YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF JOB RESOURCES AND PERSONAL RESOURCES ON WORK ENGAGEMENT OF BLAZON GROUP MYANMAR

MO MO CHAN MYAE

MBA II - 45

MBA 23rd BATCH

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ACADEMIC YEAR (2017 – 2019)

Supervised by   **Submitted by**

Dr. Su Hlaing Oo   **Mo Mo Chan Myae**

Associate Professor   **MBA II – 45**

Department of Management Studies   **MBA 23rd Batch**

Yangon University of Economics   **2017 – 2019**

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This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA)

Supervised by   **Submitted by**

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ACCEPTANCE

This is to certify that the thesis entitled "**The Effect of Job Resources and Personal Resources on Work Engagement of Blazon Group Myanmar**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

……………

(Chairperson)

Dr. Tin Win

Rector

Yangon University of Economics

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(Supervisor)   (Examiner)

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(Examiner)   (Examiner)

DECEMBER, 2019

ABSTRACT

The purposes of this study are to examine the effect of job resources and personal resources on work engagement and to analyze the effect of work engagement on job performance of Blazon Group Myanmar. Based on the survey results, it is found that most of the respondents have high level of perception towards job resources and personal resources at Blazon Group Myanmar which influence on work engagement. Most of the employees work intensively and feel happy at the same time to work at Blazon Group Myanmar and they agree their efficient work done influence the company's growth. When employees encounter difficulties in their work, they get support from supervisors which can lead to achieving their goals. It is also found that employees from Blazon Group Myanmar are very proud of working at their company by participating in their respective tasks and responsibilities actively. In addition, employees can also manage and solve problems and challenges by collaborating with others within minimum time that can lead to higher productivity. These factors highlight the work engagement of employees and lead to job performance of the employees in Blazon Group Myanmar.

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CHAPTER 1

INTRODUCTION

The main challenge in today's work environment is involving workers and creating a sense of belonging and ownership that promotes productivity. Organizations need to support work resources and personal resources for employees in order to have work involvement. All work and personal resources are found to be strongly connected to the dedication to work. Knowing work resources and personal resources is important because it initiates a cycle of motivation that leads to dedication to work and success in quality. The lack of work and personal resources evokes a cynical attitude towards encounters with the work.

The idea of dedication to work blends in with the positive psychology tradition. Work engagement has to do with workers and organizations ' health and well-being. Performance of organizations depends on dedication to work because they need productive results and loyal staff retention. Engaged workers are full of energy, dedicated to the company and working hard without developing stress problems related to work.

Engagement to work has a positive impact on job performance. Job performance is a means of achieving a goal or set of goals in a job, role or organization (Campbell, 1990), but not the actual effects of the acts performed in a job. Job performance is purely an action and a separate entity from the results of a specific job linked to achievement and productivity. High levels of dedication to work are associated with high performance on job performance and contextual efficiency. Although task performance defines mandatory behaviors, contextual behaviors are behaviors that fail to fulfill specific aspects of the essential function of the job.

Several companies are now recognizing workers who are the primary carriers for the long-term survival of organizations. When the well-being of employees is a top priority, workers are very likely to be happy. Companies can't succeed without their workers ' hard work and dedication.

1.1 Rationale of the Study

Work engagement can be described as a positive at work activity or a positive attitude that results in positive work-related results. Employees with a high level of commitment to work are enthusiastic, committed to their job and engaged in their jobs. In fact, employed employees are not only successful, but their positive attitude to work often produces a healthy working environment. Engaged employees are happy with their employment, leaving their jobs less likely.

The value of employee engagement can not be overstated employee engagement leads to a reduction in employee turnover, an improvement in productivity and efficiency, a higher rate of retention of clients and more income. More significantly, workers in the workplace and in their life are happier. It infuses all you do with intent, time, and excitement when you're engaged. Employment is therefore one of the most important factors in the organization's job performance and overall success. Engagement of the employee is a two-way operation. The organization works at the first level to keep employees engaged by providing them with employment resources and personal resources. Employees in return contribute by increasing productivity and enhancing job performance, resulting in task and contextual performance.

The study results will have consequences for the employees working at Myanmar's Blazon Group. The reason the study focuses on Blazon Group Myanmar is because it is one of the most competitive retail groups of workers who remain loyal to the workplace and are engaged in work. This research will explore the effects of job resources and personal resources on work engagement and assess the effect of work engagement on job performance at the Myanmar Blazon Group.

1.2 Objectives of the Study

The main objectives of the study are as follows:

1. To examine the effect of job resources and personal resources on work engagement at Blazon Group Myanmar and
2. To analyze the effect of work engagement on job performance at Blazon Group Myanmar.

1.3   Scope and Method of the Study

This study focuses to examine the effect of job resources and personal resources on work engagement at Blazon Group Myanmar. This study only focuses on job resources and personal resources in which job resources include autonomy, performance feedback, social support, supervisor and personal resources include optimism, self-efficacy, resilience and self-esteem. These factors have effect on work engagement. This study will focus on employees who are currently working at Blazon Group Myanmar which is in Yangon.

This study uses both primary and secondary analytical methods. The primary data was obtained with a five-point Likert scale standardized questionnaire. The secondary data is collected from the organization, both local and international are linked textbooks, blogs, posts, magazines, international thesis and other previous research papers. For this study, simple random sampling method is used and the sample size by using Raosoft sample size calculator is 92 employees out of 120 employees. A linear regression method analysis (SPSS) is also conducted to find out the influence of job resources and personal resources on work engagement and the effect of work engagement on job performance of Blazon Group Myanmar.

1.4   Organization of the Study

This study is divided into five chapters. Chapter one is the introduction which includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two presents the theoretical background regarding job resources, personal resources, work engagement and job performance. Chapter three reports the background of Blazon Group Myanmar, research design and profile of respondents. Data analysis and results of the study are presented in Chapter four. Finally, Chapter five discusses the findings and discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter consists of theories and concepts regarding job resources, personal resources that effect on work engagement and how works engagement effects on job performance. It also explains the conceptual framework. The definitions and related theories of dependent variables and independent variables are presented. This study explores some of the key factors that effect on work engagement of Blazon Group Myanmar. In this study, job resources and personal resources are studied as factors that effect on work engagement and how work engagement influence on job performance.

2.1   Job Resources

Job resources are defined as physical, psychological, social, or organizational aspects of the job that are either or: functional in achieving work goals; reduce job demands and the associated physiological and psychological cost; stimulate personal growth, learning, and development. Job resources include autonomy, performance feedback, social support and supervisor coaching.

In particular, job resources affect productivity or work commitment when there are high job demands. This conclusion is based on the model of employment-required resources (Bakker & Demerouti, 2007; Demerouti et al., 2001). According to this theory, it is possible to use the Job Demands-Resources (JD-R) model to predict burnout and engagement of employees, and consequently organizational performance and job performance. Citizens are driven, because they are important, to gain, preserve and protect their wealth. Job resources are increasing their motivational capacity particularly when workers face high demands for work. For instance, when workers face high emotional demands, colleagues ' social support may become more noticeable and instrumental. Factors of work services include flexibility, feedback on results, social support and coaching of supervisors. Such supportive services can be emotional (e.g., nursing), informative (e.g., counseling), or companionship (e.g. sense of belonging); measurable (e.g. financial assistance) or intangible (e.g. personal counseling).

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2.1.1 Autonomy

Autonomy is defined as the right or condition of self-governance or the ability to make your own decisions without anybody else's control. Autonomy is an important feature of work design that enables an employee to decide the speed, order, and methods to perform tasks (Bakker et al., 2008). Employees are more involved in the acquisition of new skills when autonomy is enhanced and are more responsible for problems at work. As a positive factor, autonomy was consistently related to employee satisfaction. Many other research findings have showed that autonomy is an essential component of professional development and a beneficial factor in job satisfaction. Employees are more engaged and satisfied with the organization when they are given job autonomy compared to non-free employees. Earlier studies have found that autonomy of jobs is directly linked to job performance (Morgeson et al., 2005).

2.1.2 Performance Feedback

Performance feedback is described as the ongoing process between employee and manager that shares information about expected performance and output. Feedback on results allows workers to know what needs to be improved and eliminates work uncertainty through high communication efficiency (Bakker & Demerouti, 2007). Performance feedback leads to the growth of individuals and organizations in the field of employee advancement. Quality feedback helps workers to reach a higher level of understanding of their job requirements and to improve their knowledge and ability to efficiently perform tasks (Sommer & Kulkarni, 2012).

2.1.3 Social Support

Social support is the perception and actuality one is cared for, has other people's assistance, and most popularly, one is part of a social network that supports one. Social support refers to the workplace social climate in relation to colleagues and supervisors. It refers to the type of assistance that individuals seek or expect from those who come in any way into contact with them (Papakonstantinou & Papadopoulus, 2009). Help in the workplace can be obtained from multiple sources, including the company itself, managers, colleagues, and key players outside the workplace, such as family and friends.

The negative effects of stress and burnout on job satisfaction are buffered by high levels of social support, both sponsored by employer and colleagues.

2.1.4   Supervisor Coaching

When a supervisee comes under management, the interaction and the communication between them will change both parties. Supervision is a place to think about or keep in mind for everyone in the system. It's a place for deep conversations; it's a place for creative thinking with a heart or mind perspective that's fused together. (Joan Wilmot) One way to describe what coaching supervision does is to see it as a reflection, feedback and help mechanism. Coaching supervision's' benefit' is often overlooked; supervisory coaches regularly comment on the amount of relaxation they feel as they have a healthy, reflective space to explore their work.

2.2   Personal Resources

Personal resources are described as techniques and abilities that people use to emotionally, mentally, socially, and physically express themselves. Personal development of people's resources are items they have a distinct sum of. When used, resources are exhausted, unlike skills and attributes such as bravery, self-discipline, or trust. Assets can be raised, spent and invested, and careful management of these assets will have an enormous impact on our own development. Psychological Capital (also known as personal resources) describes motivation, self-efficacy, resilience, and self-esteem within-person capabilities. (McCann Renetta, 2011). Collectively, they are a unique and valuable source of competitive advantage for companies, but underused.

Rising personal capital rates of workers offer numerous benefits to companies and their employees (Avey, Luthans & Youssef, 2010). The growth of the leader also affects the success of the followers.

2.2.1   Optimism

Optimism is characterized as an optimistic attribution of progress now and in the future. Optimism is a tool for creating the best atmosphere for achieving organizational objectives. Optimism is the tendency of a person in the face of uncertainty to believe in

the best possible outcomes. The optimists emphasize positive aspects of circumstances, behavior, and events while trusting in the best possible future outcomes. Optimistic managers are more likely to treat adversities as an opportunity, while maintaining their job involvement. Therefore, optimism is supposed to directly influence the work engagement experience of managers. Recent studies have gathered evidence of optimism correlation with work engagement as well as their connection with job tools. Optimism has been found to be strongly associated with cancer survivors ' commitment to work (Hakanen & Lindbohm, 2008).

2.2.2 Self-efficacy

Self-efficacy is defined as having the confidence to undertake challenging tasks and put in the necessary effort to succeed. Self-efficacy is a common, optimistic expectation of achievement based on an individual's ability to believe. Good workers set themselves ambitious expectations and broaden performance programs to promote positive change. Positive strategies guiding companies help employees improve effectiveness. It is found that the relationship between efficacy and performance is significant. Employees with higher levels of self-efficacy are ready to take on new challenges, which are required for effective change efforts. Therefore, an important source of positive change appears to be self-efficacy (Stajkovic & Luthans, 1998).

2.2.3 Resilience

Resilience is described as being plagued with problems and difficulties, surviving and bouncing back and beyond in order to achieve success. Resilience refers to the ability to recover or effectively cope with adverse events (Rutter, 1985). Resilience is related to adaptation processes under stress or the ability to maintain positive outcomes in the face of negative life events (Ryff & Singer, 1996). Resilience is described as a response in which an individual positively adapts to exposure to a subjectively significant threat, risk or difficulty without losing the ability to function normally (Bardoel et al., 2014). Workplace resilience is also characterized as the positive psychological ability to recover from adversity, ambiguity, conflict, loss, or even positive change, development, and increased responsibility.

2.2.4 Self-esteem

Self-esteem is defined as the overall subjective emotional assessment of the individual's own value. (Luthans, Avolio, & Youssef, 2007). Self-esteem refers to the overall self-assessment of one's abilities by a person (Rosenberg, 1965). It is the self-evaluation and descriptive conceptualization made and maintained by individuals with regard to themselves. Self-esteem in this context is a personal assessment that represents what people think of themselves as individuals. It also consists of an affective portion of self-esteem. This means people like who and what they are high in self-esteem. Therefore, people with high self-esteem feel like they are worthy people on an equal level with others and are happy with themselves.

2.3   Work Engagement

Nowadays, companies not only try to recruit talented workers, but also encourage their employees to use their full potential at work. Because of its many positive business-related outcomes such as high performance of workers, loyalty, increased proactivity, high productivity and the ability of employees to contribute their discretionary work effort towards the objective and progress of their company, job involvement has thus gained critical importance.

In the paper "Psychological Factors of Personal Engagement and Disengagement at Work," Kahn (1990) first clarified work engagement. As a term that refers to the expenditure of physical, cognitive and emotional energy at work, he explained work engagement. This means that optimistic work-related emotions like satisfaction and excitement are present.

Employee engagement is a positive state, has an organizational intent, and connotes participation, dedication, zeal, excitement, concentrated effort, and energy, so it has both components of attitude and behavior (Macey & Schneider, 2008). Commitment is therefore of fundamental importance to the success of any organization. Huckerby (Pech & Slade, 2006) found that only 17 percent of workers are actually engaged in their organisations, while 63 percent are not engaged and 20 percent are disengaged (i.e. they have disengaged themselves from job positions and are cognitively and emotionally withdrawing). In Tasker's research (Pech & Slade, 2006), 25 percent of human resource companies acknowledged that their workers were not engaged and the situation

deteriorated. Nearly half (44 percent) said it was an enormous challenge to address the issue.

Other types of employee well-being such as burnout, boredom, workaholic, and job satisfaction can be distinguished from work engagement. Work dedication has been conceived from the outset as the opposite, constructive burnout axis, a work-related state marked by mental exhaustion. It is also possible to distinguish work commitment from workaholic, which refers to a deep inner desire to work extremely hard and which is marked by high enthusiasm and dissatisfaction. Finally, it is also possible to distinguish work commitment from job satisfaction (Schaufeli et al., 2017). While both are marked by enjoyment, levels of enthusiasm for interaction are higher than for job satisfaction.

Work engagement was then clarified by Maslach and Leiter (1997) as a one-dimensional burnout scale. They indicated that workers who are committed have a sense of motivation and perceive their job as a challenge, which contributes to burnout prevention. Nevertheless, Schaufeli et al. (2002) argued that only Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981) could not fully explain work engagement. Schaufeli et al. described work engagement as the employees ' positive psychological state of mind and considered commitment as a multidimensional construct. In the academic literature, engagement has been conceptualized based on dominant framework of job-demand resource (JD-R) model proposed by Bakker and Demerouti (2007). The model clarified the engagement of workers based on work and associated personal resources. That's why it's about job performance. We should say that organizations can attract well-engaged workers who devote their energies completely to their jobs when organizations pay more attention to reasonable and equal wages, safe and healthy working conditions, opportunities to leverage and improve human capacity, opportunities for growth and security, workplace social integration, job, work and total life span and social relevance of work life.

From the above review, job resources and personal resources have effects on work engagement of employees. Therefore, this paper will study job resources and personal resources and work engagement of employees to cope with the fast-changing business environment. Work engagement has three dimensions such as vigor, dedication and absorption.

2.3.1 Vigor

Vigor is characterized by high energy levels and mental resilience when working, willingness to invest effort in one's work, and determination even when faced with difficulties. Therefore, an employee who feels great vigor at work is highly motivated by their job and is likely to remain very positive when faced with work-related problems or hassles (Mauno, Kinnunen & Ruokolainen, 2006). Workplace vigor is a key concept, considered as an indicator of the well-being of individuals. In Shirom's (2011) conceptualization, vigor reflects the affective aspect of the energy reserves of employees and consists of three dimensions as a collection of interrelated affective resources: (a) physical strength referring to the physical capabilities of the person; (b) emotional capacity referring to the ability of the individual to communicate empathy and sympathy with significant others; and (c) co-operatively. According to the theory of Resource Conservation (COR) (Hobfoll, 2002), strong feelings of vigor are associated with high levels of employment opportunities (Shirom, 2011). Positive interpersonal relationships in the organizational culture play a central role in promoting robust interaction as job resources.

2.3.2 Dedication

Dedication is characterized by a strong psychological engagement in one's work, a sense of purpose, passion, motivation, pride, and the difficulty of seeing work. This aspect of work engagement shares some conceptual similarities with the more traditional concept of work engagement, described as the degree to which an employee psychologically relates to their job and the work performed in it (Mauno et al., 2006). Vigor and dedication, when contemplating burnout (Schaufeli & Bakker, 2003), are the exact opposites of (emotional) fatigue and mental isolation (depersonalization). Each employee wants to feel engaged at work. Ask every manager about hard work, key workers who drive their company forward and are committed to one of the words that they will always use to describe them. A good person's primary factor is his / her degree of dedication, which implies a person's devotion to achieving goals and aspirations of life. Thus, dedication implies total devotion. A person dedicated towards achieving his goals undertakes lots of perseverance.

2.3.3 Absorption

Absorption is characterized by being fully concentrated and deeply embedded in one's work, where time passes rapidly, and it is difficult to detach oneself (Schaufeli et al., 2002). Absorption is closely related to the concept of' flow' (Nakumura & Csikszentmihalyi, 2009), an optimal state of experience where focused attention, clear mind, body and mind unison, effortless concentration, complete control and intrinsic pleasure are experienced. People are engaged so deeply in an activity that nothing else seems to matter; the experience itself is so pleasant that people will do it at a great cost, just for the sake of doing it (Mauno et al., 2006).

2.4 Job Performance

Job performance is the general attitude about their jobs that people have. Work factors such as wages, job itself, promotion opportunities, supervisor support and co-worker relationships may influence the satisfaction of employees. According to Wikipedia's online dictionary, job performance is the quality and quantity expected of an employee in a particular job to perform their job well, which is determined most of the time, by the individual employee's willingness and ability to do the job.

Organizations require highly performing individuals to meet their goals, deliver their unique products and services, and eventually gain competitive advantages. Sultana (2012) described performance as accomplishing specific tasks against predetermined or specified accuracy, completeness, cost, and speed standards. Platt and Sobotka (2010) argue that the performance of employees is the cumulative product of commitment, expertise and task interpretation. There are a number of factors influencing the performance of workers, the workplace environment mainly affects their motivation level, thus their performance. Stup (2003) identifies many factors contributing to the success of employees. Such considerations include physical environment, facilities, meaningful work, expected performance, performance feedback.

Quality is a term that is multidimensional. Borman and Motowidlo (1997) differentiate between task and contextual success at the most basic level.

2.4.1 Task Performance

Task performance is characterized as the ability of a person to carry out tasks that contribute to the technological core of the organizations. The efficiency of the mission is multidimensional. It is also called "in-role prescribed action" (Koopmans et al. 2011) and represents its quality and quantity in specific work results and outcomes. Task performance is a general term used to describe how an individual performs a task. Task efficiency, for example, is sometimes calculated as response time (how long a person takes to respond to a given, timed or untimed stimulus) or as accuracy, etc. Typically, task performance is typically a term used to measure the success of someone on a task. Mission output conduct is generally recognized as a structured requirement of the job of an employee.

2.4.2 Contextual Performance

Contextual performance refers to behaviors that are not related to the functional center but promoting the organizational, social and psychological context in which organizational objectives are being viewed. This concerns aspects of the success of a person that sustain and improve the social network of an organization and the psychological atmosphere that supports technological tasks. Borman and Motowidlo (1997) suggest that it is the relational aspects of job performance that can be inferred from personality constructs rather than the functional components, and Borman et al. (1997) concluded that personality (consciousness and dependability) correlates more strongly with behaviors of organizational citizenship than with task performance. Conversely, cognitive abilities tend to be more important to task success prediction (Arvey & Murphy, 1998). Certain research claims that they predict task-related performance as well as contextual job performance when the personality variables used in performance prediction are obtained from job analysis. Jenkins and Griffith (2004) continue to state that narrow features (more specific, main or facet level) should be used rather than broad global features such as the FFM's Openness to Experience, Conscientiousness, Extraversion, Agreeability and Neuroticism in order to predict narrow aspects of results.

2.5 Empirical Studies

There are several models studying work engagement. Studies are researching how work engagement drivers have relationships with work engagement, which factors have a positive relationship to work engagement, and which factors have a negative relationship to work engagement. There are also studies that use the Job-Demand Resource Model to show the connection between work engagement and job performance.

2.5.1 Job Demand-Resources Model

The characteristics of work environments can be classified into two general categories, job demands and job resources, according to the Job Demand-Resources (JD-R) model. Job demands are the physical, social or organizational elements of the work that involve constant physical and psychological effort. Job demands are correlated with costs in biology and psychology. Job resources are those physical, social, or organizational elements of the job that are efficient in achieving work-related goals, reducing job requirements and associated physiological and psychological costs, and promoting personal growth and growth.

Previous studies have shown that there are several job resources (e.g. support or coaching) that lead to commitment to work. The Job Demands-Resources model proposes that, in addition to these main effects, job resources buffer the relationship between job demands and exhaustion. Under stressful working conditions, more services are available to workers who hold high levels of capital and are therefore more able to meet these demands. We are experiencing lower levels of fatigue as a result.

Figure (2.1) Job Demand-Resources Model

Job Demands
- Work Pressure
- Emotional Demands
- Mental Demands
- Physical Demands

Job Resources
- Autonomy
- Performance Feedback
- Social Support
- Supervisory

Personal Resources
- Optimism
- Self-efficacy
- Resilience
- Self-esteem
- Etc.

Work Engagement
- Vigor
- Dedication
- Absorption

Performance
- In-role Performance
- Extra-role Performance
- Creativity
- Financial Turnover
- Etc
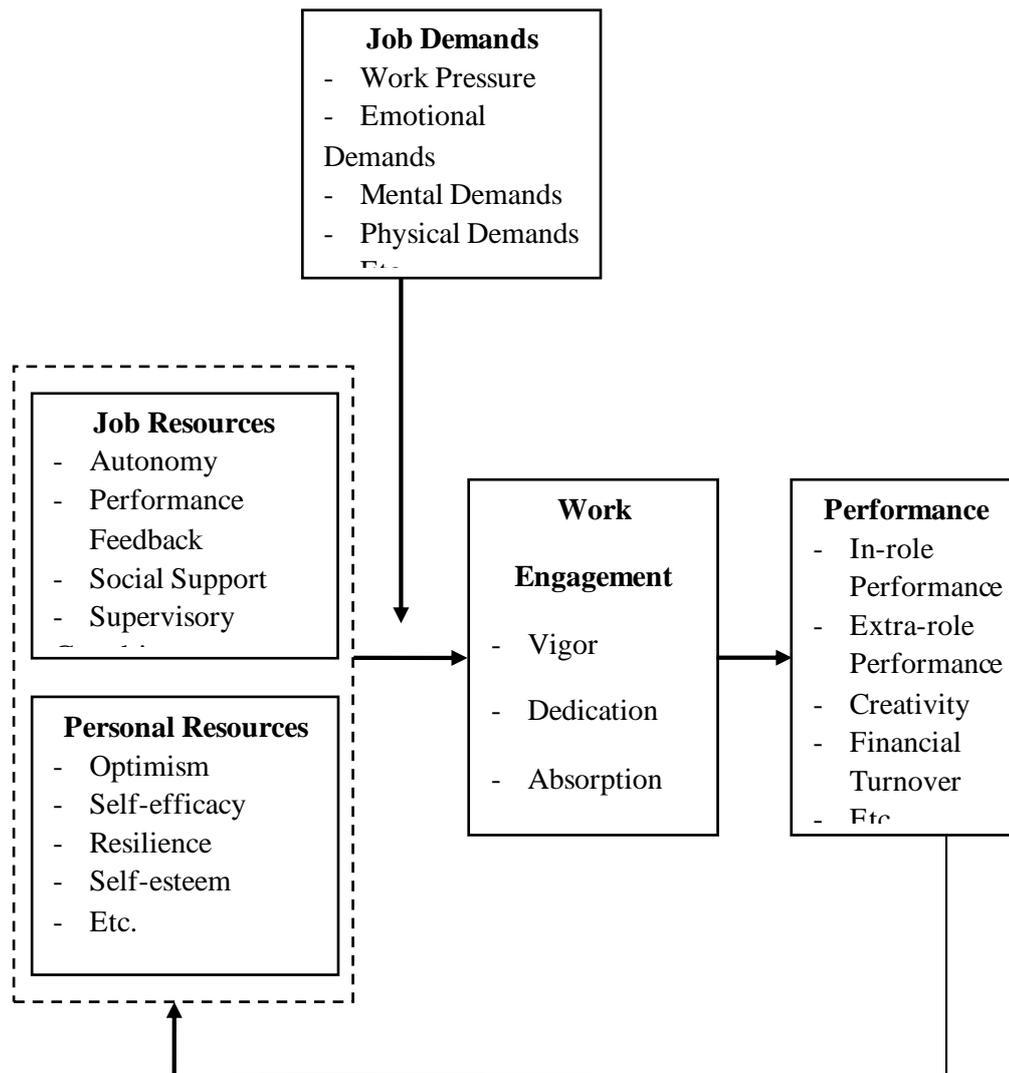
Source: Bakker &Demerouti, 2007

According to this model, job resources such as colleagues and supervisors' social support, performance reviews, diversity of skills, and flexibility trigger a motivational process that leads to more dedication to work and higher performance. Work and personal resources are linked to each other and personal resources can be independent predictors of job commitment. Employees who score high on motivation, self-efficacy, resilience, and self-esteem are therefore well able to mobilize their job resources and are usually more involved in their jobs. Independently or in combination, job resources and personal resources predict job engagement. Furthermore, particularly when job demands are high, jobs and personal resources have a positive impact on involvement. Job commitment, in effect, impacts job performance positively.

2.5.2 Relationship between Job Resources and Work Engagement

Scholars suggested that when employees are equipped with job resources, they can complete their tasks without burden, which in turn motivates them to develop a positive attitude in the workplace, such as being energetic, dedicated and immersed in their work, all of which are characteristic of work commitment. A research shows that out of 16 different music schools among 605 students and 178 music teachers. The study results revealed that job resources including autonomy, supervisory coaching, social support and performance feedback positively influenced the balance between the skills and challenges of teachers, which in turn contributes to their work enjoyment and intrinsic motivation for work. (Bakker et al., 2004).

Job resources, such as the ability to be innovative (craftsmanship) and positive feedback on direct job outcomes, predicted dedication to work— which, in effect, predicted personal initiative and creativity (Hakanen et al., 2008). It is checked that a sample of Finnish dentists working in the public sector are the hypothesized relationship between job demands and job resources. Job resources (e.g. variation in requisite professional skills, peer contacts) have been found to be most useful in sustaining work engagement under conditions of high job demands (e.g., workload, unfavorable physical environment) (Bakker et al., 2007).

In the study of Finnish teachers working in primary, secondary and vocational schools, it is found that when teachers were faced with high levels of pupil harassment, job resources especially affected work engagement. Several studies have shown a positive relationship between job resources and work participation in line with these notions about the motivational function of job resources (Bakker et al., 2007).

2.5.3 Relationship between Personal Resources and Work Engagement

The relationship between job resources and work engagement or exhaustion is mediated by personal resources. In fact, through work engagement, personal resources estimate objective financial turnover. Previous studies explored the role of three personal resources in the Job Demand-Resources model (self-efficacy, organizational self-esteem, and optimism). The authors found that personal resources (1) moderate the relationship between job demands and exhaustion, (2) mediate the relationship between job resources

and work engagement, and (3) relate to how employees perceive their work environment and well-being.

The relationships between personal resources and work engagement have been studied by several scholars. It has been shown, for example, that self-esteem, self-efficacy, locus of control, and the ability to perceive and regulate emotions are positive predictors of engagement to work. The role of three personal resources (self-efficacy, organizational self-esteem, and optimism) is examined to predict work engagement (Schaufeli et al., 2009). Studies have shown that workers who are engaged are highly self-efficient; they feel they can meet the demands they face in a wide range of contexts. In addition, engaged workers have the tendency to believe that they will generally experience good outcomes in life and believe they can satisfy their needs by participating in roles within the organization.

The position of three personal resources (self-efficacy, organizational self-esteem, and optimism) predicts job engagement that demonstrates that committed workers are able to meet wide-ranging demands and satisfy their overall confidence in good results (Bakker et al., 2006). Personal attributes, such as motivation, self-efficacy, self-esteem and resilience, are found to play an important role in keeping workers interested in their employment (Bakker et al., 2004). Here, self-efficacy is taken as a general form that demonstrates the employee's view of themselves as the demand outfit in the specific sense display (Chen, Gully, & Eden, 2001). Both specific and general are correlated but trickle with specific circumstances. In the same manner optimism deal with one's ability to believe in good out comes which increase motivation to deal with threats and take actions

2.5.4   Relationship between Work Engagement and Job Performance

Work engagement has proven to be one of the primary predictors of success both in-role and extra-role. The results are confirmed by the engagement model of Job Demands-Resource, which shows that work engagement is positively linked to overall performance and in-role and extra-role performance in particular. In other words, workers who are more interested in the job perform better on both in-role and non-role duties, such as helping colleagues and performing unpaid or extra tasks (Somech & Drach-Zahavy, 2000).

Employees who are more involved in their work are willing and enthusiastic about investing extra energy and time in their work, leading to higher performance (Bakker&Demerouti, 2016). This is consistent with several studies that investigated the relationship between work commitment and performance and concluded that work engagement is one of the key performance predictors (Schaufeli et al, 2009).

Several studies have shown that dedication to work has positive effects on the individual and organizational level. For example, in their weekly diary analysis among 54 starting teachers, it is found that daily work commitment rates were predictive of success in the classroom (Bakker et al., 2010). Work engagement among Finnish educational staff was positively associated with self-rated health and working ability (Hakanen, 2002).

A meta-analysis of nearly 8,000 business units in 36 companies found that engagement was also linked to the performance of business units (Harter et al., 2002), and links were also found in service settings with customer satisfaction. One of the research found a link between restaurant workers ' work engagement and objective day-to-day financial returns (Xanthopoulou et al., 2009). In a meta-analysis of 203 different studies, engagement has also been linked to healthy work by employees (Nahrgang et al., 2011).

Furthermore, very little participation research was conducted within health services. Data were obtained from a sample of 2,115 Dutch resident physicians and it is found that more committed physicians were much less likely to make mistakes (Prins et al., 2010). A survey of 8,597 hospital nurses found that increased dedication to work was correlated with better outcomes for patients (Laschinger & Leiter, 2006). Therefore, in addition to core performance results and extra-role activities, engagement would also seem important for safety. Recent studies across a range of sectors have found various performancebased outcomes of engagement. It is found that engagement was linked to both in-role and extra-role performance in a multi-sector Dutch sample.

2.6   Conceptual Framework of the Study

According to the results from the prior research, the following conceptual framework is developed for this study. The conceptual framework of this study shows how job resources and personal resources effect on work engagement and how work engagement effects on job performance at Blazon Group Myanmar. Job resources and personal resources are defined with four factors. Work engagement is defined with three

factors and job performance is defined with two factors. The conceptual framework of this study is shown in the Figure (2.2)

Figure (2.2)   Conceptual Framework of the Study
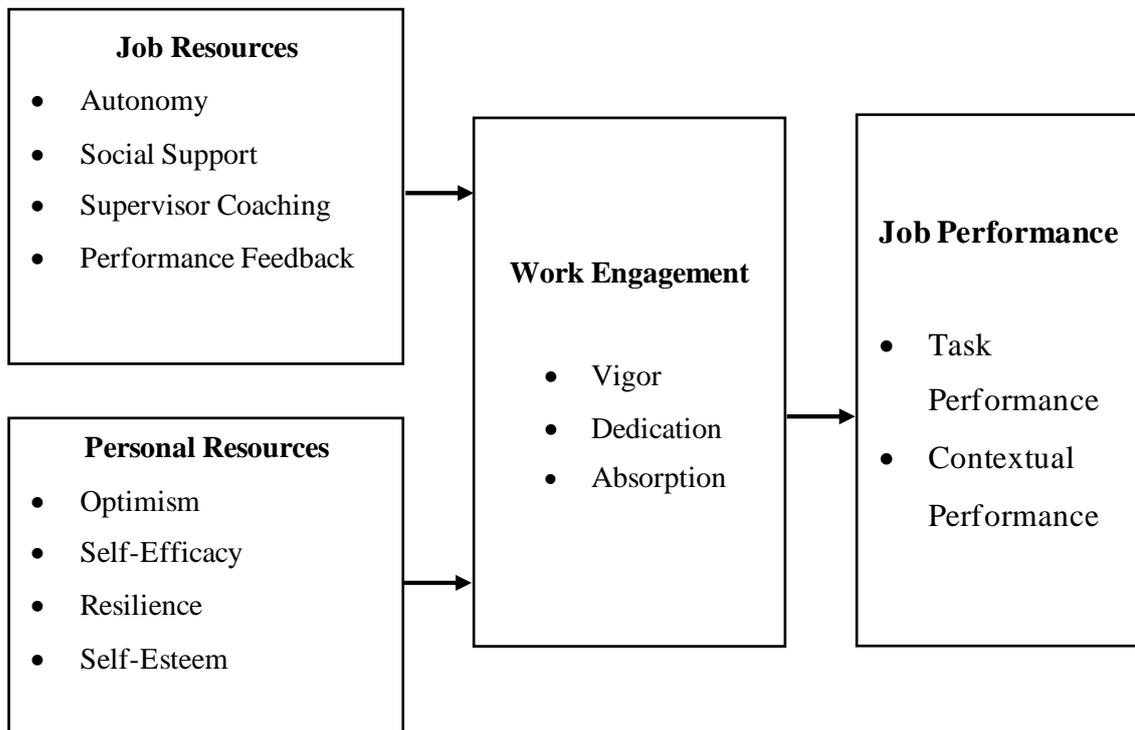
Source: Own Compilation, 2019

In the conceptual framework of this study, four major sections are involved. They are job resources, personal resources, work engagement, and job performance of Blazon Group Myanmar. To measure the effect of job resources, four factors are used to collect the data. They are autonomy, social support, supervisor coaching and performance feedback. Factors which are used to measure personal resources are optimism, self-efficacy, resilience and self-esteem. There are three factors used to assess work engagement. They are vigor, dedication and absorption. The two factors mainly used to assess job performance are task performance and contextual performance. This framework describes how the job resources and personal resources impact on work engagement and how job performance is affected by work engagement of employees at Blazon Group Myanmar.

CHAPTER 3

WORK ENGAGEMENT OF BLAZON GROUP MYANMAR

This chapter consists of five parts. The first part is the profile of Blazon Group Myanmar. The second part is research design and the third part are profile of respondents in Blazon Group. The fourth part presents job resources and personal resources of employees at Blazon Group Myanmar and the final one is reliability analysis of employees at Blazon Group Myanmar.

3.1 Background of Blazon Group Myanmar

Blazon Group Myanmar is situated in No.531, 2nd floor, Corner of Lower Kyee Myin Dine Road and Pan Hlaing Street, Kyee Myin dine Township, Yangon, Myanmar. It was established in 1994 concerning with retail in which operates in 6 department stores(Blazon), 11 supermarkets (Orange), 2 Daily Orange Shops and 2 shopping malls. With extensive experience in retails and distribution in Myanmar and overseas, our shareholders and management decided to launch a new company specifically dedicated to provide well-known brands in Myanmar. Blazon Group Myanmar distributes brands including Bonia, Charles & Keith, Addidas, Havanias, Ipenema, BrauBuffle, Crocs, Giordano, Mango, BSX, Pedro, The Face Shop, Diesel, DKNY, Fossi, FOX Kids and Ola. They are also managing those brands as sole distributors and franchises.

Starting with a few employees at the beginning, Blazon Group Myanmar has grown to over 100 staff members in Head Office and over 500 staffs in branches and supermarkets. Blazon Group Myanmar is a leading retailer in Myanmar with one of the most complete products and service offerings in the market, providing well-popular brands for our clients. The latest addition to our offer is Kids brand. Our products and services are already available in the Yangon region including some key landmark buildings such as Junction City, Myanmar Plaza, Junction Square, Junction Mawtin, Taw Win Centre, Yuzana Plaza and other markets. We are now launching our nationwide rollout starting with Mandalay. The vision of this company is "To provide best value with products and services to all Myanmar people."

Their innovative approach, commitment to delivering superior quality, a strong foundation of values and possession of pool of talented people who are passionate about their brands have made them a leader in what they do.

Figure (3.1) Organizational Structure of Blazon Group Myanmar
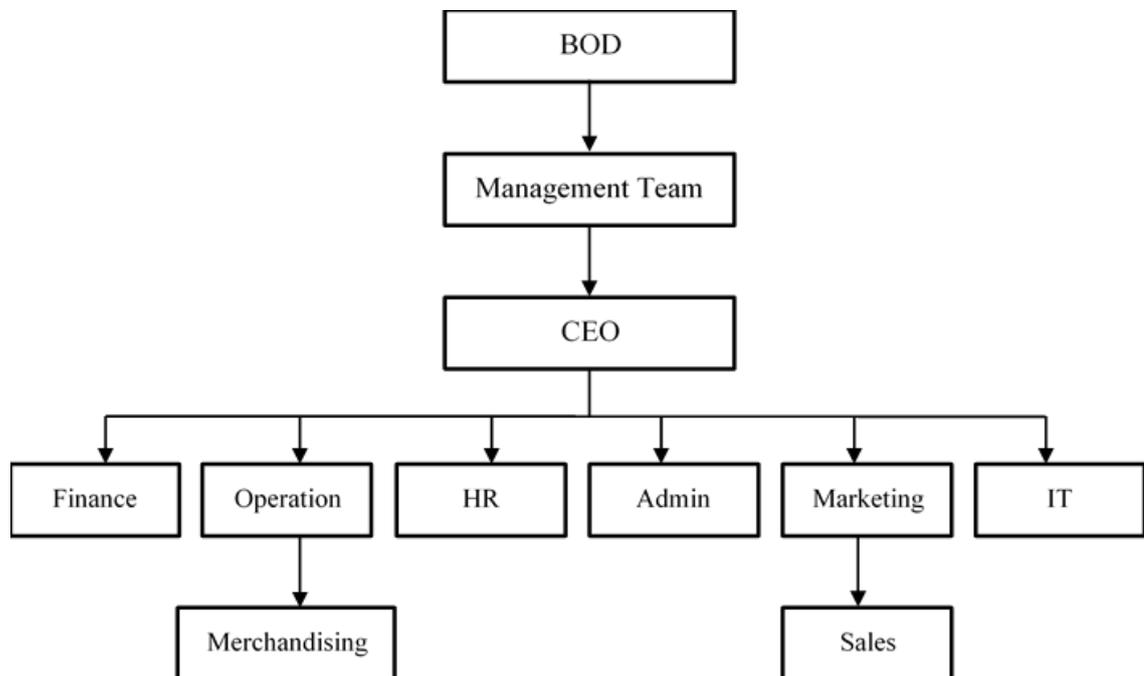
Source: Blazon Group Myanmar, 2019

With reference to Figure (3.1), Blazon Group Myanmar practices the functional organization structure that helps the people with similar knowledge and functional skills grouped together. Board of Director and Management Teams are overseeing the whole company. Chief Executive Officer (CEO) directly manages Finance department, Operation department, Human Resources department, Administration department, Marketing department, Information and Technology department. A Chief Executive Officer (CEO) is the highest-ranking executive in this company, and their primary responsibilities include making major corporate decisions, managing the overall operations and resources of a company, acting as the main point of communication between the board of directors and corporate operations, and being the public face of the company.

IT department presides over the overarching technology infrastructure. This includes developing marketable technology, suggesting new technologies to implement, interacting with external buyers and budgeting. It also handles customer support, engagement and front-end content delivery. IT department is more concerned with

developing new technology to improve revenue and sales opportunities and extending the company brand than day-to-day operations. Operation department oversees a company's business operations and reports to the CEO. Operation department ensures the company has effective operational and financial procedures in place.

Marketing department is the executive in charge of developing the strategy for corporate advertising and branding, as well as customer outreach. As the senior most marketing position in the organization, marketing manager oversees these functions across all company product lines and geographies. Finance department's duties include tracking cash flow and financial planning as well as analyzing the company's financial strengths and weaknesses and proposing corrective actions.

In finance department, chief financial officer is like a treasurer or controller because they are responsible for managing the finance and accounting divisions and for ensuring that the company's financial reports are accurate and completed in a timely manner. The human resources department handles a range of different functions within an organization. The department is responsible for hiring and firing employees, training workers, maintaining interoffice relationships and interpreting employment laws. The department works diligently behind the scenes to ensure an organization runs efficiently.

3.2   Research Design

This section consists of four parts: sampling procedure, research instrument (questionnaire), data collection and data analysis. For data analysis, both descriptive approach and analytical approach are preached. Descriptive statistics such as mean, standard deviation and frequency distribution were used to analyze the data. Data presentation was done by the use of charts, graphs, percentages and frequency tables. Inferential statistics were used in drawing conclusions. Data is section of the frequency distribution and percentages to determine the profile of the respondents. Data in section of the questionnaire was analyzed using mean scores. Pearsons Product Moment Correlation statistics was used to establish the significance of the correlation between job resources, personal resources and work engagement at Blazon Group Myanmar.

3.2.1 Sampling Procedure

In this study, descriptive research method is used. To achieve objectives, this study used both primary and secondary data. Survey method is used to collect primary data by using questionnaires. Secondary data is obtained from previous research papers, textbooks and online sources. In this research, simple random sampling method is applied to randomly select 92 employees who are working at Head Office in Blazon Group Myanmar in Yangon.

3.2.2 Research Instrument

This study applies questionnaire as the research instrument. Questionnaire is developed with closed type questions. Most of the question items are with licked type 5-point scales. This questionnaire consists of four portions. These are demographic part, job resources and personal resources, work engagement and job performance.

Demographic part includes gender, age, educational level, position, division and years of service. Question items are with likert-type 5-point scales. Job resources and personal resources are organized with 20 question items per resource with likert-type 5-point scales.

Work engagement section includes 3 sub-section such as Vigor, Dedication and Absorption. Vigor is developed with 6 questions items with likert-type 5-point scales. Dedication section is developed with 6 question items with likert-type 5-point scales. Absorption section is developed with 6 question items.

Job performance section includes 2 sub-sections which are task performance and contextual performance. Task performance section is organized with 7 question items with likert-type 5-point scales. Contextual performance section is organized with 7 question items with likert-type 5-point scales.

3.2.3 Data Collection

Questionnaire was done in English Language. All employees at the head office of Blazon Group Myanmar were given questionnaire at 20th September 2019 and allowed to answer in places where they liked to answer. They were explained the meaning of each question and informed of the confidentiality and anonymity of their responses. When they

had filled out the questionnaire, they returned it in an unmarked envelope to management office. Questionnaire was collected at 3rd October 2019.

3.2.4 Reliability Analysis

Reliability Analysis is undertaken in order to determine the internal consistency of the variables in the questionnaire. Cronbach's Alpha is a measure of internal consistency, that is, how closely related to a set of items are as a group. According to Hari et al. 2006, this test is the most widely used to assess the consistency of the entire scale. Cronbach's Alpha was selected to conduct the reliability test as it is a common tool for internal consistency reliability coefficient in particular psychometric measurement. Cronbach's Alpha determines if multiple question Likert scale surveys are reliable. These question measure latent variables _ hidden or unobservable variable like a person's conscientiousness, openness. Cronbach's Alphatells if the test is accurately measuring the variable of interests.

Table (3.1) Reliability Analysis

Category	Cronbach's Alpha	No of Items	Interpretation
Autonomy	0.904	5	Excellent
Performance Feedback	0.837	5	Good
Social Support	0.892	5	Good
Supervisor Coaching	0.917	5	Excellent
Optimism	0.856	5	Good
Self-efficacy	0.907	5	Excellent
Resilience	0.909	5	Excellent
Self-esteem	0.935	5	Excellent
Vigor	0.842	6	Good
Dedication	0.930	6	Excellent
Absorption	0.910	6	Excellent
Task Performance	0.905	7	Excellent
Contextual Performance	0.944	7	Excellent

Source: Survey Data, 2019

Table (3.1) showed that the Cronbach's Alphas of all the variables are more than 0.7. Therefore, it can be interpreted that the data is considered to be reliable and valid.

3.3 Demographic Factors of Respondents

In this study, the sample size is 92 respondents from the head office of Blazon Group Myanmar in Yangon. Profile of respondents includes demographic factors such as gender, age, marital status, education, position, division and working experiences. Each characteristic has been analyzed in terms of absolute value and percentage, and the summary of the demographic characteristics of respondents at Blazon Group Myanmar, which are included. Table (3.2) shows the results of the analysis on the respondents' demographic profile, as follows.

Table (3.2) Number of Staffs in Blazon Group

Sr. No	Demographic Factors	No.of Respondents	Percent
	Total	92	100.0
Gender.	Male	28	30.4
	Female	64	69.6
Age	Below 21 years	2	2.2
	21-30 years	84	91.3
	31-40 years	6	6.5
Education	Undergraduate	4	4.3
	Graduate	32	34.8
	Postgraduate	56	60.9
Position	Manager & Above	22	23.9
	Assistant Manager	17	18.5
	Supervisor	11	11.9
	General Staff	42	45.7
Working Experience	Under 1 year	34	36.95
	1 to 3 years	39	42.4
	3 to 5 years	11	11.95
	Above 5 years	8	8.7

Source: Survey Data, 2019

The first analysis of the demographic characteristics of respondents is the gender analysis. The gender of the respondents is simply classified into males and females. From the Table (3.2), it shows the result of gender profile of respondents as there are 28 male respondents and 64 female respondents among 92 respondents who are representing total 92 numbers of Blazon Group Myanmar in Yangon.

Age is one of the most common demographic questions asked in surveys. How old a person often determines his or her knowledge and experiences with the focus of the survey. In this analysis of age of respondents, their age levels have been grouped into four: under 21 years, 21-30 years, and 30-40 years and older than 40 years. Result findings shows that the age group under 21 years old respondents include 2 respondents, the age group 21-30 years old respondents include 84 respondents, the age group 30-40 years old respondents include 6 respondents and, the age group older than 40 years old respondents include no respondent respectively.

According to the percentage, the age group between less than 21-30 years shares the largest with 93.5 percent and the age group older than 30 years old shares the lowest with 6.5 percent in this study. From that age analysis, survey could be said that only the age matured respondents who are analyzed to response their feedbacks and views on the situational factors around of job resource, personal resources, work engagement and job performance of their organization.

Education background is one of the most important factors in surveys. Education background often determines his or her knowledge. In this study, most of the respondents are educated person. Only 4.3 percent is undergraduate, and the rest of the 95.7 percent are graduated.

In the analysis of position, the dominant group of the respondents is general staff which accounts for 42 respondents (45.7%) of the total respondents. The second largest group is manager and above level, 22 respondents which represent 23.9% of the total respondents. The third largest group is respondents who are assistant manager level which account for 18.5% which equals to 17 respondents. The position of the minority is supervisor position which account for 11.9% which have 11 respondents.

Respondents' working experiences is analyzed on employees who are in the current position in Blazon Group Myanmar. In this study, respondents working experience is classified as four categories: under one year, one to three years, and three to

five years and above five years. Table (3.2) reports that respondents who have working experiences less than one year are 36.95% which equals to 34 respondents and one to three years are 39 respondents which account for 42.4% respectively and the minority groups account for 20% for three years to above five years.

3.4 Work Engagement of Employees at Blazon Group Myanmar

Work engagement, as a work-related state of mind, can be characterized by vigor, dedication and absorption in Blazon Group Myanmar. Vigor means high levels of energy and mental resilience on the job, persistence in the face of difficulties and a willingness to invest effort in one's work. Dedication refers to a sense of inspiration, pride, significance, enthusiasm and challenge at work. Absorption is being happy, fully concentrated and deeply engrossed in one's work so that time passes quickly, with difficulty detaching from work. The employee's commitment to the job and company is a key lever for engagement.

3.4.1 Vigor

In the first analysis, vigor is measured whether the employees have a feeling of vigor at work. It is one of the most important factors for employees. Employees with a strong vigor have a huge impact on the organization because they can work in good health condition and full effort. The mean scores of vigor are shown in Table (3.3).

Table (3.3) Vigor

Sr.	Vigor	Mean	St.Dev
1.	Feeling like bursting with energy at work	3.88	0.693
2.	Feeling strong and vigorous at work	3.96	0.645
3.	Feeling like going to work when get up in the morning	3.70	1.024
4.	Willing to continue to work for long periods of time	3.88	0.947
5.	Feeling mentally resilient at work	3.85	0.740
6.	Feeling always persevere when things do not go well at work	3.82	0.592
	Overall Mean	**3.85**	

Source: Survey Data, 2019

According to Table (3.3), most of the respondents agree with the statements, for the overall mean is 3.85 which accounts for that the respondents show they have significant vigor on work engagement. The highest mean score is 3.96 which mean that at their job, employees feel strong and vigorous at their workplace. The lowest mean score is 3.70 in which employees feel like going to work when they get up in the morning. The other mean scores are found satisfactory for employees. Therefore, it is found that employees are mentally resilient, and they can continue to work for long periods of time. In this study, the overall mean score of employees indicates that employees in Blazon Group Myanmar have vigor which is the part of work engagement to the organization. It means employees at Blazon Group Myanmar have high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties.

3.4.2 Dedication

In the second analysis, dedication is measured whether the quality of being dedicated or committed to a task or purpose at work. It is one of the most important factors for employees. Employees with a strong dedication have a huge impact on the organization because they have willingness to give a lot of time for their job. The mean scores of dedications are shown in Table (3.4).

Table (3.4) Dedication

Sr.	Absorption	Mean	St.Dev
1.	Time flies when being at work	3.87	0.975
2.	Forget everything else when being at work	3.62	1.078
3.	Feeling happy when work intensively	3.90	0.878
4.	Feeling immersed in the work	3.75	0.779
5.	Being get carried away when being at work	3.66	0.964
6.	It is difficult to detach from the job	3.53	1.063
	Overall Mean	**3.72**	

Source: Survey Data, 2019

According to Table (3.4), most of the respondents agree with the statements, for the overall mean is 4.04 with the standard deviation of 0.737 which accounts for that the respondents show they have significant dedication on work engagement. The highest mean score is 4.16 which mean that employees are dedicated to achieving their goals. The lowest mean score is 3.96 in which employees feel inspired about carrying out their job activities. But even the lowest mean score is a good result for Blazon Group Myanmar. The other mean scores are found satisfactory for employees. Hence, it is found that employees are enthusiastic and challenged about their job. In this study, the overall mean score of employees are 4.04 is higher than cut off mean 3, indicating that employees in Blazon Group Myanmar have huge dedication which is the part of work engagement to the organization. It refers that employees at Blazon Group Myanmar signifies the commitment towards achieving their objectives and life goals.

3.4.3 Absorption

In the second analysis, absorption is measured whether complete interest is absorbed in the job. It is one of the most important factors for employees. Employees with a strong absorption have a huge impact on the organization because they have entire occupation of the mind at job. The mean scores of dedications are shown in Table (3.5).

Table (3.5) Absorption

Sr.	Absorption	Mean	St.Dev
1.	Time flies when being at work	3.87	0.975
2.	Forget everything else when being at work	3.62	1.078
3.	Feeling happy when work intensively	3.90	0.878
4.	Feeling immersed in the work	3.75	0.779
5.	Being get carried away when being at work	3.66	0.964
6.	It is difficult to detach from the job	3.53	1.063
	Overall Mean	**3.72**	

Source: Survey Data, 2019

According to Table (3.5), most of the respondents agree with the statements, for the overall mean is 3.72 which accounts for that the respondents show they have

significant absorption on work engagement. The highest mean score is 3.9 which mean that employees feel happy when they work intensively. The lowest mean score is 3.53 with the standard deviation in which it is difficult for employees to detach themselves from their job. The other mean scores are found quite satisfactory for employees. In this study, the overall mean score of employees are 3.72 is higher than cut off mean 3, indicating that employees in Blazon Group Myanmar have absorption which is the part of work engagement to the organization. It means that employees at Blazon Group Myanmar are fully concentrated and deeply engrossed in their work over the time passing with a clear mind and focused attention.

3.4.4 Summary of Employee Perception on Work Engagement

In the study, the high levels of effort exerted by employees with high levels of work engagement lead to higher levels of job performance and effective for both the individual and organizational levels. The survey result of work engagement is as shown in Table (3.6).

Table (3.6) Summary of Employee Perception on Work Engagement

Sr.	Work Engagement	Mean
1.	Vigor	3.85
2.	Dedication	4.04
3.	Absorption	3.72

Source: Survey Data, 2019

Table (3.6) reports that dedication has the strongest Mean, higher than cut off mean value 3, indicating that there has some influencing on work engagement. The most influencing is found as vigor and dedication and the lowest influencing factor is found as absorption. Work engagement is very important for Blazon Group Myanmar in order to get higher performance of employees. Nowadays, many new companies open in Myanmar and organizations have to develop their employees and create work engagement in order to get the best performance in this organization.

CHAPTER 4

ANALYSIS ON JOB RESOURCES, PERSONAL RESOURCES, WORK ENGAGEMENT AND JOB PERFORMANCE OF BLAZON GROUP MYANMAR

In this study, three main parts are analyzed. The first part explores job resources and personal resources on work engagement at Blazon Group Myanmar. The second part explores work engagement on job performance. The third part presents the analysis on the relationship between job resources, personal resources, work engagement and job performance of Blazon Group Myanmar.

4.1 Job Resources and Personal Resources of Blazon Group Myanmar

In this study, selected 92 numbers of employees in Blazon Group Myanmar are surveyed. Linear regression is used. It includes how to relate the job resources and personal resources on work engagement of Blazon Group Myanmar, in term of autonomy, performance feedback, social support, supervisor coaching, optimism, self-efficacy, resilience, self-esteem which are analyzed.

4.1.1 Job Resources

Job resources have factors such as autonomy, performance feedback, social support and supervisor coaching. The results are presented in Table (4.1), (4.2), (4.3) and (4.4).

(a) Autonomy

Regarding to the analysis on the effect of autonomy in Blazon Group Myanmar, respondents are required to respond 5 statements about how they handle work activities and how they effect on work engagement in Blazon Group Myanmar. The results are shown in Table (4.1) based on survey findings.

Table (4.1) Autonomy

Sr.	Autonomy	Mean	St.Dev
1.	Having freedom in carrying out the work activities	4.02	0.961
2.	Having influence in the planning of the work activities	3.82	0.851
3.	Time management for specific activities	3.92	0.892
4.	Being able to decide on its own how the work is executed	3.91	0.885
5.	Resolving problems arising in the work without others' help	3.84	0.881
	Overall Mean	**3.90**	

Table (4.1) reports that most of the respondents agree with the statements of which autonomy influence work engagement and their mean score is more than 3. The highest mean score is 4.02 which indicate that employees have freedom in carrying out their work activities. The second largest mean is 3.92 in which employees can personally decide how much time they need for a specific activity. Employees can resolve their problems arising in their work themselves because their mean score is 3.84. They have influence in the planning of their work activities as it has 3.82 mean score. Moreover, employees can also decide on their own how their work is executed which indicates 3.91 mean score for them. According to overall mean score, employees at Blazon Group Myanmar are satisfied with autonomy and they have the right or condition of self-government so they can always decide on their own on how the work is executed with effective time management skills.

(b)   Performance Feedback

Regarding to the analysis on the effect of performance feedback in Blazon Group Myanmar, respondents are required to respond 5 statements about how they get feedback for their performance and analyzes their organization's performance feedback system. The results are shown in Table (4.2) based on survey findings.

Table (4.2) Performance Feedback

Sr.	Performance Feedback	Mean	St.Dev
1.	Having standard performance evaluation forms	3.75	1.055
2.	Performance feedback such as rating the quality of work done	3.91	0.957
3.	Getting feedback to understand expectations and to adjust	3.76	0.894
4.	Performance management system of the office is fair	3.78	1.036
5.	Having continuous performance management system	3.64	0.884
	Overall Mean	**3.77**	

Source: Survey Data, 2019

Table (4.2) reports that most of the respondents agree with the statements of which performance feedback has influence on work engagement and their mean score is more than 3. The highest mean score is 3.91 which indicate that their performance feedback system indicates rating the quality of work done. The second largest mean is 3.78 in which Blazon Group Myanmar has a fair performance management system. Blazon Group Myanmar has standard performance evaluation forms as its mean score is 3.75. Employees always get feedback to understand expectations and to make judgments because its mean is 3.76. Performance management system of Blazon Group Myanmar is implemented continuously not just a once off event which indicates 3.64 mean score. According to overall mean score, employees at Blazon Group Myanmar are satisfied with performance feedback on how they have done in their work activities.

(c)   Social Support

Regarding to the analysis on the effect of social support in Blazon Group Myanmar, respondents are required to respond 5 statements about how they interact with their co-workers and their relationship in their workplace. The results are shown in Table (4.3) based on survey findings.

Table (4.3) Social Support

Sr.	Social Support	Mean	St.Dev
1.	Counting on the co-workers while encountering difficulties	3.87	0.952
2.	Getting along with the co-workers	3.91	0.934
3.	Feeling appreciated by the co-workers	4.00	0.889
4.	Having friendly co-workers	4.09	0.898
5.	Unpleasant occurrence between each employee and co-workers	3.87	0.683
	Overall Mean	**3.95**	

Source: Survey Data, 2019

Table (4.3) reports that most of the respondents agree with the statements in which social support have a big influence on job resources and their mean score is more than 3. The highest mean score is 4.09 which indicate that employees' co-workers are friendly towards them. The second largest mean is 4 in which employees feel appreciated by their co-workers in their workplace. Employees at Blazon Group Myanmar get along with their co-workers as its mean is 3.91. Employees can also count on their co-workers when they encounter difficulties in their workplace because it indicates 3.87 mean score. And for the last mean score which indicates 3.87 in which employees do not have much unpleasant occurrences between their co-workers and them. According to overall mean score, employees at Blazon Group Myanmar are satisfied with social support in which they have great relationship with their co-workers.

(d)   Supervisor Coaching

Regarding to the analysis on the effect of supervisor coaching in Blazon Group Myanmar, respondents are required to respond 5 statements about how they get coaching from their supervisors and help them improve. The results are shown in Table (4.4) based on survey findings.

Table (4.4) Supervisor Coaching

Sr.	Supervisor Coaching	Mean	St.Dev
1.	Clear instructions from the supervisor	3.88	0.875
2.	Exchanging information between supervisor and employee	3.87	0.892
3.	Getting helps in improvement from the supervisor	3.83	0.921
4.	Availability on supervisor when employees need advice	3.73	0.939
5.	Ease to talk openly and honestly to the supervisor	3.78	0.947
	Overall Mean	**3.82**	

Source: Survey Data, 2019

Table (4.4) reports that most of the respondents agree with the statements of which supervisor coaching has influence on work engagement and their mean score is more than 3. The highest mean score is 3.88 which indicate that their supervisor gives them clear instructions. The second largest mean is 3.87 which mean that employees and their supervisors have ongoing information and exchange them all the time. Blazon Group Myanmar has good supervision towards subordinates because the supervisors always help employees to improve themselves which is indicated by the mean score of 3.83. Employees feel free to talk openly and honestly to their supervisor because the mean score is 3.78 which are good. The least mean score is 3.73 in supervisor coaching and it indicates that their supervisor is always available when they need advice. According to overall mean score, employees at Blazon Group Myanmar are satisfied with supervisor coaching on how they get help from their supervisors.

(e)   Summary of Employee Perception on Job Resources

The survey result of job resources such as autonomy, performance feedback, social support and supervisor coaching are shown in Table (4.5).

Table (4.5) Summary of Employee Perception on Job Resources

Sr.	Job Resources	Mean
1.	Autonomy	3.90
2.	Performance feedback	3.77
3.	Social support	3.95
5.	Supervisor coaching	3.82

Source: Survey Data, 2019

Table (4.5) reports that social support has the strongest the Mean, higher than cut off mean value 3, indicating that there have some influencing on job resources. The lowest influencing factor is found as performance feedback. Performance feedback is very important for employees to improve them continuously. Nowadays, many new companies open in Myanmar and organizations have to develop their employees and create work engagement in order to get higher performance.

4.1.2 Personal Resources

Personal resources have factors such as optimism, self-efficacy, resilience and self-esteem. The results are presented in Table (4.6), (4.7), (4.8) and (4.9).

(a)   Optimism

Regarding to the analysis on the effect of optimism in Blazon Group Myanmar, respondents are required to respond 5 statements about how they have confidence and hopefulness about the future in their workplace. The results are shown in Table (4.6) based on survey findings.

Table (4.6) Optimism

Sr.	Optimism	Mean	St.Dev
1.	Being always optimistic about the future	3.91	0.945
2.	Expecting things to go as employee desires	3.89	0.895
3.	Expecting good things over bad things	4.00	0.949
4.	Expecting the best in certain times	3.84	0.941
5.	Things rarely go wrong for the employees	3.48	0.920
	Overall Mean	**3.82**	

Source: Survey Data, 2019

Table (4.6) reports that the obtained mean score is 3.82, higher than cut off mean 3, indicating there have influence of optimism on personal resources. Among these influences of optimism, the highest mean is found as employees expect more good things to happen to them than bad in overall which indicates the mean score 4 with standard deviation 0.949. The lowest mean score in optimism is found that things rarely go wrong for employees which mean score is 3.48 which is a little higher than cut off mean with standard deviation 0.920. According to the mean score 3.91, employees are always optimistic about their future. They also expect things to go on their way as the mean score indicates 3.89. Moreover, employees usually expect the best in uncertain times which is indicated by the mean score of 3.84 with standard deviation 0.941. In conclusion, according to the overall mean score, employees are satisfied with optimism which is influenced by their hopefulness and confidence about their future.

(b)   Self-efficacy

Regarding to the analysis on the effect of self-efficacy in Blazon Group Myanmar, respondents are required to respond 5 statements about their belief in ability to succeed in specific situations or accomplish a task. The results are shown in Table (4.7) based on survey findings.

Table (4.7) Self-efficacy

Sr.	Self-efficacy	Mean	St.Dev
1.	Ability to solve difficult problems with hard work	3.93	0.849
2.	Easiness to stick to aims and to accomplish goals	3.61	0.937
3.	Being confident to deal efficiently with unexpected events	3.76	0.817
4.	Ability to handle unforeseen situations due to resourcefulness	3.68	0.811
5.	Remain calm when facing difficulties due to coping abilities	3.80	0.880
	Overall Mean	**3.76**	

Source: Survey Data, 2019

Table (4.7) reports that the obtained mean score is 3.76, higher than cut off mean 3, indicating there have influence of self-efficacy on personal resources. Among these influences of optimism, the highest mean is found as employees can always manage to solve difficult problems if they try hard enough which indicates the mean score 3.93 with standard deviation 0.849. The lowest mean score in self-efficacy is 3.61 which is found that it is easy for the employees to stick to their aims and accomplish their goals. According to the mean score 3.76, employees are confident that they could deal efficiently with unexpected events and it indicates 0.817 standard deviation. Employees know how to handle unforeseen situations thanks to their resourcefulness because the mean score appears to be 3.68 with the standard deviation 0.811. Moreover, employees can remain calm when facing difficulties because they can rely on their coping abilities and solve them which result the mean score of 3.8 with standard deviation 0.880. In conclusion, according to the overall mean score, employees are satisfied with self-efficacy which indicates their belief in ability to succeed in specific situations or accomplish a task.

(c)   Resilience

Regarding to the analysis on the effect of resilience in Blazon Group Myanmar, respondents are required to respond 5 statements about the capacity to recover quickly from difficulties and toughness. The results are shown in Table (4.8) based on survey findings.

Table (4.8) Resilience

Sr.	Resilience	Mean	St.Dev
1.	Having the knowledge and skills to deal with problems	3.90	0.826
2.	Perceiving the problems as challenges	3.97	0.857
3.	Approaching new situations with an open mind	4.03	0.883
4.	Taking control of the situation when faced with new challenges	3.86	0.820
5.	Trying to find the cause of a problem before trying to solve it	3.96	0.948
	Overall Mean	**3.94**	

Source: Survey Data, 2019

Table (4.8) reports that the obtained mean score is 3.94, higher than cut off mean 3, indicating there have big influence of resilience on employees' personal resources. Among these influences of resilience, the highest mean is found as employees approach new situations with open mind which indicates the mean score 4.03 with standard deviation 0.883. The lowest mean score in resilience is 3.86 but a good result which is found that employees are able to take control of the situation when faced with new challenges. It is also found that employees have the knowledge and skills and experience to deal with almost anything that happen to them which indicates 3.9 mean score with standard deviation 0.826. The mean score 3.97 means that employees perceive the problems and challenges of everyday life as challenges they can solve. Employees also try to find the cause of a problem before trying to solve it because the mean score is found out as 3.96 with standard deviation 0.948. In conclusion, according to the overall mean score, employees are satisfied with resilience which indicates the capacity to recover quickly from difficulties and toughness.

(d)   Self-esteem

Regarding to the analysis on the effect of self-esteem in Blazon Group Myanmar, respondents are required to respond 5 statements about their individual's subjective evaluation of their own worth. The results are shown in Table (4.9) based on survey findings.

Table (4.9) Self-esteem

Sr.	Self-esteem	Mean	St.Dev
1.	Satisfied with themselves	3.88	0.888
2.	Having several good qualities	4.03	0.805
3.	Being able to do things as well as most other people	3.92	0.880
4.	Feeling respected by others for who the employees are	4.00	0.741
5.	Taking criticism well and learn from it	3.98	0.756
	Overall Mean	**3.96**	

Source: Survey Data, 2019

Table (4.9) reports that the obtained mean score is 3.96, higher than cut off mean 3, indicating there have big influence of self-esteem on employees' personal resources. Among these influences of self-esteem, the highest mean is found as employees feel that they have a number of good qualities with the mean score of 4.03 with standard deviation of 0.805. The lowest mean score in self-esteem is 3.88 but a good result which is found that employees are satisfied with themselves. It is also found that employees are able to do things as well as most other people because it indicates the mean score of 3.92 with standard deviation 0.880. The mean score 4 means that employees are respected by others for who they are. Employees also take criticism well and learn from it because the mean score is found out as 3.98 with standard deviation 0.727. In conclusion, according to the overall mean score, employees are satisfied with self-esteem which indicates their individual's subjective evaluation of their own worth.

(e)   Summary of Employee Perception on Personal Resources

The survey result of personal resources such as optimism, self-efficacy, resilience and self-esteem are shown in Table (4.10).

Table (4.10) Summary of Employee Perception on Personal Resources

Sr.	Personal Resources	Mean
1.	Optimism	3.82
2.	Self-efficacy	3.76
3.	Resilience	3.94
5.	Self-esteem	3.96

Source: Survey Data, 2019

Table (4.10) reports that self-esteem has the strongest the Mean, higher than cut off mean value 3, indicating that there have some influencing on personal resources. The most influencing factor is found as resilience and self-esteem. The lowest influencing is found as self-efficacy for personal resources.

4.2 Job Performance at Blazon Group Myanmar

In this study, job performance such as task performance and contextual performance are examined. Table (4.11) and Table (4.12) show job performance, as follows.

4.2.1 Task Performance

Task performance relates to transforming raw materials into the goods and services which are specific to the job, the core technical skill. Task performance describes the core job responsibilities of an employee. It is also called "in-role prescribed behavior" (Koopmans et al. 2011) and is reflected in specific work outcomes and deliverables as well as their quality and quantity. The mean score of employee retention are shown in Table (4.11).

Table (4.11) Task Performance

Sr.	Task Performance	Mean	St.Dev
1.	Managing to plan the work so that it is done on time.	4.09	0.567
2.	Planning is optimal.	3.91	0.721
3.	Keeping in mind the results that the employees must achieve	3.93	0.875
4.	Being able to separate main issues from side issues at work	3.96	0.824
5.	Knowing how to set the right priorities.	4.00	0.825
6.	Being able to perform well with minimal time and effort.	3.91	0.690
7.	Collaboration with others is very productive.	3.90	1.017
	Overall Mean	**3.96**	

Source: Survey Data, 2019

Table (4.11) reports that the overall mean is higher than cut off mean value 3, indicating that there have some influencing on job performance. The most influencing factor is found as employees manage to plan their work so that it is done on time with the mean score of 4.09 (standard deviation 0.567). The lowest influencing factor is found as 3.9 in which collaboration with other co-workers is very productive. But 3.9 is still a good result for job performance. The other factors also have good mean score which result as 3.91, 3.93, 3.96 and 4 respectively. So, it is found that employees keep in mind the results that they have to achieve in their work, and they are able separate main issues from side issues at work. According to the overall mean score, task performance done by employees is satisfied and leads to better job performance.

4.2.2 Contextual Performance

Contextual performance goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" (Koopmans et al. 2011) contextual performance is reflected in activities such as coaching coworkers, strengthening social networks within an organization and going the extra mile for the organization. The mean scores of contextual performances are shown in Table (4.12).

Table (4.12) Contextual Performance

Sr.	Contextual Performance	Mean	St.Dev
1.	Taking on extra responsibilities.	3.98	0.937
2.	Starting new tasks themselves, when old ones are finished.	3.92	0.759
3.	Taking on challenging work tasks, when available.	4.07	0.796
4.	Being able to work at keeping the job knowledge up to date.	4.03	0.857
5.	Coming up with creative solution to new problems.	3.90	0.878
6.	Being able to actively participate in work meetings.	3.98	0.784
7.	Being able to actively look for ways to improve performance at work.	4.15	0.811
	Overall Mean	**4.00**	

Source: Survey Data, 2019

Table (4.12) reports that the overall mean is higher than cut off mean value 3, indicating that there have some influencing on job performance. The most influencing factor is found as employees actively look for ways to improve their performance at work with the mean score of 4.15 (standard deviation 0.811). The lowest influencing factor is found as 3.9 in which employees come up with creative solutions to new problems. But 3.9 is still a good result for job performance. The other factors also have good mean score which result as 3.92, 3.98, 4.03 and 4.07 respectively. Hence, it is found that employees take on extra responsibilities and start new tasks themselves when old ones are finished. According to the overall mean score, contextual performance done by employees is very satisfactory and leads to better job performance.

4.3   Analysis on the Effect of Job Resources and Personal Resources on Work Engagement of Blazon Group Myanmar

In order to analyze which job resources and personal resources have significant impact on work engagement, a regression model is developed and estimated. In the mode, the dependent variable is work engagement while the independent variables are job resources including autonomy, performance feedback, social support and supervisor

coaching and personal resources including optimism, self-efficacy, resilience and self-esteem.

4.3.1 Analysis on the Effect of Job Resources on Vigor

Table (4.13) shows the results of the analysis on the effect of job resources on vigor which is one of the factors of work engagement because vigor in the workplace community constitutes a key concept, considered as an indicator of individuals' well-being.

Table (4.13) Analysis on the Effect of Job Resources on Vigor

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.957	0.175		5.463	0.000	
Autonomy	0.165*	0.085	0.213	1.950	0.054	4.451
Performance Feedback	0.087	0.089	0.112	0.977	0.332	4.848
Social Support	0.453***	0.079	0.563	5.732	0.000	3.583
Supervisor Coaching	0.033	0.063	0.044	0.523	0.602	2.648
R	0.875					
R Square	0.766					
Adjusted R Square	0.755					
F Value	71.21***					
Durbin-Watson	2.086					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%

As the results of Table (4.13), R Square is 0.766 and Adjusted R Square is 0.755. This model can explain 75.5% about the variance of dependent variable with the independent variable. F-value (the overall significance of the model) is highly significant at 1% level. According to the results shown in Table (4.13), two variables among four are significant as stated by regression analysis table. Social support has significant coefficient at 1% level and autonomy has significant coefficient at 10% level. The Standardized

Coefficient (Beta) indicates that these two variables are positively related with Vigor which is one of the factors of work engagement at Blazon Group Myanmar.

Social support has the expected positive relationship with Vigor and significant coefficient at 1% level, with the highest beta value 0.453 and the significant coefficient value of 0.000. It points that social support leads to an increase in Vigor of Blazon Group Myanmar. Every one unit increase in the social support will lead to increase vigor by 0. 453.Autonomy has the expected positive relationship with Vigor and significant coefficient at 5% level, with the beta value 0.165 and the significant coefficient value of 0.054. It points that autonomy leads to an increase in Vigor of Blazon Group Myanmar. Every one unit increase in autonomy will lead to increase vigor by 0.054.

It is found out that most of the respondents are influenced by the fact that employees at Blazon Group Myanmar have freedom in carrying out their work activities. They can decide on their own on how their work is executed and they can resolve any problem arising in their work themselves. Most of the employees have own decisions and influence on their assigned tasks and responsibilities including time and plan. It is found out that most of the respondents are influenced by the fact that the co-workers are friendly towards them in the workplace and they always feel appreciated by their co-workers. In Blazon Group Myanmar, most of the employees are middle-aged women who are educated person because the company has dynamic working structure and has a lot of challenges. Hence, middle-aged women would like to take challenging workload. They always share caring and they support each other. But, as supervisor coaching, employees do not get coaching and they always need to decide on every tasks and responsibilities themselves. Regarding with vigor, performance feedback is not significant with vigor and they do not always get feedback and evaluation from their supervisors regularly.

4.3.2   Analysis on the Effect of Job Resources on Dedication

Table (4.14) shows the results of the analysis on the effect of job resources and how employees handle work activities and how they effect on dedication which is one of the factors of work engagement because dedication is characterized by a strong psychological involvement in one's work, feelings of a sense of significance, enthusiasm, inspiration, pride, and viewing work as a challenge.

Table (4.14) Analysis on the Effect of Job Resources on Dedication

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.819	0.273		2.996	0.004	
Autonomy	-0.011	0.132	-0.011	-0.083	0.934	4.451
Performance Feedback	-0.032	0.140	-0.032	-0.226	0.822	4.848
Social Support	0.544***	0.123	0.541	4.411	0.000	3.583
Supervisor Coaching	0.323***	0.098	0.348	3.299	0.001	2.648
R	0.797					
R Square	0.635					
Adjusted R Square	0.618					
F Value	37.809***					
Durbin-Watson	2.042					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%

As the results of Table (4.14), R Square is 0.635 and Adjusted R Square is 0.618. This model can explain 61.8% about the variance of dependent variable with the independent variable. F-value (the overall significance of the model) is highly significant at 1% level. According to the results shown in Table (4.14), two variables among four are significant as stated by regression analysis table. Social support and supervisor coaching have significant coefficient at 1% level. The Standardized Coefficient (Beta) indicates that these two variables are positively related with dedication which is one of the factors of work engagement at Blazon Group Myanmar.

Social support has the expected positive relationship with dedication and significant coefficient at 1% level, with the highest beta value 0.544 and the significant coefficient value of 0.000. It points that social support leads to an increase in dedication of Blazon Group Myanmar. Every one unit increase in the social support will lead to increase dedication by 0.544. Supervisor coaching has the expected positive relationship with dedication and significant coefficient at 1% level, with the beta value 0.323 and the significant coefficient value of 0.001. It points that supervisor coaching leads to an

increase in dedication of Blazon Group Myanmar. Every one unit increase in supervisor coaching will lead to increase dedication by 0.001.

It is found out that most of the respondents are influenced by the fact that the co-workers are friendly towards them in the workplace and they always feel appreciated by their co-workers. In Blazon Group Myanmar, most of the employees are middle-aged women who are educated person because the company has dynamic working structure and has a lot of challenges. The company is a challenging company among other similar competitors. Hence, middle-aged women would like to take challenging workload. Therefore, they always share caring and they support each other. From the results of the mean table, most of the respondents are influenced by the fact that employees at Blazon Group Myanmar have good relationship with their supervisors. Supervisors always give clear instructions to them to improve their performance and they are always available for the employees when they need advice.

4.3.3 Analysis on the Effect of Job Resources on Absorption

Table (4.15) shows the results of the analysis on the effect of job resources on absorption which is one of the factors of work engagement because absorption is characterized by being fully concentrated and deeply engrossed in one's work.

Table (4.15) Analysis on the Effect of Job Resources on Absorption

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.292	0.293		0.997	0.322	
Autonomy	0.149	0.142	0.142	1.047	0.298	4.451
Performance Feedback	-0.088	0.150	-0.083	-0.588	0.558	4.848
Social Support	0.241*	0.132	0.221	1.818	0.072	3.583
Supervisor Coaching	0.585***	0.105	0.580	5.563	0.000	2.648
R	0.802					
R Square	0.643					
Adjusted R Square	0.626					
F Value	39.142***					
Durbin-Watson	2.267					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%

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As the results of Table (4.15), R Square is 0.643 and Adjusted R Square is 0.626. This model can explain 62.6% about the variance of dependent variable with the independent variable. F-value (the overall significance of the model) is highly significant at 1% level. According to the results shown in Table (4.15), two variables among four are significant as stated by regression analysis table. Social support has significant coefficient at 1% level and social support has 10% significant coefficient level. The Standardized Coefficient (Beta) indicates that these two variables are positively related with absorption which is one of the factors of work engagement at Blazon Group Myanmar.

Supervisor coaching has the expected positive relationship with absorption and significant coefficient at 1% level, with the highest beta value 0.585 and the significant coefficient value of 0.000. It points that supervisor coaching leads to an increase in absorption of Blazon Group Myanmar. Every one unit increase in the supervisor coaching will lead to increase absorption by 0.585. Social support has the expected positive relationship with dedication and significant coefficient at 10% level, with the beta value 0.241 and the significant coefficient value of 0.072. It points that social support leads to an increase in dedication of Blazon Group Myanmar. Every one unit increase in the social support will lead to increase dedication by 0.241.

According to the results, most of the respondents are influenced by the fact that employees at Blazon Group Myanmar have good relationship with their supervisors. Supervisors always give clear instructions to them to improve their performance and they are always available for the employees when they need advice. It is found out that most of the respondents are influenced by the fact that the co-workers are friendly towards them in the workplace and they always feel appreciated by their co-workers. In Blazon Group Myanmar, most of the employees are middle-aged women who are educated person so they always share caring and they support each other.

4.3.4 Analysis on the Effect of Personal Resources on Vigor

Table (4.16) shows the results of the analysis on the effect of personal resources on vigor which is one of the factors of work engagement because vigor in the workplace community constitutes a key concept, considered as an indicator of individuals' well-being.

Table (4.16) Analysis on the Effect of Personal Resources on Vigor

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.777	0.158		4.906	0.000	
Optimism	0.138*	0.072	0.173	1.912	0.059	3.877
Self-efficacy	0.183**	0.069	0.228	2.675	0.009	3.443
Resilience	0.119	0.078	0.150	1.520	0.132	4.605
Self-esteem	0.349***	0.076	0.431	4.586	0.000	4.179
R	0.904					
R Square	0.816					
Adjusted R Square	0.808					
F Value	96.728***					
Durbin-Watson	2.298					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%,

As the results of Table (4.16), R Square is 0.816 and Adjusted R Square is 0.808. This model can explain 80.8% about the variance of dependent variable with the independent variable. F-value (the overall significance of the model) is highly significant at 1% level. According to the results shown in Table (4.16), three variables among four are significant as stated by regression analysis table. Self-esteem have significant coefficient at 1% level and self-efficacy has 5% significant coefficient level. Optimism has 10% significance. The Standardized Coefficient (Beta) indicates that these three variables are positively related with vigor which is one of the factors of work engagement.

Self-esteem has the expected positive relationship with vigor and significant coefficient at 1% level, with the highest beta value 0.349 and the significant coefficient value of 0.000. It points that self-esteem leads to an increase in vigor of Blazon Group Myanmar. Every one unit increase in the self-esteem will lead to increase vigor by 0.349. Self-efficacy has the expected positive relationship with dedication and significant coefficient at 5% level, with the beta value 0.183 and the significant coefficient value of 0.009. It points that self-efficacy leads to an increase in vigor of Blazon Group Myanmar.

Every one unit increase in the self-efficacy will lead to increase vigor by 0.183. Optimism has the expected positive relationship with dedication and significant coefficient at 10% level, with the beta value 0.138 and the significant coefficient value of 0.059. It points that optimism leads to an increase in vigor of Blazon Group Myanmar. Every one unit increase in the self-efficacy will lead to increase vigor by 0.138.

It is found out that most of the respondents are influenced by the fact that employees at Blazon Group Myanmar are satisfied with themselves and they can do things as well as other people because they always expect things to go smoothly. Moreover, they expect more good things to happen to them than bad. In Blazon Group Myanmar, all employees respect each other. If they get criticism, they learn from it and do the best out of it. According to the results, most of the respondents are influenced by the fact that employees can always manage well to solve difficult problems and easily accomplish new challenges.

4.3.5   Analysis on the Effect of Personal Resources on Dedication

Table (4.17) shows the results of the analysis on the effect of personal resources on dedication which is one of the factors of work engagement because dedication is characterized by a strong psychological involvement in one's work and in feelings.

Table (4.17) Analysis on the Effect of Personal Resources on Dedication

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.906	0.305		2.969	0.004	
Optimism	0.152	0.139	0.153	1.096	0.276	3.877
Self-efficacy	0.027	0.132	0.027	0.203	0.840	3.443
Resilience	0.277**	0.151	0.279	1.836	0.070	4.605
Self-esteem	0.394**	0.147	0.389	2.686	0.009	4.179
R	0.751					
R Square	0.563					
Adjusted R Square	0.543					
F Value	28.076***					
Durbin-Watson	2.193					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%

As the results of Table (4.17), R Square is 0.563 and Adjusted R Square is 0.543. This model can explain 54.3% about the variance of dependent variable with the independent variable. F-value (the overall significance of the model) is highly significant at 1% level. According to the results shown in Table (4.17), two variables among four are significant as stated by regression analysis table. Self-esteem and resilience have significant coefficient at 10% level. The Standardized Coefficient (Beta) indicates that these two variables are positively related with dedication which is one of the factors of work engagement at Blazon Group Myanmar.

Self-esteem has the expected positive relationship with dedication and significant coefficient at 10% level, with the highest beta value 0.394 and the significant coefficient value of 0.009. It points that self-esteem leads to an increase in dedication of Blazon Group Myanmar. Every one unit increase in the self-esteem will lead to increase dedication by 0.394. Resilience has the expected positive relationship with dedication and significant coefficient at 10% level, with the beta value 0.277 and the significant coefficient value of 0.070. It points that resilience leads to an increase in dedication of Blazon Group Myanmar. Every one unit increase in resilience will lead to increase dedication by 0.277.

According to the results, most of the respondents are influenced by the fact that employees at Blazon Group Myanmar are satisfied with themselves and they are able to do things as well as other people. In Blazon Group Myanmar, all employees respect each other. If they get criticism, they learn from it and do the best out of it. Even in uncertain times, they usually expect the best and perform with the best effort. It is also found out that most of the respondents are influenced by the fact that employees at Blazon Group Myanmar have the knowledge and skills to deal with new challenges. They are able to control the situation if problems happen.

4.3.6 Analysis on the Effect of Personal Resources on Absorption

Table (4.18) shows the results of the analysis on the effect of personal resources on absorption which is one of the factors of work engagement because absorption is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself.

Table (4.18) Analysis on the Effect of Personal Resources on Absorption

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	**Std. Error**	**Beta**			
(Constant)	0.239	0.326		0.733	0.466	
Optimism	0.231	0.148	0.214	1.557	0.123	3.877
Self-efficacy	0.253**	0.141	0.232	1.795	0.076	3.443
Resilience	0.059	0.161	0.055	0.368	0.714	4.605
Self-esteem	0.358**	0.157	0.326	2.287	0.025	4.179
R	0.76					
R Square	0.577					
Adjusted R Square	0.558					
F Value	29.689***					
Durbin-Watson	2.547					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%

As the results of Table (4.18), R Square is 0.577 and Adjusted R Square is 0.558. This model can explain 55.8% about the variance of dependent variable with the independent variable. F-value (the overall significance of the model) is highly significant at 1% level. According to the results shown in Table (4.18), two variables are significant as stated by regression analysis table. Self-esteem and self-efficacy have significant coefficient at 5% level. The Standardized Coefficient (Beta) indicates that these two variables are positively related with absorption, one of the factors of work engagement.

Self-esteem has the expected positive relationship with absorption and significant coefficient at 5% level, with the highest beta value 0.358 and the significant coefficient value of 0.025. It points that self-esteem leads to an increase in absorption of Blazon Group Myanmar. Every one unit increase in the self-esteem will lead to increase absorption by 0.025. Self-efficacy has the expected positive relationship with dedication and significant coefficient at 5% level, with the beta value 0.253 and the significant coefficient value of 0.009. It points that self-efficacy leads to an increase in absorption of Blazon Group Myanmar. Every one unit increase in the self-efficacy will lead to increase absorption by 0.253.

According to the results, most of the respondents are influenced by the fact that employees at Blazon Group Myanmar are happy when they work intensively. They are easily immersed in their job and are satisfied with themselves and they can do things as well as other people. In Blazon Group Myanmar, all employees respect each other. If they get criticism, they learn from it and do the best out of it. It is also found out that most of the respondents are influenced by the fact that employees always manage well to solve difficult problems and easily accomplish new challenges. They can remain calm if they face with difficulties and they handle them well. It is also difficult for the employees to detach themselves from their job.

4.4   Analysis on the Effect of Work Engagement on Job Performance

In order to analyze the relationship between work engagement and job performance, a regression model is developed. In this model, the dependent variable is job performance while the independent variable is work engagement. Employees who are more engaged at work perform better on in-role tasks as well as on extra-role tasks.

4.4.1   Analysis on the Effect of Work Engagement on Task Performance

Table (4.19) shows the results of the analysis on the effect of work engagement on task performance which is one of the factors of job performance because task performance reflects in specific work outcomes and deliverables.

Table (4.19) Effect of Work Engagement on Task Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.466	0.218		2.135	0.036	
Vigor	0.426**	0.099	0.394	4.307	0.000	3.203
Dedication	0.571**	0.080	0.658	7.105	0.000	3.290
Absorption	0.231*	0.072	0.252	2.685	0.095	3.116
R	0.878					
R Square	0.771					
Adjusted R Square	0.763					
F Value	98.546***					
Durbin-Watson	1.889					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%

Dedication has the expected positive relationship with task performance and significant coefficient at 5% level, with the highest beta value 0.571 and the significant coefficient value of 0.000. It points that dedication leads to an increase in job performance of Blazon Group Myanmar. Every one unit increase in dedication will lead to increase task performance by 0.571. Vigor has the expected positive relationship with task performance and significant coefficient at 5% level, with the beta value 0.426 and the significant coefficient value of 0.000. It points that self-efficacy leads to an increase in absorption of Blazon Group Myanmar. Every one unit increase in the self-efficacy will lead to increase absorption by 0.426. Absorption has the expected positive relationship with task performance and significant coefficient at 10% level, with the beta value 0.231 and the significant coefficient value of 0.095. It points that absorption leads to an increase in task performance of Blazon Group Myanmar. Every one unit increase in the self-efficacy will lead to increase absorption by 0.231.

This result indicates that employees at Blazon Group Myanmar have strong commitment and motivation to work. They can always persevere even when things do not go well. They know how to set the right priorities and can separate main issues from side issues at work. They can perform their work well with minimal time and effort. They also keep in mind that collaboration with others is very productive and they always manage to plan their work to be done on time because they are always mentally resilient at work and they feel inspired about carrying out their job activities.

4.4.2 Analysis on the Effect of Work Engagement on Contextual Performance

Table (4.20) shows the results of the analysis on the effect of work engagement on contextual performance which is one of the factors of job performance because it refers to activities which do not contribute to the technical core but which support the organizational, social and psychological environment in which organizational goals are perused.

Table (4.20) Effect of Work Engagement on Contextual Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.200	0.249		0.801	0.425	
Vigor	0.333***	0.113	0.272	2.948	0.004	3.203
Dedication	0.720***	0.092	0.736	7.851	0.000	3.290
Absorption	0.103	0.082	0.114	1.251	0.214	3.116
R	0.875					
R Square	0.765					
Adjusted R Square	0.757					
F Value	95.61***					
Durbin-Watson	2.126					

Source: Survey Data, 2019

***, **, * significant at 1%, 5%, 10%

As the results of Table (4.20), R Square is 0.765 and Adjusted R Square is 0.757. This model can explain 75.7% about the variance of dependent variable with the independent variable. The significance value of vigor is 0.004 and dedication is 0.000, meaning the variables are significant at 1% level. The Standardized Coefficient (Beta) indicates that two of the factors such as vigor and dedication have positive relationship with the dependent variable, contextual performance of this study.

Dedication has the expected positive relationship with contextual performance and significant coefficient at 1% level, with the highest beta value 0.720 and the significant coefficient value of 0.000. It points that dedication leads to an increase in job performance of Blazon Group Myanmar. Every one unit increase in dedication will lead to increase task performance by 0.720. Vigor has the expected positive relationship with contextual performance and significant coefficient at 5% level, with beta value 0.333 and the significant coefficient value of 0.000. It points that dedication leads to an increase in job performance of Blazon Group Myanmar. Every one unit increase in dedication will lead to increase task performance by 0.333.

This result indicates that employees at Blazon Group Myanmar have strong commitment and motivation to work. They take on extra responsibilities and start new

tasks themselves when the old ones are finished. They take on challenging tasks with creative solutions to new problems. Overall, they are happy at work and get carried away when they work. They are always able to actively look for ways to improve performance. They also actively look for ways to improve their performance at work and always come up with creative solutions if problems and issues arise because employees at Blazon Group Myanmar like challenging tasks and responsibilities.

CHAPTER 5

CONCLUSION

In this section, it has three parts. First part is findings which represent why the research was conducted, what aspect of the problem were considered, what the outcome and it consists of the findings of the demographic factors and the relationship of job resources, personal resources, work engagement and the impact on job performance. The second part presents suggestions, and the last part is needs for future research. The study is widely based on chapter 3 and chapter 4. This chapter will help to see the whole picture of the thesis.

5.1   Findings and Discussions

This study explores the ways in which job resources and personal resources are associated with work engagement and job performance in Blazon Group Myanmar. The study also provides theoretical contributions expanding on previous knowledge and literature of job demand resource model.

The results of this study allow a clear understanding of job resources and personal resources which have a positive significant on work engagement. In this study, both descriptive and analytical research methods have been used to explore the relationship regarding with job resources and personal resources and work engagement.

First part includes demographic characteristics of the sample size. Depending on gender, female respondents are more than male because of nature of company and survey of respondents. The second one is age of respondents. In here, most of the respondents are between 21 and 30 years. It indicates the nature of business in which hires young and active employees that can explore new business strategies.

Moreover, most of the respondents are postgraduates' level because they need to deal with leaders or managers who are outsiders mostly in head office. It can be concluded that the highest level of education of respondents was reviewed to understand their attitudes and the way of looking and understanding on their role and job. Moreover, most of the employees are manager level. It indicates that mangers are important roles

because they set strategies and goals to be successful in the long term. In addition, most of the employees are in experience between 1 and 3 years.

According to the analysis of relationship between job resources and personal resources to work engagement, it was found that employees from Blazon Group Myanmar are very active and participate in their respective tasks and responsibilities because they are really interested and proud of working at Blazon Group Myanmar.

And then, the analysis on three types of work engagement such as vigor, dedication and absorption are summarized. While accessing the level of vigor based on questions, it was found that employees agree to all kinds of questions and they feel strong and vigorous for working happily in Blazon Group Myanmar. According to survey result on dedication, most employees feel inspired about carrying out their job activities and they find the work that they do meaningful and purposeful as dedication's mean scores are high. In survey results of absorption in Blazon Group Myanmar, this study found that most of employees agree which presents effective and efficient work done influence company's growth because employees work intensively and feel happy at the same time.

According to the analysis on the effect of job resources to vigor, the results show that social support and autonomy have significant value and the main determination of vigor is found to build the strong relationship. It means that the more employees have influence in planning of their own work activities, they are more vigorous, strong and mentally resilient. But regarding with vigor, performance feedback and supervisor coaching is not significant with vigor. According to the analysis on the effect of job resources to dedication and absorption, the results show that social support and supervisor coaching have positive significant value on both. It indicates that when employees encounter difficulties in their work and get support and coached by supervisors, they are more dedicated to achieving their goals and work done in time happily.

According to the analysis on the effect of personal resources to vigor, the results show that optimism, self-efficacy and self-esteem have significant value and the main determination of vigor is found to build the strong relationship. It means that the more employees can manage and solve problems and challenges, the more they are vigorous, strong and mentally resilient. But regarding with vigor, resilience is not significant with vigor. According to the analysis on the effect of personal resources to dedication, the results show that resilience and self-esteem have positive significant value on dedication.

It indicates that when employees approach new situations with an open mind and can overcome new challenges, they are more dedicated to achieving their goals and work done in time happily. According to the analysis on the effect of personal resources to absorption, the results show that self-efficacy and self-esteem have positive significant value on absorption. It indicates that when employees know how to handle unforeseen situations, they work intensively and immersed in their work.

5.2   Suggestions and Recommendations

According to the survey results, Blazon Group Myanmar should emphasize on influencing factors and monitor the requirement of employees' perception and working environment to get more high level of engagement with influencing factors.

Fulfillment of the job resources and personal resources is more frequently examined, to consider both job performance and work engagement is important to bind engaged employees to the company. In job resources, there has good long-term relationship between employees. So, employees need to continually maintain and keep in touch in understanding the minds of employees.

By reviewing this study, performance feedback is one of the factors in job resources to achieve engagement since some of the employees are motivated when they receive or get appraised about their performance. They will feel appreciated by receiving feedback. The organization should emphasize in reviewing their performance monthly and provide feedback to improve their performance that will lead to the overall organizational performance.

Along with performance feedback, supervisor coaching is one of the important factors in job resources to provide higher work engagement. In Blazon Group Myanmar, most of the employees are between 21 and 30 years so they need to learn new experiences and challenges from their supervisors. Supervisors need to give clear instructions to have clear interaction and exchange information. Moreover, employees expect to fulfill the needs of motivators. Supervisors can be both their motivators and coaches.

By reviewing personal resources, employees at Blazon Group Myanmar are optimism about themselves and they are satisfied with themselves. But regarding with self-efficacy, employees need to remain calm when facing difficulties because they need to rely on their coping abilities and solve them. They need to handle more on unforeseen

situations and should deal efficiently. Regarding with resilience, employees need to take control of the situation and find the cause of a problem before trying to solve it.

Regarding to the analysis, work engagement is the important factor for employees to improve job performance of employees. According to vigor, organizations need to motivate employees to feel like they always persevere even when things do not go well. Due to the analysis of dedication, Blazon Group Myanmar needs to provide employees who really feel as if the organization's problems are their own by giving them a chance to participate in every situation of organization's issues. That lead to their dedication at work. According to the analysis of absorption, Blazon Group Myanmar needs to provide employees to feel happy when they work intensively. In order to feel happy, the organization should offer good salaries, promotion based on performance, a yearly trip and birthday celebrations. These are the ways of employees to be consistent in this organization.

Regarding to the analysis, organization needs employees that can get the job done, because job performance is critical to the overall success of the company. As a result of analysis of job performance, employees perform very best in both task performance and contextual performance. But the organization also needs to emphasize on employee's activities whether they take on challenging work tasks when they are available and whether they take on extra responsibilities when their old ones are finished. In order to maintain the success of the organization, employees need to be able to perform their work well within minimal time and effort. Organization needs to encourage and emphasize employees' independent thought and action and must give a chance to utilize their skills, abilities and experiences in their current position. Finally, organization needs to understand the key benefits of job performance so that they can develop consistent and objective methods for evaluating employees.

5.3   Needs for Further Research

This research is only emphasized on Blazon Group Myanmar in Yangon. This study revolves around limited in sampling issues. The further research should be conducted using a larger sample to present more concrete analysis of data. The further study can be more complete if the analysis can be conducted by classifying managerial level and non-managerial level employees. The study focuses and emphasizes on job resources, personal resources, work engagement and job performance and the data only collect from employees of Head office of Blazon Group Myanmar in Yangon and the further research should be conducted to other employees, warehouses and branches of retailed brands. Moreover, further study needs to conduct work engagement and job performance of other retail firms in Myanmar to make comparison.

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APPENDICES

Appendix A: Survey Questionnaire

The Effect of Job Resources and Personal Resources on Work Engagement of Blazon Group Myanmar

The following questions indicate how job resources and personal resources effect on employees and how they contribute to work engagement and job performance.

Please circle the number to indicate the extent to which you agree with the following statements.

1. Strongly disagree

2. Disagree

3. Neither disagree nor agree

4. Agree

5. Strongly agree

Part I. Job Resources

	I. **Autonomy**	Scale				
1.	I have freedom in carrying out my work activities.	1	2	3	4	5
2.	I have influence in the planning of my work activities.	1	2	3	4	5
3.	I can personally decide how much time I need for a specific activity.	1	2	3	4	5
4.	I can decide on my own how my work is executed.	1	2	3	4	5
5.	I resolve problems arising in my work myself.	1	2	3	4	5

II. **Performance Feedback**	Scale

1.	We have standard performance evaluation forms.	1	2	3	4	5
2.	Performance feedback includes rating the quality of work done.	1	2	3	4	5
3.	I always get feedback to understand expectations and to make adjustments.	1	2	3	4	5
4.	Performance management system of our office is fair.	1	2	3	4	5
5.	Performance management system of our office is implemented continuously not just a once off event.	1	2	3	4	5

III. Social Support		Scale				
1.	I can count on my co-workers when I encounter difficulties in my work.	1	2	3	4	5
2.	I get along with my co-workers.	1	2	3	4	5
3.	In my work, I feel appreciated by my co-workers.	1	2	3	4	5
4.	My co-workers are friendly towards me.	1	2	3	4	5
5.	There have been any unpleasant occurrences between me and my co-workers.	1	2	3	4	5

IV. Supervisor Coaching		Scale				
1.	My supervisor gives me clear instructions.	1	2	3	4	5
2.	My supervisor and I have ongoing information and exchange them.	1	2	3	4	5
3.	My supervisor helps me to improve myself.	1	2	3	4	5
4.	My supervisor is always available when I need advice.	1	2	3	4	5
5.	I feel free to talk openly and honestly to my	1	2	3	4	5

	supervisor.					

Part II. Personal Resources

	V. Optimism	Scale				
1.	I am always optimistic about my future.	1	2	3	4	5
2.	I expect things to go on my way.	1	2	3	4	5
3.	Overall, I expect more good things to happen to me than bad.	1	2	3	4	5
4.	In uncertain times, I usually expect the best.	1	2	3	4	5
5.	Things rarely go wrong for me.	1	2	3	4	5

	VI. Self-efficacy	Scale				
1.	I can always manage to solve difficult problems if I try hard enough.	1	2	3	4	5
2.	It is easy for me to set my aims and accomplish goals.	1	2	3	4	5
3.	I am confident that I could deal efficiently with unexpected events.	1	2	3	4	5
4.	Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4	5
5.	I can remain calm when facing difficulties because I can rely on my coping abilities and solve them.	1	2	3	4	5

VII. Resilience	Scale				
1. I have the knowledge and skills and experience to deal with almost anything that happens to me.	1	2	3	4	5
2. I perceive the problems and challenges of everyday life as challenges I can solve.	1	2	3	4	5
3. I approach new situations with an open mind.	1	2	3	4	5
4. When faced with new challenges, I can take control of the situation.	1	2	3	4	5
5. I try to find the cause of a problem before trying to solve it.	1	2	3	4	5

VIII. Self-esteem	Scale				
1. On the whole, I am satisfied with myself.	1	2	3	4	5
2. I feel that I have a number of good qualities.	1	2	3	4	5
3. I am able to do things as well as most other people.	1	2	3	4	5
4. I am respected by others for who I am.	1	2	3	4	5
5. I take criticism well and learn from it.	1	2	3	4	5

Part III: Work Engagement

I.	Vigor	Scale				
1.	At my work, I feel like bursting with energy.	1	2	3	4	5
2.	At my job I feel strong and vigorous.	1	2	3	4	5
3.	When I get up in the morning, I am eager to work.	1	2	3	4	5
4.	I can continue to work for long periods of time.	1	2	3	4	5
5.	At my job, I am mentally resilient.	1	2	3	4	5
6.	I always persevere, even when things do not go well.	1	2	3	4	5

II.	Dedication	Scale				
1.	I find the work that I do meaningful and purposeful.	1	2	3	4	5
2.	I am enthusiastic about my job.	1	2	3	4	5
3.	I feel inspired about carrying out my job activities.	1	2	3	4	5
4.	I am proud of the work that I do.	1	2	3	4	5
5.	My job is challenging enough.	1	2	3	4	5
6.	Dedicated to achieve my goals. (Work done in time)	1	2	3	4	5

I.	Absorption	Scale				
1.	Time flies when I am at work.	1	2	3	4	5
2.	When I work, I forget everything else around me.	1	2	3	4	5
3.	I feel happy when I work intensively.	1	2	3	4	5
4.	I am immersed in my work.	1	2	3	4	5
5.	I get carried away when I work.	1	2	3	4	5
6.	It is difficult to detach myself from my job.	1	2	3	4	5

II.	Absorption	Scale				
1.	Time flies when I am at work.	1	2	3	4	5
2.	When I work, I forget everything else around me.	1	2	3	4	5
3.	I feel happy when I work intensively.	1	2	3	4	5
4.	I am immersed in my work.	1	2	3	4	5
5.	I get carried away when I work.	1	2	3	4	5
6.	It is difficult to detach myself from my job.	1	2	3	4	5

Part IV: Job Performance

I.	Task Performance	Scale				
1.	I managed to plan my work so that it was done on time.	1	2	3	4	5
2.	My planning was optimal.	1	2	3	4	5
3.	I kept in mind the results that I had to achieve in my work.	1	2	3	4	5
4.	I was able to separate man issues from side issues at I work.	1	2	3	4	5
5.	I know how to set the right priorities.	1	2	3	4	5
6.	I was able to perform my work well with minimal time and effort.	1	2	3	4	5
7.	Collaboration with others was very productive.	1	2	3	4	5

I.	Contextual Performance	Scale				
1.	I took on extra responsibilities.	1	2	3	4	5
2.	I started new tasks myself, when my old ones were finished.	1	2	3	4	5
3.	I took on challenging work tasks, when available.	1	2	3	4	5
4.	I worked at keeping my job knowledge up-to-date.	1	2	3	4	5
5.	I came up with creative solution to new problems.	1	2	3	4	5
6.	I actively participated in work meetings.	1	2	3	4	5
7.	I actively looked for ways to improve my performance at work.	1	2	3	4	5

Part IV: Work Engagement

Please tick [√] the appropriate answer for each of the following questions.

1. Gender   Male [ ] Female [ ]
2. Age Group   Below 21 years [ ] 21-30 years [ ] 31-40 years [ ] 41-50 years [ ] Above 50 years [ ]
3.   Education   Undergraduate [ ] Diploma [ ] Bachelor Degree [ ] Master Degree [ ] PhD [ ] Other [ ]
4. Position   Manager & Above [ ] Assistant Manager [ ] Supervisor [ ] General Staff [ ]
5. Division ………………………………
6. Year of Service in the Firm

   Under 1 year [ ] 1 – 3 years [ ] 4 – 6 years [ ] Above 6 years [ ]

Thank you very much for your kind participation

Appendix B: Statistical Output

Multiple Linear Regression (Regression Between Job Resources and Vigor)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.875[a]	.755	.292	.404	.766	71.210	4	87	.000	2.086

a. Predictors: (Constant), Supervisor Coaching Mean, Autonomy Mean, Social Support Mean, Performance Feedback Mean

b. Dependent Variable: Vigor Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.269	4	6.067	71.210	.000[b]
	Residual	7.413	87	.085		
	Total	31.681	91			

a. Dependent Variable: Vigor Mean

b. Predictors: (Constant), Supervisor Coaching Mean, Autonomy Mean, Social Support Mean, Performance Feedback Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.957	.175		5.463	.000		
	Autonomy Mean	.165	.085	.213	1.950	.054	.225	4.451
	Performance Feedback Mean	.087	.089	.112	.977	.332	.206	4.848
	Social Support Mean	.453	.079	.563	5.732	.000	.279	3.583
	Supervisor Coaching Mean	.033	.063	.044	.523	.602	.378	2.648

a. Dependent Variable: Vigor Mean

Multiple Linear Regression (Regression Between Job Resources and Dedication)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.797[a]	.635	.618	.455	.635	37.809	4	87	.000	2.042

a. Predictors: (Constant), Supervisor Coaching Mean, Autonomy Mean, Social Support Mean, Performance Feedback Mean

b. Dependent Variable: Dedication Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.359	4	7.840	37.809	.000[b]
	Residual	18.040	87	.207		
	Total	49.399	91			

a. Dependent Variable: Dedication Mean

b. Predictors: (Constant), Supervisor Coaching Mean, Autonomy Mean, Social Support Mean, Performance Feedback Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.819	.273		2.996	.004		
	Autonomy Mean	-.011	.132	-.011	-.083	.934	.225	4.451
	Performance Feedback Mean	-.032	.140	-.032	-.226	.822	.206	4.848
	Social Support Mean	.544	.123	.541	4.411	.000	.279	3.583
	Supervisor Coaching Mean	.323	.098	.348	3.299	.001	.378	2.648

a. Dependent Variable: Dedication Mean

Simple Linear Regression (Regression Between Job Resources and Absorption)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.802[a]	.643	.626	.489	.643	39.142	4	87	.000	2.267

a. Predictors: (Constant), Supervisor Coaching Mean, Autonomy Mean, Social Support Mean, Performance Feedback Mean

b. Dependent Variable: Absorption Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.373	4	9.343	39.142	.000[b]
	Residual	20.767	87	.239		
	Total	58.140	91			

a. Dependent Variable: Absorption Mean

b. Predictors: (Constant), Supervisor Coaching Mean, Autonomy Mean, Social Support Mean, Performance Feedback Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.292	.293		.997	.322		
	Autonomy Mean	.149	.142	.142	1.047	.298	.225	4.451
	Performance Feedback Mean	-.088	.150	-.083	-.588	.558	.206	4.848
	Social Support Mean	.241	.132	.221	1.818	.072	.279	3.583
	Supervisor Coaching Mean	.585	.105	.580	5.563	.000	.378	2.648

a. Dependent Variable: Absorption Mean

Simple Linear Regression (Regression Between Personal Resources and Vigor)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.904[a]	.816	.808	.259	.816	96.728	4	87	.000	2.298

a. Predictors: (Constant), Self-esteem Mean, Self-efficacy Mean, Optimism Mean, Resilience Mean

b. Dependent Variable: Vigor Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.865	4	6.466	96.728	.000[b]
	Residual	5.816	87	.067		
	Total	31.681	91			

a. Dependent Variable: Vigor Mean

b. Predictors: (Constant), Self-esteem Mean, Self-efficacy Mean, Optimism Mean, Resilience Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.777	.158		4.906	.000		
	Optimism Mean	.138	.072	.173	1.912	.059	.258	3.877
	Self-efficacy Mean	.183	.069	.228	2.675	.009	.290	3.443
	Resilience Mean	.119	.078	.150	1.520	.132	.217	4.605
	Self-esteem Mean	.349	.076	.431	4.586	.000	.239	4.179

a. Dependent Variable: Vigor Mean

Simple Linear Regression (Regression Between Personal Resources and Dedication)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.751[a]	.563	.543	.498	.563	28.076	4	87	.000	2.193

a. Predictors: (Constant), Self-esteem Mean, Self-efficacy Mean, Optimism Mean, Resilience Mean

b. Dependent Variable: Dedication Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.836	4	6.959	28.076	.000[b]
	Residual	21.564	87	.248		
	Total	49.399	91			

a. Dependent Variable: Dedication Mean

b. Predictors: (Constant), Self-esteem Mean, Self-efficacy Mean, Optimism Mean, Resilience Mean

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.906	.305		2.969	.004		
	Optimism Mean	.152	.139	.153	1.096	.276	.258	3.877
	Self-efficacy Mean	-.027	.132	-.027	-.203	.840	.290	3.443
	Resilience Mean	.277	.151	.279	1.836	.070	.217	4.605
	Self-esteem Mean	.394	.147	.389	2.686	.009	.239	4.179

a. Dependent Variable: Dedication Mean

Simple Linear Regression (Regression Between Personal Resources and Absorption)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.760[a]	.577	.558	.532	.577	29.689	4	87	.000	2.547

a. Predictors: (Constant), Self-esteem Mean, Self-efficacy Mean, Optimism Mean, Resilience Mean

b. Dependent Variable: Absorption Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.557	4	8.389	29.689	.000[b]
	Residual	24.584	87	.283		
	Total	58.140	91			

a. Dependent Variable: Absorption Mean

b. Predictors: (Constant), Self-esteem Mean, Self-efficacy Mean, Optimism Mean, Resilience Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.239	.326		.733	.466		
	Optimism Mean	.231	.148	.214	1.557	.123	.258	3.877
	Self-efficacy Mean	.253	.141	.232	1.795	.076	.290	3.443
	Resilience Mean	.059	.161	.055	.368	.714	.217	4.605
	Self-esteem Mean	.358	.157	.326	2.287	.025	.239	4.179

a. Dependent Variable: Absorption Mean

Simple Linear Regression (Regression Between Work Engagement and Task Performance)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.878[a]	.771	.763	.311	.771	98.546	3	88	.000	1.889

a. Predictors: (Constant), Absorption Mean , Vigor Mean, Dedication Mean

b. Dependent Variable: Task Performance Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.639	3	9.546	98.546	.000[b]
	Residual	8.525	88	.097		
	Total	37.164	91			

a. Dependent Variable: Task Performance Mean

b. Predictors: (Constant), Absorption Mean , Vigor Mean, Dedication Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.466	.218		2.135	.036		
	Vigor Mean	.426	.099	.394	4.307	.000	.312	3.203
	Dedication Mean	.571	.080	.658	7.105	.000	.304	3.290
	Absorption Mean	-.121	.072	-.152	-1.685	.095	.321	3.116

a. Dependent Variable: Task Performance Mean

Simple Linear Regression (Regression Between Regression Between Work Engagement and Contextual Performance)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.875[a]	.765	.757	.355	.765	95.610	3	88	.000	2.126

a. Predictors: (Constant), Absorption Mean , Vigor Mean, Dedication Mean

b. Dependent Variable: Contextual Performance Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.214	3	12.071	95.610	.000[b]
	Residual	11.110	88	.126		
	Total	47.324	91			

a. Dependent Variable: Contextual Performance Mean

b. Predictors: (Constant), Absorption Mean , Vigor Mean, Dedication Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.200	.249		.801	.425		
	Vigor Mean	.333	.113	.272	2.948	.004	.312	3.203
	Dedication Mean	.720	.092	.736	7.851	.000	.304	3.290
	Absorption Mean	-.103	.082	-.114	-1.251	.214	.321	3.116

a. Dependent Variable: Contextual Performance Mean