with effort.   |       |   |   |   |   |
| 2.                             | I believe that the brain can be developed like a muscle.                    |       |   |   |   |   |
| 3.                             | I feel satisfied and confidence when my job done through proper delegation. |       |   |   |   |   |
| 4.                             | I prefer to finish my tasks in a short time.                                |       |   |   |   |   |
| 5.                             | I feel sense of pride in doing my job.                                      |       |   |   |   |   |
| <b>(e) Meeting Objectives</b>  |   |       |   |   |   |   |

|    |   |  |  |  |  |  |
|----|---|--|--|--|--|--|
| 1. | I am satisfied when my job is done through proper delegation.   |  |  |  |  |  |
| 2. | In my organization, staffs are allowed to undertake delegate work in their own ways in some conditions. |  |  |  |  |  |
| 3. | I am aligned with this organizational mission.  |  |  |  |  |  |
| 4. | Most interactions are shortly done in this organization.  |  |  |  |  |  |
| 5. | I like to do some experiment and create new things to reach our daily goals.                            |  |  |  |  |  |

### Appendix III

#### Employee Perception on Active Executive Support

| Sr. No.                   | Active Executive Support  | Mean        | Standard Deviation |
|---------------------------|---|-------------|--------------------|
|                           | (a) Strategic Planning  |             |                    |
| 1                         | Utilizes as an asset to help it improve, stay competitive, and strategically goals. | 3.84        | 0.68               |
| 2                         | Suggests new ways of looking at how to complete assignments.                        | 3.88        | 0.64               |
| 3                         | Delegates to perform the relevant jobs efficiently.                                 | 3.85        | 0.49               |
| 4                         | Focus attention on irregularities, mistakes, exceptions and deviations.             | 3.62        | 0.49               |
| 5                         | Avoids getting involved when important issues arrive.                               | 2.61        | 0.87               |
| <b>Overall Mean</b>       |   | <b>3.56</b> |                    |
|                           | <b>(b) Technology</b>   |             |                    |
| 1                         | Displays a sense of power and confidence clearly.                                   | 4.00        | 0.557              |
| 2                         | Helps to develop the strengths.   | 3.72        | 0.635              |
| 3                         | Spends time teaching and coaching.  | 3.62        | 0.674              |
| 4                         | Makes clear what one can expect to receive when performance goals are.              | 3.95        | 0.503              |
| 5                         | Saves time the preparation of documentation process.                                | 3.72        | 0.715              |
| <b>Overall Mean</b>       |   | <b>3.56</b> |                    |
|                           | <b>(c) Coaching</b>   |             |                    |
| 1                         | Discusses in specific term who is responsible for performance targets.              | 4.00        | 0.571              |
| 2                         | Show the direction of organization that wants to go in clear and understandable.    | 4.05        | 0.761              |
| 3                         | Considers as having different needs, abilities and aspirations from.                | 3.95        | 0.608              |
| 4                         | Supports responding to urgent questions.  | 3.89        | 0.729              |
| 5                         | Express satisfaction when meet expectations.  | 4.22        | 0.828              |
| <b>Overall Mean</b>       |   | <b>4.02</b> |                    |
| <b>Total Overall Mean</b> |   | <b>3.79</b> |                    |

Source: Survey Data (2019)

### Employee Perception on Effective Communication

| Sr. No.                   | Effective Communication  | Mean        | Standard Deviation |
|---------------------------|--|-------------|--------------------|
|                           | (a) Organizational Goals   |             |                    |
| 1                         | Makes management communicate employees' duties and control responsibilities in an effective manner.  | 4.01        | 0.653              |
| 2                         | Establishes communicational channels to report suspected improprieties.  | 3.88        | 0.552              |
| 3                         | Flow of communication across the organization adequately to enable people to discharge their responsibilities effectively.                                 | 3.78        | 0.413              |
| 4                         | Follow-up action on communication received from external parties.  | 3.68        | 0.925              |
| 5                         | The monitoring and compliance requirements are fulfilled to organizational goals.  | 4.26        | 0.642              |
| <b>Overall Mean</b>       |  | <b>3.92</b> |                    |
|                           | <b>(b) Team Spirit</b>   |             |                    |
| 1                         | Would follow other parties outside the organization's actions.   | 3.77        | 0.688              |
| 2                         | Reviewing the responsibility for achieving objectives been assigned and documented.  | 4.03        | 0.43               |
| 3                         | Providing management with necessary reports on the department's performance.   | 3.9         | 0.446              |
| 4                         | Verifies the accuracy of information in management and monitoring reports.   | 3.82        | 0.858              |
| 5                         | Can consider the established objectives, including relevant external and internal information.   | 3.89        | 0.718              |
| <b>Overall Mean</b>       |  | <b>3.88</b> |                    |
|                           | <b>(c) Changing Environment</b>  |             |                    |
| 1                         | Displays the right people in sufficient detail on time to enable them to carry out their responsibilities.   | 3.9         | 0.645              |
| 2                         | Developed or revised the systems over financial reporting based on a strategic plan and interrelated with the organization's overall communication system. | 4.02        | 0.305              |
| 3                         | Committed the appropriate human and financial resources to be more develop.  | 3.89        | 0.78               |
| 4                         | Was not leaks out the specific information.  | 3.37        | 0.738              |
| 5                         | Changed the results orient system.   | 3.84        | 0.68               |
| <b>Overall Mean</b>       |  | <b>3.79</b> |                    |
| <b>Total Overall Mean</b> |  | <b>3.86</b> |                    |

Source: Survey Data (2019)

### Employee Perception on Phased Sequences

| Sr. No.                   | Phased Sequences   | Mean        | Standard Deviation |
|---------------------------|--|-------------|--------------------|
|                           | (a) Rationalization  |             |                    |
| 1                         | Could remove to all players concerned the need to change visibility on desired state.  | 3.48        | 0.684              |
| 2                         | The role of all players during the change phase and in the future state are explained. | 3.85        | 0.5                |
| 3                         | Provides the required knowledge to carry out future tasks.                             | 4.01        | 0.457              |
| 4                         | Maintains contact between project team and end-user after the job completion.          | 3.85        | 0.484              |
| 5                         | The first experience of future tasks to be performed are given.                        | 3.73        | 0.785              |
| <b>Overall Mean</b>       |  | <b>3.78</b> |                    |
|                           | <b>(b) Revitalization</b>  |             |                    |
| 1                         | Facilitates to enhance the team spirit.  | 4.06        | 0.702              |
| 2                         | All adequate means of communication at the right time is used.                         | 3.81        | 0.611              |
| 3                         | Makes enable the dialogue between project team and executive openly.                   | 4.06        | 0.51               |
| 4                         | Directly answering technical or strategic questions are provided.                      | 3.93        | 0.545              |
| 5                         | Can be assessed through the human resources in some cases.                             | 4.12        | 0.492              |
| <b>Overall Mean</b>       |  | <b>3.94</b> |                    |
|                           | <b>(c) Regeneration</b>  |             |                    |
| 1                         | Detects any individual problem within a framework of change practices.                 | 3.67        | 0.741              |
| 2                         | Personal benefits of this evolution in the future can be perceived.                    | 3.88        | 0.33               |
| 3                         | Legitimacy of completing this evolution in the future can be viewed.                   | 3.98        | 0.498              |
| 4                         | Defines their future role with the human resources in some cases.                      | 3.94        | 0.539              |
| 5                         | End-users to express their doubts, worries, questions, etc. are allowed.               | 4.13        | 0.488              |
| <b>Overall Mean</b>       |  | <b>3.85</b> |                    |
| <b>Total Overall Mean</b> |  | <b>3.86</b> |                    |

Source: Survey Data (2019)

## Employee Engagement

| Sr. No.                | Employee Engagement  | Mean        | Standard Deviation |
|------------------------|--|-------------|--------------------|
|                        | <b>(a) Vigor</b>   |             |                    |
| 1                      | Like working environment in this organization.   | 4.05        | 0.608              |
| 2                      | Organization has a great deal of personal meaning.   | 4.12        | 0.528              |
| 3                      | Happy with tasks at work.  | 4.09        | 0.64               |
| 4                      | Feel like a part of my family to this organization.  | 3.74        | 0.642              |
| 5                      | Have close relationship with colleagues at work place.   | 4.14        | 0.462              |
| <b>Overall Mean</b>    |  | <b>3.96</b> |                    |
|                        | <b>(b) Dedication</b>  |             |                    |
| 1                      | Values and the organization's values are very similar.   | 3.65        | 0.657              |
| 2                      | Proud to tell others that part of this organization.   | 4.05        | 0.41               |
| 3                      | Feel very loyalty to this organization.  | 3.98        | 0.49               |
| 4                      | Willing to put in a great deal of effort beyond which is normally expected in order to help this organization be successful. | 4.25        | 0.648              |
| 5                      | Extremely glad that chose this organization to work for over others was considering at the time joined.                      | 4.05        | 0.533              |
| <b>Overall Mean</b>    |  | <b>3.94</b> |                    |
|                        | <b>(c) Absorption</b>  |             |                    |
| 1                      | Would take very little chance in present circumstance to cause to leave this organization.                                   | 3.54        | 0.941              |
| 2                      | Could just as well as working for a different organization as long as the type of work similar.                              | 3.93        | 0.684              |
| 3                      | Would accept almost any type of job assignment in order to keep working for this organization.                               | 3.78        | 0.696              |
| 4                      | Deciding to work for this organization was a definite answer on part.  | 4.03        | 0.527              |
| 5                      | This organization really inspires the very best in the way of job performance.   | 4.16        | 0.568              |
| <b>Overall Mean</b>    |  | <b>3.83</b> |                    |
| <b>Total Over Mean</b> |  | <b>3.91</b> |                    |

Source: Survey Data (2019)

### Job Performance

| Sr. No.             | Job Performance  | Mean        | Standard Deviation |
|---------------------|--|-------------|--------------------|
|                     | <b>(a) Customer Services</b>   |             |                    |
| 1                   | Can provide service reliably, consistently, and dependably.            | 4.2         | 0.519              |
| 2                   | Willing and able to provide service in a timely manner.                | 4.16        | 0.495              |
| 3                   | Believe that customers are approachable and easy to contact.           | 4           | 0.466              |
| 4                   | Confident that courteous, polite and respectful to customers.          | 4           | 0.329              |
| 5                   | Make customers to be trustworthy, believable, and honest.              | 4.15        | 0.49               |
| <b>Overall Mean</b> |  | <b>4.10</b> |                    |
|                     | <b>(b) Efficiency</b>  |             |                    |
| 1                   | Felt confidence to facilitating the customer efficiently.              | 4.28        | 0.635              |
| 2                   | Growing the ability with the organization value.                       | 4.32        | 0.469              |
| 3                   | Help people to give cost saving and time saving.                       | 4.37        | 0.484              |
| 4                   | Makes more helpful to other people on the team.                        | 4.2         | 0.519              |
| 5                   | Achieve proper recognition from others.                                | 4.3         | 0.46               |
| <b>Overall Mean</b> |  | <b>4.29</b> |                    |
|                     | <b>(c) Career Development</b>  |             |                    |
| 1                   | Can learn some skills from colleagues, and supervisors.                | 4.26        | 0.441              |
| 2                   | Get opportunities to upgrade skills and knowledge.                     | 4.21        | 0.407              |
| 3                   | Makes feel that job is important.                                      | 4.21        | 0.407              |
| 4                   | Can learn to do innovative things at work.                             | 4.15        | 0.59               |
| 5                   | Confident that will achieve the goals setting for.                     | 4.21        | 0.619              |
| <b>Overall Mean</b> |  | <b>4.21</b> |                    |
|                     | <b>(d) Skill and Expertise</b>   |             |                    |
| 1                   | Ability grows with effort.   | 4.15        | 0.484              |
| 2                   | Believe that the brain can be developed like a muscle.                 | 3.95        | 0.614              |
| 3                   | Feel satisfied and confidence when job done through proper delegation. | 4.15        | 0.484              |
| 4                   | Prefer to finish tasks in a short time.                                | 4.1         | 0.796              |
| 5                   | Feel sense of pride in doing job.                                      | 4.01        | 0.564              |
| <b>Overall Mean</b> |  | <b>4.07</b> |                    |

| <b>(e) Meeting Objectives</b> |   |             |       |
|-------------------------------|---|-------------|-------|
| 1                             | Satisfied when my job is done through proper delegation.                            | 3.9         | 0.446 |
| 2                             | Staffs are allowed to undertake delegate work in their own ways in some conditions. | 4.05        | 0.227 |
| 3                             | Aligned with this organizations mission.  | 3.99        | 0.564 |
| 4                             | Most interactions are shortly done in this organization.                            | 4           | 0.329 |
| 5                             | Like to do some experiment and create new things to reach our daily goals.          | 4.13        | 0.576 |
| <b>Overall Mean</b>           |   | <b>4.02</b> |       |
| <b>Total Overall Mean</b>     |   | <b>4.13</b> |       |

Source: Survey Data (2019)

**Model Summary (Employee Engagement)**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |       |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .757a | 0.573    | 0.563             | 0.27407                    | 0.573             | 56.316   | 3   | 126 | 0             | 1.027         |

**ANOVA (Employee Engagement)**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.  |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1     | Regression | 12.69          | 3   | 4.23        | 56.316 | .000a |
|       | Residual   | 9.464          | 126 | 0.075       |        |       |
|       | Total      | 22.155         | 129 |             |        |       |

**Model Summary (Job Performance)**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |       |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .679a | 0.462    | 0.448             | 0.21854                    | 0.462             | 34.293   | 3   | 120 | 0             | 1.010         |

**ANOVA (Job Performance)**

| Model |            | Sum of Squares | Df  | Mean Square | F      | Sig.  |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1     | Regression | 4.913          | 3   | 1.638       | 34.293 | .000a |
|       | Residual   | 5.731          | 120 | 0.075       |        |       |
|       | Total      | 10.644         | 123 |             |        |       |

**Coefficients**

| Model |            | Unstandardized Coefficients | Std. Error | Standardized Coefficients<br>Beta | T     | Sig.  | 95% Confidence Interval for B |             | Correlations |         |       |
|-------|------------|-----------------------------|------------|-----------------------------------|-------|-------|-------------------------------|-------------|--------------|---------|-------|
|       |            |                             |            |                                   |       |       | Lower Bound                   | Upper Bound | Zero-order   | Partial | Part  |
| 1     | (Constant) | 0.499                       | 0.281      |                                   | 1.778 | 0.078 | -0.057                        | 1.055       |              |         |       |
|       | AES        | -0.256                      | 0.112      | -0.234                            | 2.286 | 0.024 | -0.478                        | -0.034      | 0.485        | -0.2    | 0.133 |
|       | EC         | -0.012                      | 0.116      | -0.012                            | 0.107 | 0.915 | -0.242                        | 0.218       | 0.559        | -0.01   | 0.006 |
|       | PS         | 1.15                        | 0.133      | 0.934                             | 8.665 | 0     | 0.887                         | 1.412       | 0.742        | 0.611   | 0.505 |

**Coefficients**

| Model |            | Unstandardized Coefficients | Std. Error | Standardized Coefficients<br>Beta | T      | Sig.  | 95% Confidence Interval for B |             | Correlations |         |       |
|-------|------------|-----------------------------|------------|-----------------------------------|--------|-------|-------------------------------|-------------|--------------|---------|-------|
|       |            |                             |            |                                   |        |       | Lower Bound                   | Upper Bound | Zero-order   | Partial | Part  |
| 1     | (Constant) | 2.925                       | 0.185      |                                   | 15.786 | 0     | 2.558                         | 3.292       |              |         |       |
|       | avgV       | -0.129                      | 0.072      | -0.224                            | -1.791 | 0.076 | -0.272                        | 0.014       | 0.433        | -0.161  | -0.12 |
|       | avgD       | 0.589                       | 0.079      | 0.927                             | 7.415  | 0     | 0.432                         | 0.747       | 0.617        | 0.561   | 0.497 |
|       | avgA       | -0.152                      | 0.043      | -0.27                             | -3.549 | 0.001 | -0.237                        | -0.067      | 0.048        | -0.308  | 0.238 |