YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE PSYCHOLOGICAL CONDITIONS AND EMPLOYEE ENGAGEMENT IN UNILEVER EAC COMPANY LIMITED

YAMIN THU

MBA II – 79

MBA 23rd BATCH

DECEMBER, 2019

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ACADEMIC YEAR (2017 – 2019)

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"A thesis submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA)."

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ACCEPTANCE

This is to certify that the thesis entitled **"The Psychological Conditions and Employee Engagement in Unilever EAC Company Limited"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) Degree.

Board of Examiners

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(Examiner)   (Examiner)

DECEMBER, 2019

ABSTRACT

This aims of this study are to examine the determinants of psychological conditions of managerial employees and to analyze the effect of psychological conditions on employee engagement of managerial employees in Unilever EAC Company Ltd., in Yangon. In this study, both descriptive and analytical method is used. Both primary and secondary data are used in this study. Regarding with the analysis of the determinants of psychological conditions, job enrichment, work role fit and rewarding co-worker relations has the positive impact with the psychological meaningfulness of the managerial employees. Among the supportive supervisor relations and adherence to co-worker relations, both determinants have the positive impact with the psychological safety and supportive supervisor relations has the stronger influence on the psychological safety. Self-consciousness and outside activities have the negative impact and resources has the positive impact with the psychological availability. In the analysis of the effect of psychological conditions on employee engagement of managerial employees, psychological meaningfulness has the greatest positive impact with the cognitive, emotional and physical engagement. And psychological safety has more influence on the emotional engagement, followed by the cognitive and then physical engagement. For the psychological availability, it has influence on the physical engagement of the managerial employees in this company. All three psychological conditions have the positive relation with the employee engagement, and thus stronger psychological meaningfulness, safety and availability would increase employee engagement of Unilever EAC Company Limited.

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CHAPTER 1

INTRODUCTION

Today, organizations are faced with an increasingly competitive and rapidly changing business environment. Globalization and rapid advances in communications and data innovation rising over the most recent twenty years have prompted a significant increment in competition among organizations. To this end, an increasing number of reasonable administrators have understood that holding scholarly capital has gotten a significant source of competitive advantage as the imperativeness, supportability, and productivity of associations rely upon fundamental worker characteristics like competence, commitment, and contribution.

Therefore, the idea of employee engagement has increased a significant acknowledgment from numerous contemporary human resources and the management experts as one of the most conspicuous, basic drivers for business achievement today. This shift prompted associations requiring more than the once conventional desire for a venture of physical assets from workers. Thusly, the willingness of employees to contribute their psychological capacities (emotional, cognitive, and physical selves) so as to fulfill the needs of associations is expected.

Engagement was represented as "the harnessing of organization's members' selves to their work roles [by that they] use and categorical themselves in physical, cognitive, and emotional throughout role performances" and contends that certain psychological conditions must be met in order for individuals to choose to engage in task behaviors (Kahn, 1990). According to Kahn (1990), before an employee completely participates cognitively, emotionally, or physically within a work role performance, certain psychological conditions must be met. Within the context of work, an employee chooses to engage or disengage after intuitively considering the following questions: (1) How meaningful is it for the employee to put into this performance? (2) How safe is it to do so? (3) How available the employee to do so? (Kahn, 1990).

Psychological meaningfulness is defined by Kahn (1990) as a "feeling that one is receiving a return on investments of one's self in a currency of physical, cognitive, or emotional energy" and has been linked with internal work motivation in the area of job

design research (Hackman, J. R. & Oldham, G. R., 1980; Renn, R. W., & Vandenberg, R. J., 1995). The determinants of psychological meaningfulness include job enrichment, work role fit and co-worker relations. Job enrichment is defined as the use of task significance, skill variety, task identity, autonomy, and feedback to provide meaningfulness work experience (Hackman, J. R., Oldham, G., Janson, R., & Purdy, K. , 1975; Kahn, 1990). Work role fit is defined as an employee will typically gravitate towards a work role that permits the employee to express the employee's self-perspective (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Co-worker relations is defined as relationships which provide a sense of belonging, social identity, and mutual respect (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

The second psychological condition (safety) involves a feeling of assurance and security when an employee expresses the thoughts, feelings, and ideas without fear of retribution (Kahn, 1990). The influencing factors include co-worker relations, supportive supervisor relations and co-worker norms. Co-worker relations is defined as the relationships which provide a sense of belonging, social identity, and mutual respect (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Supportive supervisor relations are described as the behaviors by a supervisor that are perceived by an employee as being trustworthy and foster psychological safety within the work environment (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Co-worker norms is described as informal rules, which tend to govern behavior and attitudes towards the work, within a group of employees. In relation to work engagement, employees who stay within the boundaries of the informal rules are more likely to experience psychological safety (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

The third psychological condition is availability. Availability is outlined as the "sense of getting the physical, emotional, or psychological resources to engage in person at a selected moment" (Kahn, 1990). The psychological availability will be influenced by self-consciousness, resources and outside activities. Self-consciousness is defined as an employee's attention to external rather than internal signals which may cause the employee to feel judged by peers and lead to a distraction from job duties (Kahn, 1990). Resources is defined as the abilities an employee brings to the work role in order to complete a task: physically, emotionally, and cognitively (Kahn, 1990; May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Outside activities is defined as activities in an individual's personal life that occur outside of work and may draw energies away from work.

As the employee engagement is important to retain and attract top talents to support an organization's productivity, cost-effective and help business to grow and success, it is also important for the Unilever EAC company Ltd., which has been joint venture in May, 2018. The purpose of this study is to determine the determinants of the psychological conditions on psychological meaningfulness, psychological safety and psychological availability, and psychological conditions on employee engagement – Cognitive, Emotional and Physical, in Unilever EAC Co. Ltd.,

1.1 Rationale of the Study

As today's business strives for perfection in delivering products and services in an environment of immense competition and dynamic changes, employee engagement has increasingly engaged the interest of both academics and practitioners. Numerous researchers and professionals have come to consider employee engagement essential to human resource practices through which business associations can adapt to the present uncertain and turbulent conditions. Research also supports the idea that engaged employees are more likely to experience feelings of fulfillment, personally identify with the job, exhibit a positive state of mind, show loyalty and attachment to the organization, and are less likely to quit the organization (Roberts, D. R., & Davenport, T. O. , 2002; Schaufeli, W. B., & Bakker, A. B. , 2004).

When an employee experiences the psychological state of meaningfulness, positive organizational outcomes such as high performance, satisfaction, and motivation may occur, contributing to lower absenteeism, and turnover (Hackman, J.R., & Oldham, G.R. , 1976; Harter, J. K., Schmidt, F. L., & Hayes, T. L. , 2002). At the point when Google dedicated endless assets to a Holy Grail mission to classify the formula for effective groups, analysts found that the most significant factor was psychological safety: interpersonal trust and respect among colleagues, permitting them go out on a limb, (for example, conceding disappointments and requesting help). So as to perform at their best in the working environment, individuals must have a sense of security enough to go out on a limb and to be helpless before peers. Psychological availability is important for an employee to be capable and ready to physically, cognitively, and emotionally invest resources into his/her role performance (Crawford, E. R., Rich, B. L., Buckman, B., & Bergeron, J. , 2014; Kahn, 1990).

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Moreover, with the increasing of the foreign job opportunities, the company need to retain their talented employees and attract top talents to support an organization's productivity, cost-effective and help business to grow and success. Also, as the Unilever company started the joint venture with Europe & Asia Commercial Company (EAC) and become the Unilever EAC company Ltd., in May 2018, it is important for the company to have the engaged workforce and build an irresistible JV organization. The study aims at examining the effect of three psychological conditions of engagement —meaningfulness, safety, and availability on employee engagement of the managerial employees in the Unilever EAC Company Ltd., As most of the engaged employees in this company work for a long time because of the non-financial benefits such as recognition, leadership, culture and development of the employees and thus analyze the psychological conditions that enable the employee engagement in the Unilever EAC Co. LTD.,

This study intends to add knowledge and insights to help the company's human resources development/management practitioners gain a better understanding of the relationships of psychological conditions on employee engagement, along with the factor affecting the psychological conditions among managerial employees. Proactively specializing in worker engagement could support the lowest line and probably cut back the domino effect associated with loss of productivity, cost of employee turnover, and the training and development of new employees. In doing so, this study will offer a timely starting point for effective and efficient human resources strategies and valuable insights into an important area of investigation as organizations look for ways to achieve competitive advantage through their people.

1.2 Objectives of the Study

The objectives of this study are as follows:

1. To examine the determinants of psychological conditions of managerial employees in Unilever EAC Company Ltd.,

2. To analyze the effect of psychological conditions on employee engagement of managerial employees in Unilever EAC Company Ltd.,

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1.3 Scope and Method of the Study

As employee engagement is important for the Unilever EAC Company Ltd., to build an irresistible JV organization, this study focuses mainly on analyzing the determinants of psychological conditions and the effect of psychological condition on employee engagement of managerial employees in Unilever EAC company Ltd., in Yangon Region. The sample size of this research is determined by using Taro Yamane's sampling size formula at 95% confidence level.

The sample size proposed for this study is 179 employees based on the total population of 325 employees in Unilever EAC company Ltd., in Yangon Region as at the end of March 2019.[1] The respondents are survey by simple random sampling method. The descriptive and analytical research method is used in this study. It is a quantitative study where the structured questionnaires with a five-point Likert Scale method are given out to the respondents. Mean value of each variable is calculated in this study. A regression analysis is also conducted to find out the determinants of psychological conditions and the effect of psychological conditions on employee engagement in Unilever EAC company Ltd.,

This study includes two sources of data – Primary and secondary data. Primary data are collected from sample respondents by using structured questionnaires. The secondary data is gathered through international research papers, international theses, relevant textbooks, articles and interviews. This survey is conducted during May 2019. This study focuses on the factors affecting on the psychological conditions, psychological condition and employee engagement of managerial employees in Unilever EAC company Ltd., The sample sizes of the respondents are collected only to the respondents who are managerial employees in Unilever EAC company Ltd., in Yangon Office during the survey.

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[1] $n = \dfrac{N}{1+Ne^2}$

$n = \dfrac{325}{1+325(0.05)^2} = 179$ respondents

1.4 Organization of the Study

This study is combined with five chapters. Chapter one is introduction chapter which includes rationale of the study, objectives of the study, methodology and sources of data, scope and limitation of the study and organization of the study. Chapter two is regarding with theoretical background of determinants of psychological conditions, psychological condition and employee engagement. Chapter three indicates the factors affecting the psychological conditions. Chapter four consists of the analysis on the determinants of psychological conditions and the effect of psychological conditions on employee engagement. Chapter five presents conclusion which includes finding and discussions, suggestions and recommendations and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter reviews the available literature from both academics and practitioners on employee engagement. In this chapter, it highlights the theoretical background on the three keys terms of determinants of the psychological conditions, psychological conditions and employee engagement. The key drivers of employee engagement that are identified throughout the literature review are discussed. The section concludes with a summary of the literature review including any considerations that are relevant for this study.

2.1 Employee Engagement

Kahn (1990), one of the first scholars to study engagement, defined the term personal engagement as the "harnessing of institutional members' selves to their work roles; in engagement, people employ and express themselves in physical, cognitive, and emotional throughout role performance".

Engagement involved both emotional and rational factors relating to work and the overall work experience (Perrin, 2003). Engagement was outlined as employees' willingness and ability to help their company succeed with discretionary effort provided on a sustainable basis (Perrin, 2003). According to the study, both emotional and rational factors relating to work and the overall work experience affect engagement.

May et al (2004) found that meaningfulness, safety, and availability were significantly related to engagement (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Job enrichment and role fit was found to have positive effect on psychological meaningfulness; rewarding co-worker and supportive supervisor relations were have positive effect with safety, while adherence to co-worker norms and self-consciousness were have negative effect. Overall, meaningfulness was the strongest relation to different employee outcomes in terms of engagement (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

Employee engagement was outlined as "employee's a positive perceptive towards the organization and its value (Robinson, D., Perryman, S., & Hayday, S., 2004). An employee who engaged is aware of business context and works with co-workers to improve

performance within the job for the benefit of the organization. The organization must work. A two-way relationship between employer and employee must be work well to develop and nurture engagement.

Employee engagement was defined as "passion for work" (Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A. and Burnett, J., 2006), a psychological state with three dimensions of engagement (Kahn, 1990), and captures the common theme running through all these definitions. Proper attention to engagement methods can contribute to support institutional effectiveness such as higher productivity, profits, quality, customer satisfaction, employee retention, and increased adaptability.

Employee engagement was suggested as the illusive force that motivated employees to higher levels of performance (Wellins, R. & Concelman, J., 2005). This desirable energy is associate amalgam of commitment, loyalty, productivity, and ownership and it contains the feelings and attitudes employees have towards their jobs and their organization.

2.1.1 Khan's Employee Engagement Model

The terms personal engagement and disengagement were outlined as "the people's behaviors brought in or left out their personal selves during work role performances" (Kahn, 1990). Drawing from, (Alderfer, 1972) and (Maslow, 1954) research related to theories of motivation, the concepts of personal engagement and personal disengagement is postulated, "integrate the idea that both self-expression and self-employment were needed in their work lives as a matter of course" (Kahn, 1990).

The harnessing of institutional members' selves to their work roles; in engagement, individual use and specific themselves in physical, cognitive, and emotional throughout role performance was defined to be personal engagement (Kahn, 1990) and higher recommended that, "personal engagement is that the coincidental employment and expression of a personality's "preferred self" in task behaviors that contributed connections to figure and to others, personal presence of physical, cognitive, and emotional, and active, full role performances".

In contrast, disengagement is defined as "the uncoupling of selves from work roles" and described a disengaged person as those who "withdraw and defend themselves physically, cognitively, or emotionally during role performances" (Kahn,1990). Thus, disengaged workers become physically uninvolved in their job, cognitively unvigilant, and

emotionally detached from co-workers or managers (Kahn, 1990). Taken together, engagement at work is the degree of physical, cognitive, and emotional involvement in a work role, how much a worker puts into a job and work interactions, and the personal connections with work and co-workers (Ferrer, 2005). Therefore, engaged employees involved who are physically involved in their tasks, are cognitively alert and attentive, and are emotionally connected to their work and to others in the workplace.

Kahn's model (1990) of employee engagement is outlined to be the oldest model of employee engagement. Khan's model emphasizes that there are three psychological conditions that are associated with personal engagement and disengagement of work: meaningfulness, availability and safety (Kahn, 1990). In the qualitative study, interviews with two distinct groups of employees: camp counselors and employees of an architectural firm are constructed. The author's aim was to analyze the situations at work where individuals were either engaged or disengaged. Disengaged workers displayed incomplete role performances and were effortless, automatic or robotic (Kahn, 1990).

Figure (2.1) Khan's Model on Employee Engagement
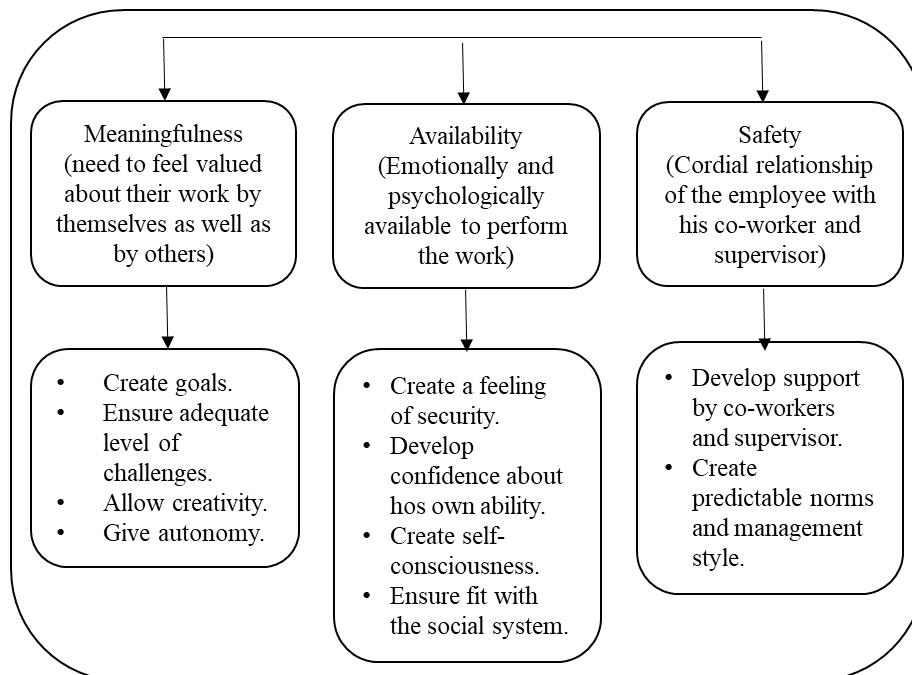
Source: Khan, 1990

The focal point of (Kahn, 1990) research was the emergence of three psychological conditions: meaningfulness, safety, and availability along with the assertion that, collectively, the three conditions shaped how people occupied their roles. The antecedents of Meaningfulness task, role, work Interactions. Interpersonal relations, group and inter-

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group dynamics, management style and process, organizational norms determined the safety. Availability was determined with physical energies, emotional energies, insecurity, outside life. Further, within the context of work, an employee chooses to engage or disengage after intuitively asking how meaningful it is for the employee to bring oneself into this performance, how safe it is to do so and how available is an employee to do so are suggested (Kahn, 1990).

Lastly, the constructs of meaningfulness, safety, and availability are central to explaining why an employee chooses to engage at work and found that workers were more engaged at work in situations that offered them to be more psychologically meaningful and psychologically safe, and when they were more psychologically available (Kahn, 1990).

2.1.2 Dimension of Employee Engagement

There may be a hierarchy of the three engagement dimensions (Kahn, 1990). Solely physical, robotic, automatic, and lack of cognitive and emotional involvement would be the result of lowest level of engagement. And the highest level of engagement will involve the emotional components. To better understand the distinction of the three dimensions and their presumed hierarchy, the current study psychometrically differentiated the three engagement dimensions in measurement and data analyses.

(1) Cognitive Engagement

Kahn (1990) proposed that levels of cognitive engagement originate from an employee's appraisal of whether their work is meaningful, safe (physically, emotionally, and psychologically), and if they have sufficient levels of resources to complete their work (Kahn, 1990). This interpretation of the work environment is used to determine the overall significance of a situation and serves as the catalyst toward the intention to engage. Research literature suggests that this psychological interpretation of work reflects a level of engagement, or movement, toward their work (Brown, S. P., & Leigh, T. W. , 1996), paralleling the broadening of resources as proposed by (Fredrickson, 2001); those who believe their work matters embrace and engage (Kahn, 1990). Cognitive engagement revolves around how employees appraise their workplace climate, as well as the tasks they are involved in.

(2) Emotional Engagement.

Emotional engagement revolves around the broadening and investment of the emotional resource's employees have within their influence. When employees are emotionally engaged with their work, they invest personal resources such as pride, trust, and knowledge. The positive emotions of pride and trust stem from appraisals created concerning the surrounding throughout the previous stage. If an employee is cognitive engaged, the work is meaningful, safe, and has the resources to complete the tasks. Accordingly, these feelings of positive emotion momentarily broaden an employee's available resources and enhance critical and creative thinking processes often displayed during moments of engagement. During the emotional engagement process, feelings and beliefs an employee holds influence and direct outward energies toward task completion (Rich, B. L., Lepine, J. A., & Crawford, E. R., 2010).

(3) Physical Engagement.

This is the third facet of employee engagement in Kahn's (1990) theory and can also be found in Bakker and Leiter's (2010) concept of behavioral work engagement, which suggested that employees devote energy to carrying out their work (Bakker, A.B., & Leiter, M.P., 2010). Physical Engagement is based on the idea of bodily participation in any kind of occupation. Physical engagement includes both the amount of energy one spends and the intensity or frequency with which one expends energy and effort at work. Therefore, physical engagement is defined as "the bodily involvement in tasks, objectives, or organizational activities by intentionally and voluntarily utilizing one's energy and effort to execute and complete those tasks, objectives, or activities."

Some existing theories of work engagement suggest that engagement at work involves energy and effort (Bakker, A.B., & Leiter, M.P., 2010; May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Rich, B. L., Lepine, J. A., & Crawford, E. R., 2010). The employees who are engaged would "strive," i.e., spend extra time and effort on their jobs and in their organizations (Hewitt, 2011). In addition, aside from the effort itself, the intensity or frequency with which people expend physical energy and effort at work is also relevant (Rich, B. L., Lepine, J. A., & Crawford, E. R., 2010).

2.1.3 Outcomes of Employee Engagement

Dubin (1978) identified nine variables to provide an understanding of the antecedents and outcomes of the constructs which constitute a comprehensive model of engagement (Dubin, 1978). The antecedent variables identified in the model are job design and characteristics, supervisor and co-worker relationships, workplace environment and HRD practices. It indicates that engagement itself could be an important unit of analysis of the model. The term employee engagement refers to employees' cognitive, emotional and physical condition that is influenced by certain determinants. The model also indicates that employee engagement is related to three major organizational outcomes, which are job performance, turnover intentions, and organizational citizenship behavior. Kahn (1990) maintained that one's psychological safety, referring to their sense of being able to show and do things without fear of losing reputation, status, or career is vastly influenced by their interpersonal relationships, group and intergroup is vastly influenced by their interpersonal relationships, group and intergroup dynamics, as well as management style and process (Kahn, 1990).

Figure (2.2) Dubin Employee Engagement Model
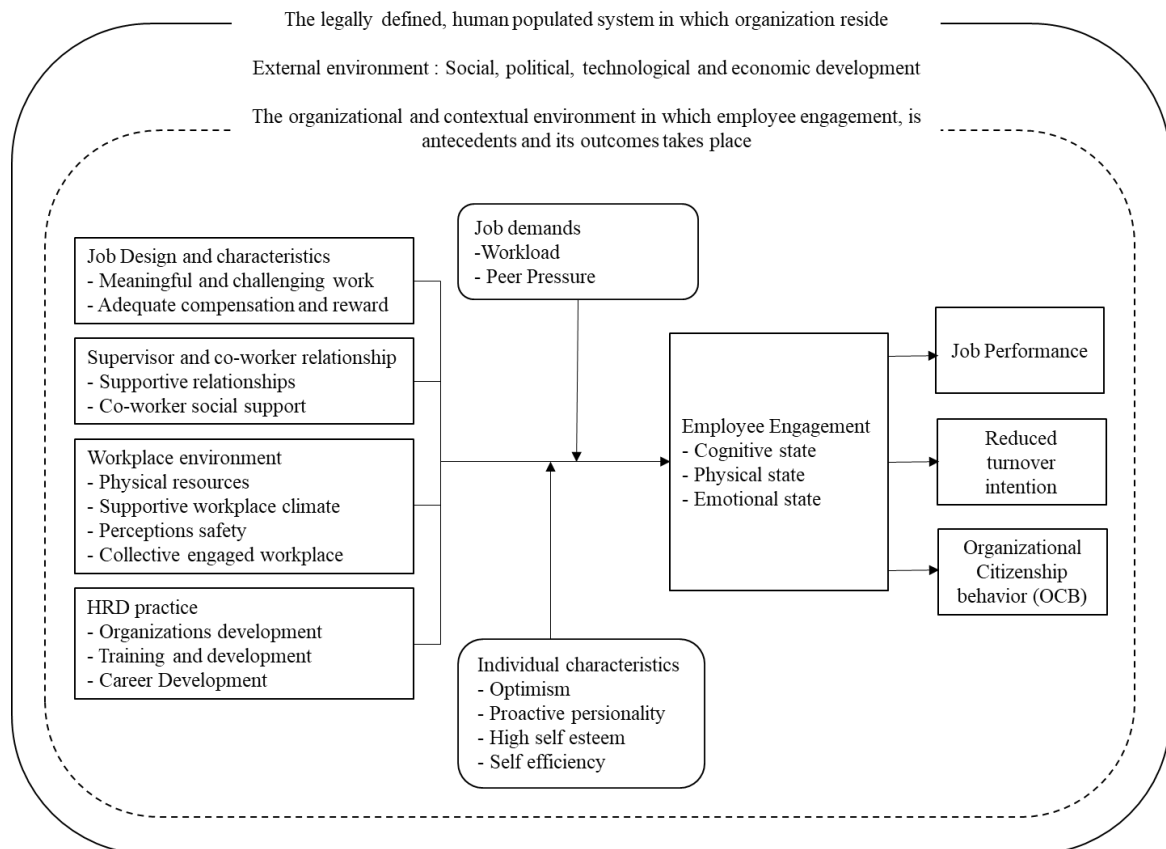
Source: Dubin, 1978

(1) Job Performance

According to Swanson (2009), performance is "the valued productive output of a system in the form of goods or services" (Swanson, R. A., & Holton, E. F. , 2009). A significant amount of research has indicated that engaged employees tend to outperform their disengaged counterparts (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). For instance, employees that engaged are more committed, satisfied, and productive (Saks, 2006). Similarly, in attempting to understand the company-unit-level relationship between employee engagement and business outcomes, (Harter, J. K., Schmidt, F. L., & Hayes, T. L. , 2002), a meta-analysis was performed and found that engagement is related to "meaningful business outcomes" and that these relationships are generalized across companies.

May et al. (2004) argued the condition of psychological meaningfulness which was a key antecedent to employee engagement, has been linked to not only attitudinal outcomes (such as satisfaction, motivation, and turnover cognitions) but also to many behavioral outcomes such as performance and absenteeism (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). The opposite construct of engagement (i.e. disengagement), they stated further, is central to employees' lack of commitment and motivation, and that meaningless work is related to apathy and detachment of one's work. People who are engaged in their work are more attached to their work roles and are absorbed by enacting it. When engaged, people invest a lot of their energy into performing these roles (Fleck, S., & Inceoglu, I., 2010).

(2) Reduce Turnover Intention

Turnover intention refers to an individual's subjective consideration of the probability that they will quit their organization in the near future (Carmeli, A., & Weisberg, J., 2006). An employee's turnover intention can be a powerful predictor of their future behavior (Carmeli, A., & Weisberg, J., 2006). Results from correlational study revealed that employees who reported higher levels of engagement were more likely to report lower levels of intention to turnover (Shuck, 2011). Similarly, employee engagement has explained a relatively moderate amount of variance in employee turnover intentions (Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., & Gatenby, M., 2012). Turnover intention is of great relevance to HRD practitioners and is a common outcome measure (Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., & Gatenby, M., 2012), and as such, also incorporated it in the engagement model.

(3) Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined as individual discretionary behavior that is not "directly or explicitly recognized" by the organization's reward system but overall, contributes to the effective functioning of that organization (Organ D., 1988). This "good solider syndrome" (Organ, 1997) ranges from offering help to a co-worker with their tasks to exhibiting extra-role behaviors, all of which, in aggregate, promote organizational effective functioning. In their study of a sample of non-managerial level.

In addition, Soane et al. (2012) projected that OCBs are a possible outcome of engagement as a result of engaged employees tend to positively affect and are motivated to exhibit "beneficial" behaviors (Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., & Gatenby, M., 2012). The study, along with that provide empirical evidence that suggests that there is a positive relationship between engagement and OCB (Rich, B. L., Lepine, J. A., & Crawford, E. R., 2010). Because OCB is a critical institutional construct and its positive relationship with employee engagement has been empirically validated, and also included this outcome as a unit of analysis of the model.

2.2 Psychological Conditions of Engagement

To examine the concept of employee engagement, this study focuses on the psychological conditions of meaningfulness, safety, and availability which are suggested to influence engagement through psychological experiences (Kahn W. A., 1990).

2.2.1 Psychological Meaningfulness

Psychological meaningfulness was outlined as a "feeling that one is getting a pay back on investments of one's own physical, cognitive, or emotional energy" (Kahn, 1990). Psychological meaningfulness refers to the positive feeling that one's contribution at work is worthwhile, important, and useful (Kahn, 1990). They feel they can give to others and their work roles and receive benefits from the work they contribute. When employees feel as if their contributions are meaningful, they are more likely to continue to make contributions in the workplace by exerting extra work behavior in the future.

Psychological meaningfulness is experienced when work is perceived by its practitioners to be, at minimum, purposeful and significant. Similarly, meaningfulness is

occurred when stimuli are perceived as motivationally relevant, in the form of welcome challenges that are worth engaging with and investing oneself in". Meaningfulness is not suggested as an intrinsic characteristic of a specific type of job; rather, it is a distinct state of mind that occurs when an individual experience a satisfactory relationship between one's self and the context of one's work (Isaksen, 1995,September). Meaningfulness should do with valuable a work goal is in regard to an individual's own ideals or standards. Individuals who believe that a given work role activity is personally meaningful are likely to be motivated to invest themselves more fully in it.

2.2.2 Psychological Safety

Psychological safety may influence an employee's ability to feel secure enough to ask questions, seek feedback, or propose new ideas without fear of negativity from a supervisor or co-workers (Edmondson A. C., 2004; Kark, R., & Carmeli, A., 2009). In the 1990 study, Kahn described psychological safety as the ability to "show and employ one's self without concern of negative impact to self-image, status, or career". Individuals experience psychological safety when they feel they can express their true selves at work without fear of negative consequences. In these experiences, individuals feel situations are trustworthy, secure, and predictable. Psychological safety is influenced by social systems that create situations that are predictable, consistent, and nonthreatening. Four aspects of social systems likely to influence psychological safety are interpersonal relationships, group and intergroup dynamics, organizational norms, and management style and process (Kahn, 1990).

Characteristics that have been considered as promoting psychological safety include the feelings of supportiveness from one's supervisor and coworkers (Kahn, 1990) and trust (Edmondson A. C., 1999; May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Likewise, adherence to co-worker norms have been identified as a factor which may potentially create feelings of reduced psychological safety (May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Olivier, A., & Rothmann, S., 2007). Kahn (1990) found that the degree to which one feels it is safe to engage is determined by how consistent, predictable, and nonthreatening a situation appears to the individual (Kahn, 1990).

2.2.3 Psychological Availability

Psychological availability is that the "sense of receiving the physical, emotional, or psychological resources to personally engage at a certain moment" (Kahn, 1990). Psychological availability occurs when an individual feel capable and ready to physically, cognitively, and emotionally invest resources into his/her role performance (Crawford, E. R., Rich, B. L., Buckman, B., & Bergeron, J. , 2014; Kahn W. A., 1990). Psychological availability is that the extent that people will have interaction themselves in their work in spite of distractions that will exist in their social systems. Four key factors suggested by (Kahn, 1990) which may influence availability include emotional energies, physical energies, insecurity, and outside life. Specifically, emotional and physical energies refer to the amount of resources, whether emotional or physical, that an individual has to offer in a given situation. Likewise, an employee's lack of self-efficacy or insecurity in his/her own abilities may result in the inability to fully invest into a work role performance.

One of the determinants of psychological availability they examined was self-consciousness as a measure of insecurity (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Although they did not find a significant relationship between self-consciousness and psychological availability, they found a direct and positive relationship between self-consciousness and engagement. They suggested that feelings of insecurity would have a significant impact on feelings of availability only when feelings of insecurity were high. They suggest that it might be worthwhile for future research to explore work role security, and feelings of competence in one's work role and fit with the organization as an expansion to their self-consciousness research with engagement.

2.3 Determinants of Psychological Conditions

May et al (2004) proposed that, in line with Kahn's (1990) study, the determinants of three psychological conditions- meaningfulness, safety and availability (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

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2.3.1   Determinants of Psychological Meaningfulness

Drawing from Kahn's 1990 study, job enrichment, work role fit, and co-worker relations are factors considered to influence psychological meaningfulness (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

(1) Job Enrichment

In the 1990 study, Kahn asserted that an employee's job (task) characteristics could affect the degree of meaningfulness the employee experienced on the job. Both Kahn (1990) and May et al. (2004) point to the works of Hackman and Oldham (1980) regarding job characteristics such as autonomy and skill variety which are considered a source of meaning in work. Likewise, May et al. (2004) asserts that the five core job dimensions of Hackman and Oldham's (1980) Job Characteristics Model (skill variety, task identity, task significance, autonomy, and feedback) have been linked to job enrichment, which in turn may influence an employee's experience of meaningfulness at work (Hackman, J. R. & Oldham, G. R., 1980; May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

Skill variety is the degree to which a job requires a variety of different activities in carrying out the work and involves the use of different skills and talent. Task identity is the degree to which the job requires the completion of an entire, identifiable piece of work that requires the person to be involved with the task from beginning to end. Task significance is the degree to which the job has an impact on the lives or work of other people either in the organization or in the external environment. Autonomy is the degree to which freedom, independence, and discretion in performing the job. Finally, feedback is the degree to which the completion of work activities provides direct and clear information about the effectiveness of a person's performance (Hackman, J.R., & Oldham, G.R. , 1976).

(2) *Work Role Fit*

The concept of work role fit is linked to meaningfulness such that the definition of meaning within the workplace is described as a fit between the work role requirements and values, beliefs, and behaviors of the employee (Brief, A. P., & Nord, W. R., 1990; Hackman, J. R. & Oldham, G. R., 1980). In the study, Kahn (1990), indicated that "roles carried identities that organization members were implicitly required to assume" and to what degree the employees' experienced psychological meaningfulness was influenced by "how well the roles matched with the way they saw or wanted to understand their selves"

(Kahn, 1990). Likewise, when a work role aligns with an employee's self-concept (beliefs about one's self), the employee may experience psychological meaningfulness suggested by (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

(3) *Co-worker Relations*

Research indicates that on a daily basis, over 90% of employees are likely to have routine interactions with co-workers for both job and social reasons (Chiaburu, D. S., & Harrison, D. A., 2008). In fact, (Schneider, 1987) argues that co-worker relations (attitudes, behaviors, and feelings) are an integral part of the work environment and may actually define the environment. Positive interpersonal interactions among co-workers may create a work environment which contributes to psychological meaningfulness (Locke, E.A., & Taylor, M.S., 1990).

2.3.2 Determinants of Psychological Safety

May et al. (2004) suggested that supervisor relations, co-worker relations, and adherence to co-worker norms are factors that influence an employee's feelings of psychological safety.

(1) *Supervisor Relations*

Edmondson (2004) suggested that a fundamental responsibility of supervisors is to develop a work setting in which employees' sense and feel psychologically safe (Edmondson A. C., 2004). When supervisors exhibit trustworthy characteristics such as consistency in behavior, open communication, behavioral integrity, delegation of control and genuine concern for others, employees may experience feelings of psychologically safety, which in turn may encourage a heightened sense of employee engagement (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

Supervisor relations was examined through five behaviors linked to employees' perceptions of managerial trustworthiness (behavioral consistency, behavioral integrity, sharing and delegation of control, communication, and demonstration of concern) (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Of the three determinants of psychological safety they tested (supervisor relations, co-worker relations, and coworker norms), supervisor relations had the strongest relationship with psychological safety. These results

indicate that supervisors play an important role in the subordinates' experience of psychological safety.

(2) Co-worker Relations

Co-worker relations were discussed within the framework of psychological meaningfulness; however, Kahn (1990) and May (2004) also address the importance of interpersonal relationships with co-workers, which encourages a supportive and trusting environment (Kahn, 1990; May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Psychological safety was described individuals' perceptions about the consequences of interpersonal risks in their work environment. Likewise, interpersonal interactions between an employee and co-workers may help to shape the employee's sense of psychological safety within the work environment. As such, when interactions are positively consistent, the employee may be more willing to openly contribute and share ideas, thus engaging in the work environment (Edmondson A. C., 2004).

(3) Adherence to Co-worker Norms

Norms are social expectations that guide the attitude, behavior, and emotional dimensions of members within a group (Hackman, 1986). Organizational norms are explored and suggested that an employee who remained within the generally accepted borders of appropriate behaviors was more inclined to feel psychologically safe at work (Kahn, 1990). May et al. (2004) took a slightly different approach by focusing on co-worker related norms, arguing that the actions of co-workers are what influence individual employees the most (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Although norms may suggest clear boundaries for appropriate behaviors (Kahn, 1990), May et al. (2004) suggest that an employee may experience a decrease in psychological safety when he/she feels pressure to adhere to normative behaviors established by co-workers (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

2.3.3 Determinants of Psychological Availability

May et al. (2004) contend that self-consciousness, resources, and outside activities are factors that may influence an employee's ability to be psychologically available at work (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

(1) Self-consciousness

Kahn (1990) contends that psychological availability is linked to "how secure people felt about their work and their status" and may influence how much energy an individual is willing to devote to a role performance (Kahn, 1990). Likewise, Rich et al. (2010) assert that "self-perceptions of confidence and self-consciousness are the primary influences on psychological availability" (Rich, B. L., Lepine, J. A., & Crawford, E. R., 2010). As such, an increase in self-consciousness may lead an employee to focus more on inner thoughts, how the employee is perceived by others, and may negatively impact the employee's task performance. Kahn (1990) contends that feelings of insecurity may cause an employee to develop anxieties, which in turn may cause a distraction and disengagement from work. Thus, Kahn (1990) argued that self-consciousness is negatively related to psychological availability (Kahn, 1990).

(2) Resources

Kahn (1990) identified physical and emotional energies as resources needed by an employee in order to personally engage at work. Physical energies refer to an employee's ability to meet the physical demands of a job through stamina, strength, and mental flexibility (Kahn, 1990; May, D. R., Gilson, R. L., & Harter, L. M. , 2004). An employee is willing to invest emotional energies when the employee feels strongly involved and emotionally attachment to his/her work (Rothmann, S., & Baumann, C., 2014). Kahn (1990) did not explicitly include cognitive resources in the model; however, importance of this resource was suggested by (May, D. R., Gilson, R. L., & Harter, L. M. , 2004) which suggests being cognitively alert, completely immersed, and focused in one's work.

(3) Outside Activities

Research suggests that involvement in activities outside of work, such as school, memberships, second jobs, and volunteerism, may create a distraction and diminish an employee's focus on his/her tasks. As such, when an employee's energy is drawn away from work, the employee is less likely to be psychologically available for his/her work role (Kahn, 1990; May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Rothmann, S., & Baumann, C., 2014). Positive emotions associated with enrichment in multiple roles (family and work) may lead to energy expansion, the idea that an individual will find the needed energy to accomplish things and tasks the individual enjoys (Marks, 1977; Rothbard, 2001). Subsequently, in May et al.'s (2004) study, outside activities were found to be negatively

related to psychological availability at work. Further, availability mediated the relationship between outside activities and engagement (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

2.4 Previous Studies

May et al (2004) was the first empirical study to test Kahn's (1990) model. May et al (2004) established that, in line with Kahn's (1990) study, meaningfulness, safety and availability is strongly positively correlated to engagement. Job enrichment (the development of increasing intrinsic job elements and down-grading attention of extrinsic factors) and role fit to be positively correlated with psychological meaningfulness; rewarding co-worker and supporting supervisor relations were positively correlated with psychological safety whereas adherence to worker norms and self-consciousness were negatively associated (May, D. R., Gilson, R. L., & Harter, L. M. , 2004).

Psychological availability was positively significant with available resources and negatively related to participation in outside activities. Finally, the relations of job enrichment and work role fit with engagement were each totally mediated by the psychological condition of meaningfulness. The association between adherence to co-worker norms and engagement was part mediate by psychological safety. Psychological availability mediated the relationship between outside activities and engagement. Several research studies contend that of the three psychological conditions proposed by (Kahn, 1990), the strongest predictor of engagement is the meaningfulness (May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Rothmann, S., & Rothmann S., Jr., 2010).

Franks (2017) found that job enrichment and work role fit are positively related to meaningfulness (Franks, 2017). This aligns with previous research suggesting that an employee will experience meaningfulness when the work role complements one's self-concept and provides an opportunity for self-expression (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). Employees who have rewarding co-worker interactions should experience increased meaningfulness at work (Kahn, 1990; Locke, E.A., & Taylor, M.S., 1990), this study did not find a relationship between co-worker relations and meaningfulness.

Franks (2017) found that supportive supervisor relations and rewarding co-worker relations were positively related to psychological safety and adherence to co-worker norms

were negatively related to psychological safety (Franks, 2017). This aligns with May et al.'s (2004) results and supports Kahn's (1990) notion that employees are more likely to experience psychological safety when they sense that their supervisors and co-workers are trustworthy and show support (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). A 2011 study found that uncivil behavior among co-workers may create an atmosphere that is threatening and unpredictable, such that an employee feels less inclined to safely express his/herself (Reio, T. G., & Sanders-Reio, J., 2011).

Franks (2017) found that only resources were positively related to psychological availability. Rothmann (2010) found similar results, suggesting that when emotional, cognitive, and physical resources are present, an employee is more likely to be psychologically available at work (Rothmann, S., & Rothmann S., Jr., 2010). No relationship was found between availability and the factors of self-consciousness and outside activities. However, using May et al.'s (2004) instrument, both studies confirmed that self-consciousness had a significantly negative relationship with availability (May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Rothmann, S., & Rothmann S., Jr., 2010). Further, Olivier and Rothmann (2007) found that psychological availability mediated the relationship between self-consciousness and work engagement (Olivier, A., & Rothmann, S., 2007).

According to the Franks (2017) research, meaningfulness and availability were positively related to engagement; however, no relationship was found between safety and engagement (Franks, 2017). Previous studies also found significant relationships between meaningfulness and engagement and suggest that when an employee experiences psychological meaningfulness at work, engagement should occur, resulting in positive outcomes for the organization (May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Olivier, A., & Rothmann, S., 2007). Likewise, research related to psychological availability and engagement align with the researcher's findings (Olivier, A., & Rothmann, S., 2007) and is supported by the notion that employees have many life situations that compete with the ability to be emotionally and psychologically present at work. However, when an employee has the necessary resources and feels confident, the employee may experience psychological availability and is likely to be actively engaged at work (Rothmann, S., & Rothmann S., Jr., 2010).

The findings of the research indicate meaningfulness fully mediates the relationship between engagement and both job enrichment and work role fit (Franks, 2017). However,

meaningfulness did not mediate the relationship between co-worker relations and engagement. These findings align with the results of May et al.'s (2004) study. Further, the findings support previous research, which suggests that characteristics such as skill variety, autonomy, and task identity (job enrichment) coupled with a perceived fit between one's self-concept and work role (work role fit) will influence meaningfulness and lead to work engagement (Chikoko, G. L., Buitendach, J. H., & Kanengoni, H., 2014).

According to the Franks (2017), the findings of this research indicate that safety does not mediate the relationship between co-worker relations, supervisor relations, or co-worker norms, and work engagement (Franks, 2017). May et al. (2004) found that safety partially mediated the relationship between co-worker norms and engagement (May, D. R., Gilson, R. L., & Harter, L. M. , 2004). However, the results of this study are in line with previous research by (Olivier, A., & Rothmann, S., 2007).

Figure (2.3) Conceptual Framework by May, Gilson and Harter and Franks, T.T
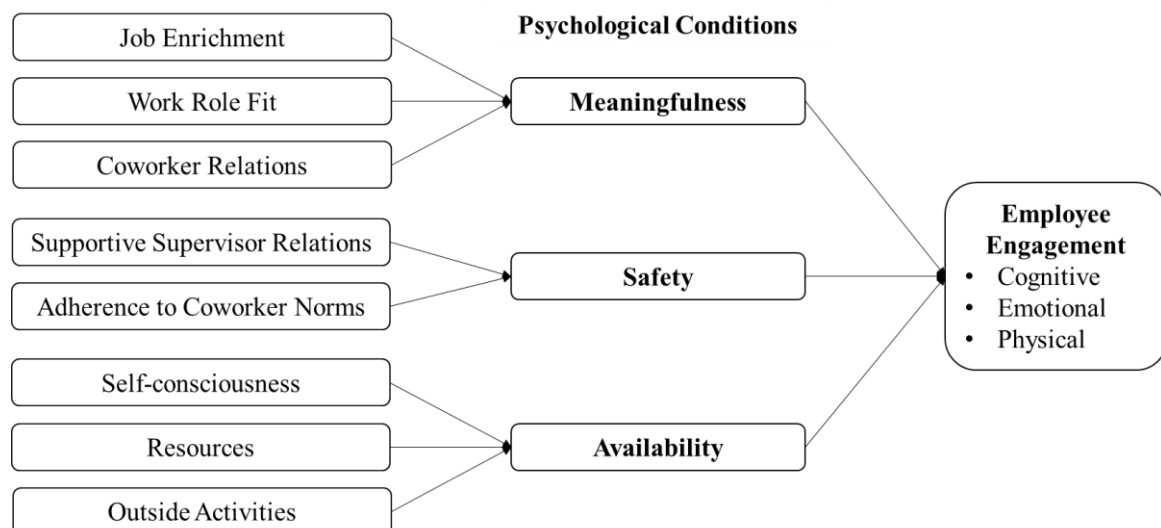
Source: May, Gilson, and Harter ,2004; Franks, T. T ,2017.

Franks (2017) found that availability does not mediate the relationship between resources, self-consciousness, or outside activities and work engagement. Previous studies support the researcher's findings (May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Olivier, A., & Rothmann, S., 2007). Self-efficacy was not a proposed determinant of availability in this study. However, a study by (Jacobs, 2013) found that availability mediated the relationship between self-efficacy and engagement and suggested that "if one has higher levels of self-efficacy, or more confidence and faith in their abilities, they will be more psychologically available to in turn become engaged in their work". De Bruin and Taylor

(2005) recommend that personal problems such as monetary and family issues will spill over and impact an employee's efficiency at work and may result in increased stress for the employee and negatively influence his/her psychological availability (De Bruin, G. P., & Taylor, N. , 2005).

As it relates to the sector of employees in this study, the psychological condition of meaningfulness appears to have the greatest number of relationships to engagement such that job enrichment and work role fit are related to meaningfulness and meaningfulness mediates the relationship between its' determinants and engagement. This finding related to meaningfulness aligns with previous (May, D. R., Gilson, R. L., & Harter, L. M. , 2004; Olivier, A., & Rothmann, S., 2007). In contrast, the determinants of safety (coworker relations, supervisor relations and coworker norms) were related to safety but safety did not have a relationship to engagement, nor did it mediate the relationship between its determinants and engagement. Lastly, availability was related to engagement only with resources. Likewise, availability did not mediate the relationship between its determinants and engagement.

2.5 Conceptual Framework of the Study

The research model in this study is derived from Kahn's (1990) theory-generating qualitative study of personal engagement and disengagement at work as well as a study by (May, D. R., Gilson, R. L., & Harter, L. M. , 2004) in which Kahn's study was operationalized to provide a quantitative measure of employee engagement and the determinants of employee engagement followed by the (Franks, 2017) who studied among the community college maintenance employees. Figure (2.3) shows that conceptual framework of the study of the determinants of psychological conditions, psychological conditions and employee engagement as follows,

Figure (2.4) Conceptual Framework of the Study
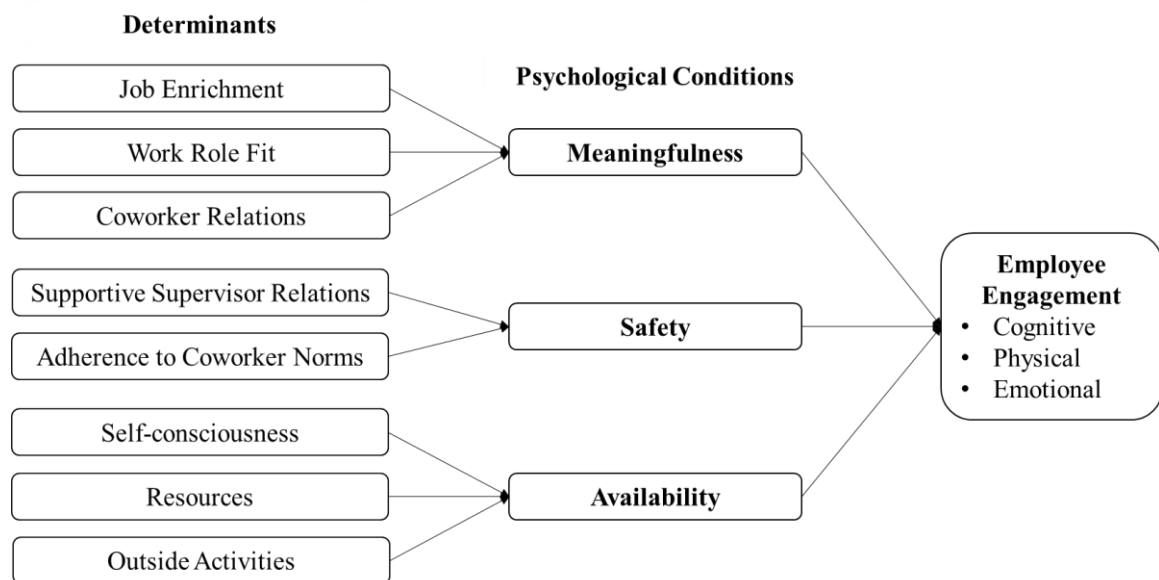
Source: Adopted from May, Gilson, and Harter, 2004; Franks, T. T, 2017.

This study focuses on the effect of the psychological conditions on the employee engagement (cognitive, emotional and physical) of the managerial employees in Unilever EAC Company Limited. As the determinants of psychological meaningfulness, this study emphasizes on job enrichment, work role fit, and coworker relations. Supportive supervisor relations and adherence to coworker norms are examined as the determinants of the psychological safety and the effect of the self-consciousness, resources and outside activities are analyzed in this study. Therefore, this framework benefits to the company to increase the employee engagement which will support to retain and attract talented employees.

CHAPTER 3

PROFILE AND EMPLOYEE ENGAGEMENT PRACTICES OF UNILEVER EAC COMPANY LIMITED

This chapter presents the company profile, strategy, value proposition, Unilever Myanmar and organization structure. Moreover, employee engagement practices of Unilever EAC Company Limited, the demographic profiles of respondents and the reliability analysis of the study are also presenting in the following section.

3.1 Company Profile

Unilever is one of the world's leading suppliers of fast-moving consumer goods. Their products are sold in over 190 countries and used by 2 billion consumers every day. Unilever is one of the world's most culturally diverse companies.

Unilever was formed in 1930 from two companies: Margarine Unie and Lever Brothers during industrial revolution. It was a full business merger, operating as a single business entity. Two separate legal parent companies have been maintained: Unilever NV (Netherlands) and Unilever PLC (UK). This works through an equalization agreement and other contracts between the two companies.

It has made numerous corporate acquisitions, including Lipton (1971), Brooke Bond (1984), Chesebrough- Ponds (1987), Best Foods and Ben & Jerry's (2000), and Alberto-Culver (2010). Unilever divested its specialty chemicals businesses to ICI in 1997. In the 2010s, under leadership of Paul Polman, the company gradually shifted its focus towards health and beauty brands and away from food brands showing slow growth. On any given day, 2 billion people use Unilever products to look good, feel good and get more out of life- giving us a unique opportunity to build a brighter future.

The company owns more than 400 brands, which are organized into four main categories: (1) Personal Care : Deodorants, Hair, Oral, Skin (35%), (2) Foods : Spreads & Dressings, Savoury, Food Solutions (25%), (3) Home Care : Laundry, Household Care (19%) and (4) Refreshment   : Beverages, Ice Cream (19%).

3.1.1 Strategy

The vision is to double the size of the business, whilst reducing their environmental footprint and increasing their positive social impact. The Compass identifies what they must do to win share and grow volume in every category and country and is designed to help them navigate their way to sustainable growth.

The company's core purpose to make sustainable living commonplace is a clear expression of what they believe to be the best long-term way for Unilever to grow and is the heart of their business model.

The Unilever Sustainable Living Plan (USLP) launched in 2010 is their blueprint for sustainable growth because it is 87 years lived up. It is helping to drive profitable growth for their brands, save costs and fuel innovation.

3.1.2 Value Proposition

Unilever's Values guide their people in the judgments, decisions and actions people take every day. People underpin everything they say and do.

(1) Integrity; They are committed to **integrity** because it creates their reputation, so they never compromise on it. It defines how they behave, wherever they are. It guides them to do the right thing for the long-term success of Unilever.

(2) Respect; They are committed to **respect** because people should be treated with dignity, honesty and fairness. They celebrate the diversity of people, and they respect people for who they are and what they bring.

(3) Responsibility; They are committed to **responsibility** because they want to take care of their consumers, customers and employees, as well as the environment and the communities in which they operate. They take this personally and always do what they say they will do.

(4) Pioneering; They are committed to the **pioneering** spirit because it created them and still drives them as a business. It gives them the passion for winning and for creating a better future. It means that they are always willing to take intelligent risks.

3.1.3 Unilever's Entrance to Myanmar

Unilever Myanmar, under Unilever SEAA, resumed its distribution operation in Myanmar by setting up a representative office in August 2010 as the third time. Its first entrance to Myanmar was in Colonial era and second time in 1996-1998. Unilever Myanmar Service Co., Ltd. has set up under Myanmar company act in 2013, and its office was situated at No.150, Kabar Aye Pagoda Road, Bahan Township, Yangon. On May 4th, 2017, Unilever signed a joint venture deal with Myanmar's Europe and Asia Commercial Co., Ltd. (EAC), combining their home and personal care businesses to accelerate sales in newly emerging market. The venture has a goal of tripling sales to 300 million euros by 2020. Recently on 29th May 2017, Unilever has its grand opening of brand-new office at Mimosa Building, which is situated in No. 196/A, Shwe Gon Taing Street 5, Yangon.

3.1.4 Organization Structure

The Vice President is the highest-ranking Leadership Team in Myanmar. And followed by the directors for each department. The organization structures of the Unilever EAC company Limited is shown in Figure 3.1.

The Customer Development Department mainly focus on business to business deals. Among the four main sub function, Field sale can be divided into General Trade and Modern Trade, which focus to sell in the retail outlets. Primary job of CBBD team is to strengthen the Route to Market Strategy of Unilever, which focuses on effectively selling the products and planning the sales and how to optimize marketing mix and sales and distribution channels to maximize revenue and profitability throughout the product life cycle. Customer Development Excellence department is focus on the distributor development and the performance of Unilever regarding to sales and distribution. Channel and Category Development helps in developing a program for selling the Unilever brands and servicing customers within a specific channel. The aim is to streamline communication between a business and the customer (outlets). They segment the channels and then customize a program that includes goals, policies, products, sales, and promotion activities.

Figure (3.1) Organization Structure of Unilever EAC Company Ltd.,

General Management

Marketing	Customer Development	Finance Business Partner	Supply Chain	Human Resource	Legal	Communication and External Affairs	Information Technology

Marketing	Customer Development	Finance Business Partner	Supply Chain	Human Resource
- Marketing category (Homecare, Personal Care and Foods) - Marketing Services - Media - Research and Development	- Field Sales - Capability Building and Business Development (CBBD) - Channel and Category Development (CCD) - Customer Development Excellence (CDE)	- Finance Business Partnering - Finance Control - Taxation	- Production - Engineering - Procurement - Planning - Logistic and Customer Service - Import - Quality - Master Data Management	- HR Business Partner - HR Services - Workplace Services - Occupational Health and Safety

Source: Unilever EAC Company Ltd.,

The Marketing Department takes place the major role in setting guideline for ordering, distributing, pricing and promoting brands to arouse the consumption rate of end users. It develops strategies and implements those strategies mainly together with Customer Development and Trade Marketing departments for building brand awareness and brand image of Unilever products in Myanmar. Three categories are grouped under the Marketing Function: Food, Personal Care and Home Care.

The Finance department is mainly responsible for 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 including tracking cash flow and financial planning as well as analyzing the company's financial strengths and weaknesses and proposing corrective actions.

In the Supply Chain department, there are four main sub function; Planning, Procurement, Production, Logistic and Customer Service along the supply chain process. The other supporting function are the Engineering, Import, Quality and Master Data Management. The Planning department is responsible for the demand planning, supply planning including the material planning and capacity planning and other network management. The Procurement focus on the supplier relationship, creating contract with the supplier, and ordering the materials, machines and other facilities necessary for the company. The Customer Service and Logistic Focus on the Customer Relationship Management, Invoicing and the delivery of the materials to the customers and Warehouse Management and other transportation management.

In the Human Resources Department, Human Resource Business Partner mainly support for the training and development, and performance appraisal, maintaining interoffice relationships and interpreting employment laws and employee engagement, etc., Human Resource Service mainly focus on the Payroll and benefit, Employee data management and recruitment process. Workplace Service mainly focus on the office facilities management.

The Legal department is responsible for implementing the composing of documents for getting the approvals or permits, licenses from government, and ☐ up-to-date legal policies of the government effecting to the company for warning to related department. The communication and External Affairs Departments focuses on driving corporate & public affairs activities with respect to corporate communications and CSR initiatives that support

growth projects in synergy with regulatory agenda, building stakeholder engagement with respective government officials, trade stakeholders and organization.

In Unilever, there are six levels of position in Myanmar, Executive, Senior Executive, Assistant Manager, Manager, Senior Manager and Director and Vice President. Most of the department head are the director level. And like other company, the higher the position level, the fewer the number of employees in that level.

Among the total 1184 employees, 325 employees are in the Yangon Head office, 413 employees in Hlaing Thar Yar, 138 employees in Shwe Pyi Thar Factory and 308 employees in MDY Office and Factory.

3.2 Employee Engagement Practices that Support Psychological Conditions

In recent times, employee engagement has become an essential topic in large organizations. Engagement between employers and employees is important in achieving the company's goals. The employers started to focus on the engagement between themselves and their employees as an important issue nowadays. At Unilever EAC Myanmar, the company has also started to focus on employee engagement and thus provide Town Hall, company seasonal activities and event which will support psychological meaningfulness of the employees working in the company. As the psychological safety support program, the company provides Brighter Future Friend time with Leader, breakfast with leadership team, Learning café. The company also provide physical and mental well-being which will support to increase the psychological availability of the employees. All of the programs supporting the psychological conditions will help to increase the employee engagement of the employees in the Unilever EAC Company Limited.

3.2.1 Programs that Support Psychological Meaningfulness

The company provides Town Hall and other company seasonal activities and event which will contributes the employees to feel psychologically meaningful working in the company. The detail of the programs is presented in the following section.

(1) Town Hall

The critical importance of effectively setting and closely aligning employee and business goals to drive the success of the company. In addition to feeling fairly compensated for their efforts, the employees must clearly understand how their work connects to and serves both the short- and long-term goals of the business. In Unilever EAC Company Limited, the employees are communicated quarterly about the company achievement, accomplishment and success upon the targeted goals and the future plan through the townhall. By communicating explicitly about the company goals, the employees can clearly understand their individual goals-and how they relate to the company-naturally become more engaged with their work. Moreover, tighter goal alignment and goal visibility allows for quicker execution of company strategy by enabling the management team to more effectively allocate labor resources across various projects.

(2) Company Seasonal Activities and Event

Among the company seasonal activities, pre-Thingyan is the 1st seasonal activities which is usually hold before Thingyan Holidays. The company regularly holds the pre-Thingyan office-wide water party and doing good deeds such as donation and volunteering activities in Myanmar New Year. Currently this pre-Thingyan activities are held in both Yangon and Mandalay Head office and in each of the Yangon factory; Hlaing Thar Yar and Shwe Pyi Thar. The employees are invited to participate in this kind of seasonal activities which support to the company's family-like culture.

In Unilever EAC Company Limited, they also celebrate Ka Htein Festival every year. To make this occasion a memorable one, Yangon and Mandalay office teams as well as the Hlaing Thar Yar and Shwe Pyi Thar Factory teams donate to the Ka Htein at the Monastery near by the office and factory location.

The company usually held the staff party in December at the end of one year. They usually hold the staff party for each of the Yangon office, Mandalay office together with the Mandalay factory team and the Yangon factory team. The company also gives the brighter future hero award and compass into action award to the employees which will help to support the employee engagement by recognition of their best performances.

The company also held the People Carnival Day in each of the office and factory location. In this section, engaged employees are on reward, well-being and facilities to enable agility and productivity to refresh employees on the benefits and facilities what they

already have been provided in Unilever. In that day, the employees can visit around the booths, listen the information, play games, answers the quiz, attend to talk show and collect the stamps to participate in the lucky draw.

As Unilever is committed to making a difference in any way possible for the people of Myanmar, they aim to contribute to the society by empowering their people. The company usually held the blood donation day in quarterly. To commemorate World's Blood Donor Day, the employees visited and make blood donation at the National Blood Center Myanmar in 14th June 2019.

The company usually do the activities not only with the whole company, but also in each functional team. Unilever Customer Development team went trash picking at South Okkalapa Pagoda and donated lunch for all the residents of the Magami-Tharsi Monastery and Monastic Education Centre. Additionally, they presented bags of rice and cooking oil for the monastery and gave water guns and snacks for the children. The company is committed to be a socially responsible enterprise and give back to the community whenever possible.

3.2.2 Programs that Support Psychological Safety

The company provides Breakfast with Leadership Team, Brighter Future Friends (BFF) time with Leader and Learning Café which will contributes the employees to feel psychologically safe working in the company. The detail of the programs is presented in the following section.

(1) Breakfast with Leadership Team

At Unilever EAC Myanmar, there is a breakfast session with the leadership team every month to promote engagement between employees and the leadership team. There are two leaders and one facilitator to answer the employees' questions. Most questions have been non-work related such as sharing about their personal experiences, how they manage time and stress, how they balance their work and family etc. These sessions have been fruitful as the employees enjoy sharing with their leaders and are motivated to ask questions. Through this kind of communication session, employees have a chance upon the experiences and how they overcome the difficulties shared by the leaders of the various department and can develop more confident in their work. Also, this program will help to have the stronger bonds and open communication with their leadership team.

(2) Brighter Future Friends (BFF) Time with Leader

In Unilever EAC Company Limited, the company usually holds the Brighter Future Friends known as BFF time with the Leader. In this section, one of the leadership team members is invited to create the more engaged environment with the senior leaders and employees from cross functions. The employees are invited to meet personally in a comfortable environment and the employees can learn from the leaders, asked and discuss questions to them or the employees can even give feedback and suggestion for them or to company.

(3) Learning Cafe

As part of the learning and development, the company provides the Learning Café session happening bi-weekly every month opening to all the Unilever employees. Learning Café is a learning platform where people in Unilever can share their expertise and useful topics and all employees can join freely without any work level limitation.

3.2.3 Programs that Support Psychological Availability

The company provides physical and mental well-being programs which will contributes the employees to feel psychologically available working in the company. The detail of the programs is presented in the following section.

(1) Physical Well-being Programs

Unilever always protect and promote the health and well-being of the employees to make sure that they are their best at work. For the physical well-being of the employees in Unilever EAC Company Limited, the company also provide the best workplace facilities to make sure they feel at home at work such as the pantry and canteen area where the employees can gather for lunch and tea breaks to interact with each other in a less professional environment, the well-being room; the silent area where the employees can take a break when they are need to rest and break out area where the employees can sit and take a break or work in more relax places.

With no private offices or cubicles, employees can easily approach the management team for guidance and mentorship. In this friendly working space, managers and employees can freely interact and share ideas. The company provides the weekly fruit availability for the employees. They also provide the regular Zumba, Yoga and Cardio Kick Boxing

activities in the office as a weekly physical activity which will help to release stress and support for the physical well-being of the employees. Moreover, the company provide the biennial- annual medical checkup for all of the employees in the company.

The company provide the Lamp Lighter program under the well-being of the employees which is the 6 months programs and there is a special program for the employees upon physical, mental, emotion and nutrition. The company also provide the pre- medical check-up and post medical check-up to compare the result after the program.

(2) Mental Well-being Programs

For the mental well-being of the employees, the company provides the mental resilience and work life balance training not only in every function of the company but also in the factory area from the internal leadership and external guest trainers so that employees will have the practices and tips to have better mental well-being. World Mental Health Day was on the 10th of October and Unilever hosted a campaign worldwide to raise awareness about mental health. On this day, they focus their employees to know that it's ok not to be ok.

As a high performing business, the employees want to work for and stay with, the company provides a robust mental health program which is Employee Assistant Program (EAP). It is a work-based intervention program designed to assist in promoting health and well-being of the employees which needs only one chat, one call and one click away. Through this Program, the free and strictly confidential counselling assistance and support is available 24 hours a day for health, stress, relationship problems with certified counselors. Anywhere at Unilever, whatever the circumstances, it's OK to reach out for help and get support from colleagues, their line manager, HR, Occupational Health and their local Employee Assistance Program.

3.3 Profile of Respondents

In this study, the sample size is 179 respondents who are currently working in Yangon Head Office of Unilever EAC Company Limited. Profile of respondents includes demographic factors such as gender, age, education, marital status, position and working experience. Each characteristic has been analyzed in terms of absolute value and percentage, and the summary of the demographic characteristics of respondents. Table (3.1) shows the results of the analysis on the respondents' demographic profile, as follows.

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Table (3.1) Profile of Respondents

Variable	Demographic Factors	No of Respondents	Percentage
	Total	**179**	**100%**
Gender	Male	47	26
	Female	132	74
Age group	Below 20 Years	2	1
	20- 30 Years	148	83
	31- 40 Years	26	14
	41- 50 Years	3	2
Education	Diploma	2	1
	Graduate	82	46
	Postgraduate	29	16
	Master	66	37
Marital Status	Single	154	86
	Married	25	14
Position	Executive	82	45
	Senior Executive	27	15
	Assistant Manager	35	20
	Manager	27	15
	Senior Manager	2	1
	Above Senior Manager	6	4
Working Experience	Less than 1 Year	57	32
	1-2 Years	71	40
	3-4 Years	23	13
	5-6 Years	13	7
	Above 7 Years	15	8

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. According to Table (3.1), there are total 179 respondents: 47 male respondents and 132 female respondents. Most respondents are female with 74% of total 179. It can be said that

female employees are more than male employees among the while-collar employees who are working in the Unilever EAC Head office in this study. Although the company try to make the gender equality as the whole company, the female population is still greater than male population in the office environment and male population is greater in factory environment. Thus, the female respondents are the majority of this study.

Age is one of the most common demographic questions asked in surveys. How old a person often determines respondents' knowledge and experiences with the focus of the survey. In this study, the most dominant age group among respondents is between 20 to 30 years old, 83% (148 respondents out of 179), followed by 31 to 40 years old, 14% respectively according to the survey data. This mean that the ages group between 20 years and 30 years is the largest proportion of the respondents among the currently working managerial employees in Unilever EAC Head Office in Yangon as the company believe that its future business development will be rely on the young talented employees.

Education background is one of the most important factors in surveys. Education background often determines the respondent's knowledge. According the Table (3.1), all the respondents are educated persons. Firstly, most of the respondents are graduates, 82 respondents out of 179 (46%), followed by 66 respondents are Masters' Degree holders who represents 37 percent and 29 respondents are postgraduates which represents 16 percent. It can be concluded that most graduates are working in the Unilever EAC Company Ltd., and also many higher academic educations are employed in this company as the company employs only the graduate people and values the young talented employees as its future leaders.

According to this study, 154 out of 179 of the managerial employees are single which represent 86% of the total respondents. This means that the majority of the managerial employees are single in Unilever EAC Head Office in Yangon as most of them are young talented employees who focus on the working life.

In the analysis of the position, the respondents' positions are classified into 6 categories, executive, senior executive, assistant manager, manager, senior manager and above senior manager. Most of the employees are Executive which accounts for 82 respondents which represent 45% of the total respondents, followed by the Assistant Managers, 35 respondents which represent 20% of the total respondents. Senior executive and Managers are 27 respondents (15%) of the total respondents respectively. Like every

other organization, the higher the management level the lesser the number of the employees in that level.

According to the survey data, 71 out of the 179 of the managerial employees have working experiences between 1 to 2.99 years in Unilever EAC company and 57 respondents (32%) of the total respondents has working experience under one years. As the minority, 23 respondents (13%) has the 3-4.99 years of working experience, 13 respondents (7%) has the 5-6.99 years of respondents and 15 respondents (8%) has the experience of over 7 years in Unilever EAC company Ltd., as the company starts operate in Myanmar in 2010 and thus the employees with the lower experiences are majority of the total population.

3.4 Reliability Analysis of the Study

Table (3.2) show that the Cronbach's Alphas of all variables are more than 0.7. Therefore, it can be interpreted that the questions are considered to be reliable and valid.

Table (3.2) Reliability Analysis

Category	Cronbach's Alpha	No of Items	Interpretation
Job Enrichment	0.904	6	Excellent
Work Role Fit	0.914	5	Excellent
Rewarding Co-worker Relations	0.931	6	Excellent
Supportive Supervisor Relations	0.934	9	Excellent
Adherence to Co-worker Norms	0.850	6	Good
Self-consciousness	0.770	5	Acceptable
Resources	0.766	5	Acceptable
Psychological Meaningfulness	0.919	5	Excellent
Psychological Safety	0.793	5	Acceptable
Psychological Availability	0.851	5	Good
Cognitive Engagement	0.872	5	Good
Emotional Engagement	0.902	6	Excellent
Physical Engagement	0.891	5	Good

Source: Survey Data, 2019

Reliability Analysis was 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 questions measure latent variables- hidden or unobservable variable like a person's conscientiousness, openness. Cronbach's Alpha will tell if the test is accurately measuring the variable of interests.

CHAPTER 4

ANALYSIS ON PSYCHOLOGICAL CONDITIONS ON EMPLOYEE ENGAGEMENT OF UNILEVER EAC COMPANY LTD

In this study, the effect of psychological conditions on employee engagement of managerial employees in Unilever EAC Company Ltd. is analyzed. This chapter consists of the mean values of determinants of psychological conditions, psychological meaningfulness, psychological safety and psychological availability, and employee engagement. Also, the relationship of determinants of psychological conditions with psychological meaningfulness, psychological safety and psychological availability and psychological conditions with employee engagement are summarized and evaluated with the descriptive and analytical results which are stated as follows.

4.1 Analysis on the Determinants of Psychological Conditions of Managerial Employees in Unilever EAC Company Limited

To gain the better understanding of which variables influenced the psychological conditions, the employee perceptions on the determinants of psychological condition and the analysis on the determinants of psychological conditions are analyzed in the following section, as follows.

4.1.1 Employee Perceptions on the Determinants and Psychological Conditions

In this study, selected 179 numbers of employees in Unilever EAC Company in Yangon office are surveyed. To gain the better understanding of which variables influence the psychological meaningfulness, psychological safety and psychological availability through determinants of psychological conditions such as job enrichment, work role fit, coworker relations, supportive supervisor relations, adherence to coworker norms, self-consciousness, resources and outside activities are analyzed. This section also used to analyze the significance of some of the aspects using descriptive statistics such as mean, standard deviation. The results are presented in Table (4.1) to Table (4.9).

In this study, the psychological conditions such as psychological meaningfulness, psychological safety and psychological availability which are examined. Table (4.10), Table (4.11) and Table (4.12) are shown the psychological conditions of the managerial employees.

(1) Job Enrichment

This section represents the psychological meaningfulness of managerial employees towards the job enrichment factor of Unilever EAC Company and how employee perceived the job enrichment plan in Unilever EAC Company. Job enrichment is one of the most important practices in the psychological meaningfulness. The survey results of job enrichment are shown in Table (4.1).

Table (4.1) Job Enrichment

Sr.	Job Enrichment	Mean	Std. Deviation
1.	The degree to use a variety of skills and talents	3.87	0.87
2.	The degree to use a number of complex or high-level skills	3.73	0.93
3.	The chance to completely finish the pieces of work begin	3.84	0.88
4.	The degree of affecting a lot of people by how well the work gets done	3.75	0.97
5.	The considerable opportunity for independence and freedom in how to do the work	3.84	0.93
6	The chances to figure out the employee's own performance	3.78	0.93
	Overall Mean	**3.80**	

Source: Survey Data, 2019

Table (4.1) reports that the obtained score is 3.80 higher than cut off mean 3, indicating most of the respondents agree with the statements of which job enrichment influences on determinants of psychological meaningfulness in Unilever EAC Company. Among these effects of job enrichment, the highest mean score is 3.87, indicating that there is high influencing by the effect of the using a variety of skills and talents in job enrichment as according to the job nature and given responsibility, the jobs require a variety of skills

and talents. The lowest mean value is 3.73, indicating that requiring a number of complex or high-level skills has some effect on job enrichment according to the job nature and continual development in the process and procedures.

According to overall mean score, employees at Unilever EAC Company are agreed with the current job enrichment. According to the job nature, the employees are supposed to do their work from start to end and have authority to propose and do in the more effective and efficient way of working. Moreover, the employees are given not only the additional projects but also the personal development skills as one of their key performance indicators which will help to support the job enrichment of the employees.

(2) Work Role Fit

This section explores the psychological meaningfulness of the employees towards work role fit in Unilever EAC Company and how much the employees feel fit with the current work role in this company. Work role fit is important for both the employees and the company, which has been appraised in the recruitment and selection process to be the right people in the right place. Regarding to the analysis on the influence of work role fit on psychological meaningfulness, respondents are asked to answer the five questions of the influence factors in work role fit. The survey results of the factors influence on work role fit are shown in Table (4.2).

Table (4.2) Work Role Fit

Sr.	Work Role Fit	Mean	Std. Deviation
1.	The fitness with current work	3.58	0.95
2.	The degree of like on the identity on job	3.67	1.03
3.	The self-satisfaction given by the job	3.67	1.00
4.	The fitness about wants to be in the future	3.44	1.14
5.	The ability to use talents, skills and competencies in current job	3.72	1.05
	Overall Mean	**3.61**	

Source: Survey Data, 2019

Table (4.2) reports that the obtained mean score is 3.61, higher than cut off mean 3, indicating most of the respondents agree with the statements of which work role fit influences on determinants of psychological meaningfulness in Unilever EAC Company. Among these influences of the work role fit, the highest mean score is 3.72, is indicating that able to use the talents, skills and competencies in current job has strong influencing power in work role fit of this company as the employees are selected according to the competencies, skills and experiences. The lowest mean score of the work role fit is 3.44, which is a little higher than cut off mean, indicating that they are not much confidents that the current job fits how they want to see themselves in the future as some of the employees are intended to have work rotation to other departments.

In conclusion, the overall mean score indicates that the employees are agreed that their current work role are fit for them in this company as the employees are selected according to their skills, talents and experiences for the respective area and they can transfer internally to other interested function when there is a vacant.

(3) Rewarding Co-Worker Relations

This section explores the psychological meaningfulness of the employees towards rewarding co-worker relations in Unilever EAC Company and how well the employees has the good relationship with the co-worker in this company. Rewarding co-worker relations is important to create a psychologically meaningful working environment. Regarding to the analysis on the influence of rewarding co-worker relations on psychological meaningfulness, respondents are asked to answer the six questions of the influence factors in rewarding co-worker relations. The survey results of the factors influence on rewarding co-worker relations are shown in Table (4.3).

Table (4.3) Rewarding Co-Worker Relations

Sr.	Rewarding Co-Worker Relations	Mean	Std. Deviation
1.	Counting on the colleagues when encounter difficulties in work	3.55	1.02
2.	Mutual respect between co-workers	3.84	1.02
3.	Felling of real kinship with co-workers	3.62	1.04
4.	Trust with co-workers	3.72	1.07
5.	Appreciation by colleagues at work	3.75	0.95
6.	Getting along well with colleagues	3.83	0.95
	Overall Mean	**3.72**	

Source: Survey Data, 2019

Table (4.3) reports that the obtained mean score is 3.72, higher than cut off mean 3, indicating that most of the respondents agree with the statements of which rewarding co-worker relations influences on determinants of psychological meaningfulness in Unilever EAC Company. Among these influences of the rewarding co-worker relations, the highest mean score is 3.84, is indicating that there is mutual respect between the co-workers and the employees has strong influencing power in rewarding co-worker relations of this company as respect is one of the Unilever value propositions. The lowest mean score of rewarding co-worker relations is 3.55, which is a little higher than cut off mean, indicating that the employee can count on the colleagues when he encounters difficulties in the work has some influence on rewarding co-worker relations as according the culture of the employees, they usually cooperate, support and advice each other whenever there is a problem.

In conclusion, the overall mean score indicates that the employees have a good co-worker relation in this company since the company supports the mutual respect culture to all level the employees as one of its value propositions.

(4) Supportive Supervisor Relations

This section explores the psychological safety of the employees towards supportive supervisor relations in Unilever EAC Company and how supportive supervisor the

employees has in this company. Supportive supervisor relations are important to create a work environment which contributes to the psychological safety of the employees. Regarding to the analysis on the influence of supportive supervisor relations on psychological safety, respondents are asked to answer the nine questions of the influence factors in supportive supervisor relations. The survey results of the factors influence on supportive supervisor relations are shown in Table (4.4).

Table (4.4) Supportive Supervisor Relations

Sr.	Supportive Supervisor Relations	Mean	Std. Deviation
1.	Help from supervisor to solve work-related problems	3.73	0.96
2.	Supervisor's encouragement to develop new skills	3.79	0.97
3.	Supervisor's encouragement to participate in important decisions	3.70	0.99
4.	Supervisor's praise for good work	3.74	0.90
5.	Supervisor's encouragement to speak up when disagree with a decision	3.63	0.98
6.	Fair treat from supervisor	3.63	0.95
7.	Supervisor's commitment to protecting interests	3.52	0.80
8.	Supervisor being credible	3.65	0.87
9.	Trust level on supervisor	3.70	1.04
	Overall Mean	**3.68**	

Source: Survey Data, 2019

Table (4.4) reports that the obtained mean score is 3.68, higher than cut off mean 3, indicating that most of the respondents agree with the statements of which supportive supervisor relations influences on determinants of psychological safety in Unilever EAC Company. Among these influences of the supportive supervisor relations, the highest mean score is 3.79, is indicating that the supervisor encourages the employees to develop new skills has strong influencing power in supportive supervisor relations of this company as the development of the team members is one of the key performance indicators of the supervisor. The lowest mean score of rewarding co-worker relations is 3.52, which is a little higher than cut off mean, indicating that the supervisor is committed to protect the

employee's interest has some influence in supportive supervisor relations as the supervisors are supposed to take into account their team members' well-being.

In conclusion, the overall mean score indicates that the employees have supportive supervisor relations in this company as it is the company culture that their line managers support their team members and the development of the team members is one of their individual development goals.

(5) Adherence to Co-worker Norms

This section explores the psychological safety of the employees towards adherence to co-worker norms in Unilever EAC Company and how the employees can go along in their respective co-worker norms in this company. Adherence to co-worker norms is important to create a work environment which contributes to the psychological safety of the employees. Regarding to the analysis on the influence of adherence to co-worker norms on psychological safety, respondents are asked to answer the six questions of the influence factors in adherence to co-worker norms. The survey results of the factors influence on adherence to co-worker norms are shown in Table (4.5).

Table (4.5) Adherence to Co-worker Norms

Sr.	Adherence to Co-worker Norms	Mean	Std. Deviation
1.	Going along with the norms in group of co-workers	3.55	0.82
2.	Doing what is expected by co-workers	3.47	0.96
3.	Never rocking the boat with co-workers	3.30	0.90
4.	Treating each other with dignity in the group of co-workers	3.68	0.93
5.	The co-worker norms being obvious	3.46	0.87
6.	The eager to create the harmony with colleagues	3.69	0.86
	Overall Mean	**3.53**	

Source: Survey Data, 2019

Table (4.5) reports that the obtained mean score is 3.53, higher than cut off mean 3, indicating that most of the respondents agree with the statements of which adherence to co-worker relations influences on determinants of psychological safety in this company.

Among these influences of the adherence to co-worker norms, the highest mean score is 3.69, is indicating that the employees are willing to create the harmony with the colleagues has strong influencing power in adherence to co-worker norms as employees usually treat each other with respect and trust. The lowest mean score of adherences to co-worker norms is 3.30, which is a little higher than cut off mean, indicating that the employees don't rock the boat with the co-workers is not much significant as they usually get along with each other.

In conclusion, the overall mean score indicates that the employees can go along with the co-worker norms in this company as the company maintain its culture of treating each other with respect and dignity and eager to create harmony with their colleagues.

(6) Self-consciousness

This section explores the psychological availability towards self-consciousness of the managerial employees in Unilever EAC Company and how the employees feel confident about their work in this company. Self-consciousness is important which influence on the psychological availability of the employees. Regarding to the analysis on the influence of self-consciousness on psychological availability, respondents are asked to answer the five questions of the influence factors in self-consciousness. The survey results of the factors influence on self-consciousness are shown in Table (4.6).

Table (4.6) Self-consciousness

Sr.	Self-consciousness	Mean	Std. Deviation
1.	Being worried about how others perceive at work	3.13	0.99
2.	Being afraid of failing noticed by others	3.15	1.07
3.	Being worried about being judge by others at work	2.45	0.86
4.	Caring a lot about the way present to others	3.36	0.95
5.	Being concerned about what other people think of at work	3.20	0.97
	Overall Mean	**3.06**	

Source: Survey Data, 2019

Table (4.6) reports that the obtained mean score is 3.06, a little higher than cut off mean 3, indicating that most of the managerial employees are neither agree nor disagree

with the statement about the self-consciousness of employees in this company. Among these influences of the self-consciousness, the highest mean score is 3.36, is indicating that caring a lot about how the employees present to others has some influence in self-consciousness of the employee as it is important for them to have a good impression in the workplace. The lowest mean score of adherences to co-worker norms is 2.45, which is a little lower than cut off mean, indicating the managerial employees agree that they do not worry about being judge by others at work as the employees are not allowed to judge others and to treat with respect and dignity.

In conclusion, the overall mean score indicates that the employees are not much confident about how others perceive at work as most of the employees working in this company are competitive and thus worry about the others' perceptions than their own self-consciousness.

(7) Resources

This section explores the psychological availability towards resources of the managerial employees in Unilever EAC Company and how much the employees want to invest their physical and emotional energies as resources in this company. Resources is also important factor which influence on the psychological availability of the employees. Regarding to the analysis on the influence of resources on psychological availability, respondents are asked to answer the five questions of the influence factors in resources. The survey results of the factors influence resources are shown in Table (4.7).

Table (4.7) Resources

Sr.	Resources	Mean	Std. Deviation
1.	Feeling mentally sharp at the end of the workday	3.28	0.98
2.	The ability to think straight by the end of the workday	3.59	0.77
3.	Not feeling overwhelmed by the things going on at work	3.71	0.76
4.	Feeling emotionally healthy at the end of the workday	3.31	0.97
5.	Feeling physically healthy at the end of the workday	3.36	0.93
	Overall Mean	**3.45**	

Source: Survey Data, 2019

Table (4.7) reports that the obtained mean score is 3.45, higher than cut off mean 3, indicating that there has some influence of resources on determinants of psychological availability of employees in this company. Among these influences of resources, the highest mean score is 3.71, is indicating that the not feeling overwhelmed by the things going on at work has strong influencing power in resources given the variety of skills and talents. The lowest mean score of resources is 3.28 which is a little higher than cut off mean, indicating that the employees feel mentally sharp at the end of the workday is not much significant as working in this company is competitive and given the responsibility with the tight deadlines.

In conclusion, the overall mean score indicates that the employees don't feel much physically and mentally healthy at the end of the workday as working in this organization is competitive and the appraisal of the employees are through their performance.

(8) Outside Activities

This section explores the psychological availability towards outside activities of the managerial employees in Unilever EAC Company and how the employees engage with the outside activities. Outside activities is also important factor which influence on the psychological availability of the employees. Regarding to the analysis on the influence of outside activities on psychological availability, respondents are asked to answer the six questions of the influence factors in outside activities. The survey results of the factors influence outside activities are shown in Table (4.8).

Table (4.8) Outside Activities

Sr.	Resources	Mean	Std. Deviation
1.	Hours per week that participate in other than work	1.94	1.01
2.	Missing family event because of work	2.72	0.99
3.	Feeling of can't give time for own, family and friends	2.68	0.97
4.	Feeling personal needs are secondary	2.54	1.06
5.	Feeling guilty as no time for things outside of work	2.65	1.04
6.	Taking time off from work and do fun activities	2.79	0.96
	Overall Mean	**2.55**	

Source: Survey Data, 2019

Table (4.8) reports that the obtained mean score is 3.45, higher than cut off mean 3, indicating that there has some influence of outside activities on determinants of psychological availability of employees in this company. Among them, the highest mean score is 2.79, is indicating that the employees usually take time off from work to do fun activities as they are allowed to take time off if they have done their works. The lowest mean score of resources is 1.94, indicating that the numbers of hours that employees participate in outside activities than work is around 6 to 10 hours as the employees have to give time for their family, friends and themselves outside the working hours.

In conclusion, the overall mean score indicates that the employees are not willing to invest extra hours in work as they have other activities to participate and feeling that they can't give time for themselves, their family and friends and feeling guilty on that.

(9) Summary of Employee Perceptions on the Determinants of Psychological Conditions

In the study, the high levels of determinants of psychological conditions lead to higher level of psychological meaningfulness, psychological safety and psychological availability. The survey results of determinants of psychological condition are clarified job enrichment, work role fit and rewarding co-worker relations as the determinants of psychological meaningfulness, supportive supervisor relations and adherence to co-worker norms as the determinants of psychological safety, self-consciousness and resources as the determinants of psychological availability. The survey results of determinants of psychological condition which is as shown in Table (4.9).

Table (4.9) Summary of Employee Perceptions on the Determinants of Psychological Conditions

Sr.	Determinants of Psychological Conditions	Mean
1.	Job enrichment	**3.80**
2.	Work role fit	**3.61**
3.	Rewarding co-worker relations	**3.72**
4.	Supportive supervisor relations	**3.68**
5.	Adherence to co-worker norms	**3.53**
6.	Self-consciousness	**3.06**
7.	Resources	**3.45**
8.	Outside activities	**2.55**

Source: Survey data, 2019

Table (4.9) reports that among the job enrichment, work role fit and rewarding co-worker relations, all of their means are higher than cut off mean value 3, indicating that there has some influencing on determinants of psychological meaningfulness. The most influencing is found as job enrichment and rewarding co-worker relations with the mean value of 3.80 and 3.72 respectively.

Among the supportive supervisor relations and adherence to co-worker relations, all of their means are higher than cut off mean value 3, indicating that there has some influencing on determinants of psychological safety. The more influencing is found as the supportive supervisor relations and adherence to co-worker norms has the lower influencing on psychological safety.

Among the self-consciousness, resources and outside activities, resources have the stronger Mean, higher than cut off mean value 3, indicating that there has some influencing on determinants of psychological availability. The most influencing is found as the resources and outside activities has the lowest influencing on psychological availability. Those determinants of psychological meaningfulness, safety and availability are very important for Unilever EAC Company Limited in order to make employees feel psychologically meaningful, safe and available to work and to have higher employee engagement.

(10)   Psychological Meaningfulness

In the first analysis is psychological meaningfulness of the managerial employees in Unilever EAC Company and how much the employees feel meaningful working in this company. Psychological meaningfulness is important which influences on the employee engagement of the employees. Employees who feel psychologically meaningful towards their work may have employee engagement to the organization. The mean score of psychological meaningfulness are shown in Table (4.10).

Table (4.10) Psychological Meaningfulness

Sr.	Psychological Meaningfulness	Mean	Std. Deviation
1.	The importance of the work doing on this job	3.77	0.86
2.	The personal meaningfulness of job activities	3.68	0.97
3.	The worthwhileness of the work doing on this job	3.69	0.92
4.	The significance of job activities	3.74	0.91
5.	The valuableness of the work doing on the job	3.85	0.92
	Overall Mean	**3.75**	

Source: Survey Data, 2019

According to the Table (4.10), the overall mean score is 3.75 which indicate that most of the employee show they have significant psychological meaningfulness on psychological conditions. Among them, the highest mean score is 3.85, which mean that employees feel that the work they do on their job is valuable as they have been communicated the goals and achievement. The lowest mean score of psychological meaningfulness is 3.68, indicating that the job activities are significantly personally meaningful to them as they are appreciated for their work hard and achievement.

In this study, the overall mean score indicates that the employees in this company feel psychologically meaningful towards their work as the company usually communicate its goals, strategy, plan and achievement quarterly through townhalls in order to able to work purposefully.

(11) Psychological Safety

This section explores the psychological safety of the managerial employees in Unilever EAC Company and how much the employees feel physically and emotionally safe working in this company. Psychological safety is important which influence on the employee engagement of the employees. Employees who feel psychologically safe towards their work may have employee engagement to the organization. The mean score of psychological safety are shown in Table (4.11).

Table (4.11) Psychological Safety

Sr.	Psychological Safety	Mean	Std. Deviation
1.	Not being afraid to express the feeling at work	3.30	1.05
2.	Not being afraid to express the opinion at work	3.74	0.90
3.	Not being afraid to be their own at work	3.75	1.01
4.	No thought of a threatening environment at work	3.99	0.97
5.	The ability to bring up problems and tough issues without fear of being teased or made fun of at work	3.30	1.01
	Overall Mean	**3.62**	

Source: Survey Data, 2019

According to the Table (4.11), the overall mean score is 3.62 which indicate that most of the employee show they have significant psychological safety on psychological conditions. Among them, the highest mean score is 3.99, which mean that employees don't think there is a threatening environment at work as according to the company policy, the employees are not allowed to treat badly at each other, The lowest mean score is 3.30 indicating that the employees are not afraid to express their feeling at work and they can bring up problems and tough issues without fear of being teased or made fun of as the company supports and encourages to express their opinions.

In this study, the overall mean score indicates that the employees in this company feel psychologically safe towards their work as the company support the culture of the participation in the decision making and the employees are encouraged to express their opinions, ideas and suggestions.

(12)   Psychological Availability

This section explores the psychological availability of the managerial employees in Unilever EAC Company and how much the employees feel physically and emotionally available working in this company. Psychological available is important which influence on the employee engagement of the employees. Employees who feel psychologically available towards their work may have employee engagement to the organization. The mean score of psychological availability are shown in Table (4.12).

Table (4.12) Psychological Availability

Sr.	Psychological Availability	Mean	Std. Deviation
1.	Being confident in the ability to handle competing demands at work	3.85	0.76
2.	Being confident in the ability to deal with problems that come up at work	3.92	0.73
3.	Being confident in the ability to think clearly at work	3.84	0.72
4.	Being confident in the ability to display the appropriate emotions at work	3.62	0.81
5.	Being confident to handle the physical demands at work	3.73	0.75
	Overall Mean	**3.79**	

Source: Survey Data, 2019

According to the Table (4.12), the overall mean score is 3.79 which indicate that most of the employee show they have significant psychological availability on psychological conditions. Among them, the highest mean score is 3.92, is indicating that the employees feel confident in their ability to deal with problems that come up at work given the variety of skills and talents. The lowest mean score of psychological availability is 3.62, indicating that employees feel confident in their ability to display the appropriate emotions at work as they could control their emotions and to response professionally.

In this study, the overall mean score indicates that the employees in this company feel confident in their ability to deal with the problems and physical demands in an appropriate manner as they have been given the training that is related with the job and the other personal development skills and working facilities such as agile working environment

and flexible working hours which contributes to the physical and mental well-being of the employees.

(13)   Summary of Employee Perceptions on Psychological Conditions

In the study, the high levels of effort psychological conditions lead to higher levels of employee engagement. The survey results of psychological condition which is as shown in Table (4.13).

Table (4.13) Summary of Employee Perceptions on Psychological Conditions

Sr.	Psychological Conditions	Mean
1.	Psychological meaningfulness	3.75
2.	Psychological safety	3.62
3.	Psychological availability	3.79

Source: Survey data, 2019

Table (4.13) reports that psychological availability has the strongest the Mean, higher than cut off mean value 3, indicating that there has some influencing on psychological conditions. The most influencing is found as psychological availability, and psychological meaningfulness which has the mean of 3.79 and 3.75 respectively. The lowest influencing is found as psychological safety. Those psychological conditions are very important for Unilever EAC Company Limited in order to get higher employee engagement. Nowadays, many companies open in Myanmar and organizations have to develop programs to make employee feel psychological meaningful, safe and available to increase employee engagement which in turn help to get the higher performance in this organization.

4.1.2   Determinants of Psychological Conditions of Managerial Employees

To gain the better understanding of which variables influenced the psychological conditions such as psychological meaningfulness, psychological safety and psychological availability through the determinants are analyzed in the following section, as follows.

(1) Determinants of Psychological Meaningfulness of Managerial Employees

To gain the better understanding of which variables influenced the psychological meaningfulness through the determinants of psychological meaningfulness such as job enrichment, work role fit and rewarding co-worker relations are analyzed. The results of this analysis are shown in Table (4.14).

Table (4.14) Determinants of Psychological Meaningfulness of Managerial Employees

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.237	.126		1.885	.061	
Job Enrichment	.411***	.063	.388	6.528	.000	3.959
Work Role Fit	.322***	.059	.360	5.464	.000	4.866
Rewarding Co-workers Relations	.211***	.048	.230	4.386	.000	3.088
R	0.919					
R Square	0.844					
Adjusted R Square	0.841					
F Value	315.098***					
Durbin-Watson	2.179					

a. Dependent Variable: Psychological Meaningfulness

Source: Survey Data, 2019

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

According to the results shown in Table (4.14), all three variables are significant as stated by regression analysis table. Job enrichment, Work role fit and rewarding co-worker relations have significant coefficient at 1% level. The Standardized Coefficient (Beta) indicates that these three variables are positively related with the psychological meaningfulness of managerial employees in Unilever EAC Company Limited.

Job enrichment has the expected positive relationship with the psychological meaningfulness of the employee and significant coefficient at 1% level, with the beta value 0.411 and the significant coefficient value 0.000. It points that the job enrichment leads to an increase in psychological meaningfulness of the employee in Unilever EAC Company Limited. Everyone unit increase in the job enrichment will lead to increase the psychological meaningfulness by 0.411.

Work role fit has the expected positive relationship with the psychological meaningfulness of the employee and significant coefficient at 1% level, with the beta value 0.322 and the significant coefficient value 0.000. It points that the work role fit leads to an increase in psychological meaningfulness of the employee in Unilever EAC Company Limited. Everyone unit increase in the work role fit will lead to increase the psychological meaningfulness by 0.322.

Rewarding co-worker relations has the expected positive relationship with the psychological meaningfulness of the employee and significant coefficient at 1% level, with the beta value 0.211 and the significant coefficient value 0.000. It points that the work role fit leads to an increase in psychological meaningfulness of the employee in Unilever EAC Company Limited. Everyone unit increase in the rewarding co-worker relations will lead to increase the psychological meaningfulness by 0.211.

Correlation coefficient (R) measures the linear relationship between two variables. As shown in Table (4.14), R (the correlation between the independent and dependent variable) is 0.919, which lies between 0 and 1. Therefore, it indicates that the psychological meaningfulness of the managerial employees and its determinants are correlated. In this study, the adjusted R square of the model is 0.841 and R square is 0.844. This indicates that the linear regression model can explain 84.4% about the variance of the dependent variable (psychological meaningfulness) with the independent variables (job enrichment, work role fit and rewarding co-worker relations). The value of F-test, the overall significance of the model, turned out highly significant at 1% level.

The Durbin-Watson value is 2.179. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among independent variables.

The more the employees has the job enrichment such as having an opportunity to use a variety of skills and to involve a task from beginning to end and getting feedback on the effectiveness of work done, the more he or she felt psychologically meaningful, which in turn resulted in more engagement. Moreover, Unilever EAC Company provide the opportunity for independence and freedom in performing the tasks and feedback upon the performance of the tasks.

Concerning with the work role fit, the employees are being selected according to their skills, talents, competencies and experience. Moreover, Unilever EAC Company provide the opportunity to transfer internally if there is a vacant in the interested function. The more the employees feel the work role fit, the more psychological meaningfulness they may feel. Regarding with the rewarding co-worker relations, the employees respect, trust and help each other when some of them has the difficulties in the work which can lead to the positive work environment between the co-workers and psychological meaningfulness of the employees. The Unilever also support the mutual respect culture between the employee as one of the value propositions of the company.

(2) Determinants of Psychological Safety of Managerial Employees

To gain the better understanding of which variables influenced the psychological safety through the determinants of psychological safety such as supportive supervisor relations and adherence to co-worker norms are analyzed. The results of this analysis are shown in Table (4.15).

Table (4.15) Determinants of Psychological Safety of Managerial Employees

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.328	.163		2.007	.046	
Supportive Supervisor Relations	.501***	.059	.520	8.424	.000	2.310
Adherence to Co-worker Relations	.410***	.067	.379	6.134	.000	2.310
R	0.843					
R Square	0.710					
Adjusted R Square	0.707					
F Value	215.301***					
Durbin-Watson	1.887					

a. Dependent Variable: Psychological Safety

Source: Survey Data, 2019

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

According to the results shown in Table (4.15), all two variables are significant as stated by regression analysis table. Supportive supervisor relations and adherence to co-worker norms have significant coefficient at 1% level. The Standardized Coefficient (Beta) indicates that these two variables are positively related with the psychological safety of managerial employees in Unilever EAC Company Limited.

Supportive supervisor relations have the expected positive relationship with the psychological safety of the employee and significant coefficient at 1% level, with the beta value 0.501 and the significant coefficient value 0.000. It points that the supportive supervisor relations lead to an increase in psychological safety of the employee in Unilever EAC Company Limited. Every one unit increase in the supportive supervisor relations will lead to increase the psychological safety by 0.501.

Adherence to co-worker norms has the expected positive relationship with the psychological safety of the employee and significant coefficient at 1% level, with the beta value 0.410 and the significant coefficient value 0.000. It points that the adherence to co-worker norms leads to an increase in psychological safety of the employee in Unilever EAC Company Limited. Every one unit increase in the adherence to co-worker norms will lead to increase the psychological safety by 0.410.

Correlation coefficient (R) measures the linear relationship between two variables. As shown in Table (4.15), R (the correlation between the independent and dependent variable) is 0.843, which lies between 0 and 1. Therefore, it indicates that the psychological safety of the managerial employees and its determinants are correlated. In this study, the adjusted R square of the model is 0.707 and R square is 0.710. This indicates that the linear regression model can explain 71% about the variance of the dependent variable (psychological safety) with the independent variables (supportive supervisor relations and adherence to co-worker norms). The value of F-test, the overall significance of the model, turned out highly significant at 1% level.

The Durbin-Watson value is 1.887. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among independent variables.

Regarding with the supportive supervisor relations, their supervisors support them with the work-related problems, developing new skills, and encourage to participate in decision making which contributes to create a working environment that contributes to the psychological safety of the employees. Also, the Unilever encourage to participation of the team rather than decided by the leaders in the decision-making and team members development is identified as one of the supervisor's goals. For the adherence to co-worker relations, if one employee feels pressure in getting along with the co-worker norms, he may not feel safe working in the company. The company also encourage the mutual respect culture between the employee also support to treat each other with respect and dignity.

(3) Determinants of Psychological Availability of Managerial Employees

To gain the better understanding of which variables influenced the psychological availability through the determinants of psychological availability such as self-consciousness, resources and outside activities are analyzed. The results of this analysis are shown in Table (4.16).

Table (4.16) Determinants of Psychological Availability of Managerial Employees

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	3.537	.301		11.767	.000	
Self-consciousness	-.251***	.043	-.294	-5.876	.000	1.192
Resources	.451***	.052	.481	8.622	.000	1.480
Outside Activities	-.208***	.052	-.227	-3.993	.000	1.539
R	0.795					
R Square	0.633					
Adjusted R Square	0.626					
F Value	100.431***					
Durbin-Watson	2.103					

a. Dependent Variable: Psychological Availability

Source: Survey Data, 2019

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

According to the results shown in Table (4.16), all three variables are significant as stated by regression analysis table. Self-consciousness, resources and outside activities have significant coefficient at 1% level. The Standardized Coefficient (Beta) indicates that resources are positively related and self-consciousness and outside activities are negatively related with the psychological safety of managerial employees in Unilever EAC Company Limited.

Self-consciousness has the expected negative relationship with the psychological availability of the employee and significant coefficient at 1% level, with the beta value 0.251 and the significant coefficient value 0.000. It points that the self-consciousness leads to a decrease in psychological availability of the employees. Everyone unit increase in the self-consciousness will lead to decrease the psychological availability by 0.251.

Resources has the expected positive relationship with the psychological availability of the employee and significant coefficient at 1% level, with the beta value 0.451 and the significant coefficient value 0.000. It points that the resources leads to an increase in psychological availability of the employee in Unilever EAC Company Limited. Everyone unit increase in the resources will lead to increase the psychological availability by 0.451.

Outside activities has the expected negative relationship with the psychological availability of the employee and significant coefficient at 1% level, with the beta value 0.208 and the significant coefficient value 0.000. It points that the outsides activities lead to a decrease in psychological availability of the employees. Everyone unit increase in the outside activities will lead to decrease the psychological availability by 0.208.

Correlation coefficient (R) measures the linear relationship between two variables. As shown in Table (4.16), R (the correlation between the independent and dependent variable) is 0.795, which lies between 0 and 1. Therefore, it indicates that the psychological availability of the managerial employees and its determinants are correlated. In this study, the adjusted R square of the model is 0.626 and R square is 0.633. This indicates that the linear regression model can explain 63.3% about the variance of the dependent variable (psychological availability) with the independent variables (self-consciousness, resources and outside activities). The value of F-test, the overall significance of the model, turned out highly significant at 1% level.

The Durbin-Watson value is 2.103. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among independent variables.

Concerning with the self-consciousness, the employees focus more on how they are perceived by others which can cause distraction and disengagement from work. Psychological availability is influenced on how secure the employees feel about their work and their status. The more they worry about other perceptions, the lesser psychological

availability they will feel. Regarding with resources, if employees feels physically and emotionally drained at the end of the workday, their physical energies and emotional energies are not enough to personally engaged at work. Outside activities has the negative relationship with the psychological availability of the employees as if employees have been participating in other activities (such as volunteering, going out with friends for fun or something alike) than the work, they may not have the extra time available to work. Moreover, they may not be available when they feel that they can't give time for themselves, their family and friends and feeling guilty on that.

4.2 Analysis on the Effect of Psychological Conditions on Employee Engagement of Managerial Employees in Unilever EAC Company Limited

In this section, the employee perception on the psychological condition and employee engagement and the effect of the psychological conditions on employee engagement such as cognitive engagement, emotional engagement and physical engagement of the managerial employees in Unilever EAC Company are analyzed in the following sections, as follows.

4.2.1 Employee Engagement

The employee engagement such as cognitive engagement, emotional engagement and physical engagement which are examined in this study. Table (4.17), Table (4.18) and Table (4.19) are shown the employee engagement of the managerial employees.

(1) Cognitive Engagement

This section explores the cognitive engagement of the managerial employees in Unilever EAC Company and how much the employees cognitively engaged working in this company. Cognitive engagement is important which is part of the employee engagement. The mean score of cognitive engagement are shown in Table (4.17).

Table (4.17) Cognitive Engagement

Sr.	Cognitive Engagement	Mean	Std. Deviation
1.	Being fascinated when performing the job	3.13	1.06
2.	Being rarely distracted when performing the job	3.27	0.94
3.	Time passing quickly when performing the job	3.66	1.08
4.	Focus on the job at work	3.61	1.03
5.	Paying a lot of attention to the job at work	3.61	1.06
	Overall Mean	**3.46**	

Source: Survey Data, 2019

According to the Table (4.17), the overall mean score is 3.46 which indicate that most of the respondents agree the statements of which cognitive engagement has significant influences on employee engagement. Among them, the highest mean score is 3.66, is indicating that time passes quickly when the employees perform their work as they are focused in their works. The lowest mean score of cognitive engagement is 3.13, indicating that the employee neither agree nor disagree performing their job are so absorbing to forget about everything else given the open workplace, the employees are sometimes distracted.

In this study, the overall mean score indicates that the managerial employees in Unilever EAC Company has cognitive engagement working in this company as they focus and pay a lot of attention to their work and thus time passes quickly to finish the tasks with the deadlines.

(2) Emotional Engagement

This section explores the emotional engagement of the managerial employees in Unilever EAC Company and how much the employees emotionally engaged working in this company. Emotional engagement is important which is part of the employee engagement. The mean score of emotional engagement are shown in Table (4.18).

Table (4.18) Emotional Engagement

Sr.	Emotional Engagement	Mean	Std. Deviation
1.	Putting heart into the job	3.55	0.97
2.	Getting excited to perform well on the job	3.84	1.17
3.	Feeling emotionally attached to the job	3.45	1.00
4.	Own feelings being affected by how well perform this job	3.35	1.08
5.	The interest in the job	3.71	1.10
6.	The pride in the job	3.77	1.07
	Overall Mean	**3.61**	

Source: Survey Data, 2019

According to the Table (4.18), the overall mean score is 3.61 which indicate that most of the respondents agree the statements of which emotional engagement has significant influences on employee engagement. Among them, the highest mean score is 3.84, is indicating that the employees feel excited when they perform well on their job as the employees are being appreciated for their hard works. The lowest mean score of emotional engagement is 3.35, indicating that their own feelings are not much affected by how well they perform their job as they don't fully invest all of their life at work.

In this study, the overall mean score indicates that the managerial employees in Unilever EAC Company has emotional engagement working in this company as most of the employees are trust and proud to be working in this company.

(3) Physical Engagement

This section explores the physical engagement of the managerial employees in Unilever EAC Company and how much the employees physically engaged working in this company. Physical engagement is important which is part of the employee engagement. The mean score of physical engagement are shown in Table (4.19).

Table (4.19) Physical Engagement

Sr.	Physical Engagement	Mean	Std. Deviation
1.	The need of a lot of energy when performing the job	3.50	1.00
2.	Staying until the job is done	3.46	1.14
3.	Taking work home to do	3.27	1.24
4.	Working with intensity on the job	3.56	0.91
5.	Striving as hard as to complete the job	3.59	1.01
	Overall Mean	**3.48**	

Source: Survey Data, 2019

According to the Table (4.19), the overall mean score is 3.48 which indicate that most of the respondents agree the statements of which physical engagement has significant influences on employee engagement. Among them, the highest mean score is 3.59, is indicating that the employees strived as hard as they can to complete their job as they don't want to work extra hours or take work home to do. The lowest mean score of emotional engagement is 3.27, indicating that they sometimes take work home to do as they have to finish their responsibility within the deadlines.

In this study, the overall mean score indicates that the managerial employees in Unilever EAC Company has physical engagement working in this company as the appraisal of them is through their performance.

(4) Summary of Employee Engagement

In the study, the high levels of effort psychological conditions lead to higher levels of employee engagement. The survey results of psychological condition which is as shown in Table (4.20).

Table (4.20) Summary of Employee Engagement

Sr.	Psychological Conditions	Mean
1.	Cognitive engagement	3.46
2.	Emotional engagement	3.61
3.	Physical engagement	3.48

Source: Survey data, 2019

Table (4.20) reports that emotional engagement has the strongest mean, higher than cut off mean value 3, indicating that there has significant influence on the employee engagement. Cognitive and physical engagement are found to be the lower influence on the employee engagement in this company. Employee engagement is very important for Unilever EAC Company Limited in order to get higher job performance, employee commitment and organizational citizenship behavior. Nowadays, many companies open in Myanmar and organizations have to develop programs to attract and maintain top talents employee at workplace which supports an organization's productivity, cost-effective and help business to grow and success.

4.2.2 The Effect of Psychological Conditions on Employee Engagement of Managerial Employees

The effect of the psychological conditions on employee engagement such as cognitive engagement, emotional engagement and physical engagement of the managerial employees in Unilever EAC Company are analyzed in the following sections, as follows.

(1) The Effect of Psychological Conditions on Cognitive Engagement of Managerial Employees

To gain the better understanding of which variables influenced the Cognitive Engagement through the psychological conditions such as psychological meaningfulness, psychological safety and psychological availability are analyzed. The results of this analysis are shown in Table (4.21).

Table (4.21) The Effect of Psychological Conditions on Cognitive Engagement of Managerial Employees

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.110	.295		.374	.709	
Psychological Meaningfulness	.593***	.058	.587	10.211	.000	1.279
Psychological Safety	.268***	.064	.244	4.198	.000	1.305
Psychological Availability	.054	.076	.040	.711	.478	1.240
R	0.740					
R Square	0.548					
Adjusted R Square	0.540					
F Value	70.761***					
Durbin-Watson	2.064					

a. Dependent Variable: Cognitive Engagement

Source: Survey Data, 2019

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

According to the results shown in Table (4.21), only two variables are significant as stated by regression analysis table. Psychological meaningfulness and psychological safety have significant coefficient at 1% level. The Standardized Coefficient (Beta) indicates that psychological meaningfulness and psychological safety are positively related with the cognitive engagement of managerial employees in Unilever EAC Company Limited.

Psychological meaningfulness has the expected positive relationship with the cognitive engagement of the employee and significant coefficient at 1% level, with the beta

value 0.593 and the significant coefficient value 0.000. It points that the psychological meaningfulness leads to an increase in cognitive engagement of the employees. Every one unit increase in the psychological meaningfulness will lead to increase the cognitive engagement by 0.539. Psychological safety has the expected positive relationship with the cognitive engagement of the employee and significant coefficient at 1% level, with the beta value 0.268 and the significant coefficient value 0.000. It points that the psychological safety leads to an increase in cognitive engagement of the employees. Every one unit increase in the psychological safety will lead to increase the cognitive engagement by 0.268.

Correlation coefficient (R) measures the linear relationship between two variables. As shown in Table (4.21), R (the correlation between the independent and dependent variable) is 0.740, which lies between 0 and 1. Therefore, it indicates that the cognitive engagement of the managerial employees and psychological conditions are correlated. In this study, the adjusted R square of the model is 0.540 and R square is 0.548. This indicates that the linear regression model can explain 54.8% about the variance of the dependent variable (cognitive engagement) with the independent variables (psychological meaningfulness, psychological safety and psychological availability). The value of F-test, the overall significance of the model, turned out highly significant at 1% level.

The Durbin-Watson value is 2.064. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among independent variables.

Both psychological meaningfulness and psychological safety are important for an employee to feel cognitive engagement. Employees are cognitively engagement in their work as they feel their work is meaningful, worthwhile and valuable and when they are confident in their ability to handle all the competing demand and problems without fear of negativity from others. Employees pay a lot of attention to their job and time passed quickly, which influences cognitive engagement working in the company. Therefore, both psychological meaningfulness and psychological safety have influence on cognitive engagement of managerial employees working in Unilever EAC Company Limited.

On the other hand, as the significant value of psychological availability is greater than 0.05, that variable has no strongly impact on cognitive engagement of managerial

employees. Cognitive engagement will not increase or decrease due to increase in psychological availability of the employees.

(2) The Effect of Psychological Conditions on Emotional Engagement of Managerial Employees

To gain the better understanding of which variables influenced the Emotional Engagement through the psychological conditions such as psychological meaningfulness, psychological safety and psychological availability are analyzed. The results of this analysis are shown in Table (4.22).

Table (4.22) The Effect of Psychological Conditions on Emotional Engagement of Managerial Employees

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.476	.281		1.692	.092	
Psychological Meaningfulness	.632***	.055	.627	11.420	.000	1.279
Psychological Safety	.312***	.061	.285	5.140	.000	1.305
Psychological Availability	-.077	.073	-.057	-1.058	.292	1.240
R	0.767					
R Square	0.588					
Adjusted R Square	0.580					
F Value	83.104***					
Durbin-Watson	2.076					

a. Dependent Variable: Emotional Engagement

Source: Survey Data, 2019

According to the results shown in Table (4.22), only two variables are significant as stated by regression analysis table. Psychological meaningfulness and psychological safety have significant coefficient at 1% level. The Standardized Coefficient (Beta) indicates that psychological meaningfulness and psychological safety are positively related with the emotional engagement of managerial employees in Unilever EAC Company Limited.

Psychological meaningfulness has the expected positive relationship with the emotional engagement of the employee and significant coefficient at 1% level, with the beta value 0.632 and the significant coefficient value 0.000. It points that the psychological meaningfulness leads to an increase in emotional engagement of the employees. Every one unit increase in the psychological meaningfulness will lead to increase the emotional engagement by 0.632. Psychological safety has the expected positive relationship with the emotional engagement of the employee and significant coefficient at 1% level, with the beta value 0.312 and the significant coefficient value 0.000. It points that the psychological safety leads to an increase in emotional engagement of the employees. Every one unit increase in the psychological safety will lead to increase the emotional engagement by 0.312.

Correlation coefficient (R) measures the linear relationship between two variables. As shown in Table (4.22), R (the correlation between the independent and dependent variable) is 0.767, which lies between 0 and 1. Therefore, it indicates that emotional engagement of the managerial employees and psychological conditions are correlated. In this study, the adjusted R square of the model is 0.580 and R square is 0.588. This indicates that the linear regression model can explain 58.8% about the variance of the dependent variable (emotional engagement) with the independent variables (psychological meaningfulness, psychological safety and psychological availability). The value of F-test, the overall significance of the model, turned out highly significant at 1% level.

The Durbin-Watson value is 2.076. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among independent variables.

Both psychological meaningfulness and psychological safety are important for an employee to feel emotional engagement. When the employees feel their work is meaningful, worthwhile and valuable and when they are confident in their ability to handle all the competing demand and problems without fear of negativity from others, they may invest personal resources pride, trust and belief (emotional engagement) which may influence and direct outward energies towards task completion. Therefore, both psychological meaningfulness and psychological safety have influence on emotional engagement of managerial employees working in Unilever EAC Company Limited.

On the other hand, as the significant value of psychological availability is greater than 0.05, that variable has no strongly impact on emotional engagement of managerial employees. Emotional engagement will not increase or decrease due to increase in psychological availability of the employees.

(3) The Effect of Psychological Conditions on Physical Engagement of Managerial Employees

To gain the better understanding of which variables influenced the Physical Engagement through the psychological conditions such as psychological meaningfulness, psychological safety and psychological availability are analyzed. The results of this analysis are shown in Table (4.23).

Table (4.23) The Effect of Psychological Conditions on Physical Engagement of Managerial Employees

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-.727	.305		-2.388	.018	
Psychological Meaningfulness	.680***	.060	.610	11.351	.000	1.279
Psychological Safety	.211***	.066	.174	3.202	.002	1.305
Psychological Availability	.235***	.079	.158	2.992	.003	1.240
R	0.778					
R Square	0.605					
Adjusted R Square	0.598					
F Value	89.360***					
Durbin-Watson	1.976					

a. Dependent Variable: Physical Engagement

Source: Survey Data, 2019

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

According to the results shown in Table (4.23), three variables are significant as stated by regression analysis table. Psychological meaningfulness, psychological safety and psychological availability have significant coefficient at 1% level. The Standardized Coefficient (Beta) indicates that psychological meaningfulness, psychological safety and psychological availability are positively related with the physical engagement of managerial employees in Unilever EAC Company Limited.

Psychological meaningfulness has the expected positive relationship with the physical engagement of the employee and significant coefficient at 1% level, with the beta

value 0.680 and the significant coefficient value 0.000. It points that the psychological meaningfulness leads to an increase in physical engagement of the employees. Every one unit increase in the psychological meaningfulness will lead to increase the physical engagement by 0.680.

Psychological safety has the expected positive relationship with the physical engagement of the employee and significant coefficient at 1% level, with the beta value 0.211 and the significant coefficient value 0.002. It points that the psychological safety leads to an increase in physical engagement of the employees. Every one unit increase in the psychological safety will lead to increase the physical engagement by 0.211.

Psychological availability has the expected positive relationship with the physical engagement of the employee and significant coefficient at 1% level, with the beta value 0.235 and the significant coefficient value 0.003. It points that the psychological availability leads to an increase in physical engagement of the employees. Every one unit increase in the psychological availability will lead to increase the physical engagement by 0.235.

Correlation coefficient (R) measures the linear relationship between two variables. As shown in Table (4.23), R (the correlation between the independent and dependent variable) is 0.778, which lies between 0 and 1. Therefore, it indicates that the physical engagement of the managerial employees and psychological conditions are correlated. In this study, the adjusted R square of the model is 0.598 and R square is 0.605. This indicates that the linear regression model can explain 60.5% about the variance of the dependent variable (physical engagement) with the independent variables (psychological meaningfulness, psychological safety and psychological availability). The value of F-test, the overall significance of the model, turned out highly significant at 1% level.

The Durbin-Watson value is 1.976. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among independent variables.

All of psychological meaningfulness, psychological safety and psychological availability are important for an employee to feel physical engagement. Physical engagement includes both the amount of the energy the employee spends and how hard or frequent in expending the energy and effort at work. When an employee feels

psychologically meaningful, safe and availability, he may have physical engagement at work which will help to contribute extra time and effort on the job. Therefore, all psychological meaningfulness, psychological safety and psychological availability have influence on emotional engagement of managerial employees working in Unilever EAC Company Limited.

CHAPTER 5

CONCLUSION

In this conclusion 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 determinants of psychological condition and the effect of psychological conditions on employee engagement of the managerial employees in Unilever EAC Company Limited. The second part presents suggestions, and the last part is needs for future research.

5.1 Findings and Discussions

Employee engagement is a modern approach of maintaining and attracting top talents employee at workplace which supports an organization's productivity, cost-effective and help business to grow and success. This study gathered the primary data by collecting questionnaires to 179 managerial employees in Unilever EAC Company Ltd., in Yangon. According to the survey, the respondents are educated with the

This study emphasized to examine the determinants of psychological conditions of managerial employees and to analyze the effect of psychological conditions on employee engagement. The finding reveals that among the determinants of psychological meaningfulness, job enrichment has the greatest positive correlation with the psychological meaningfulness and followed by the work role fit and rewarding co-worker relations. Among the determinants of psychological safety, supportive supervisor has the greater positive correlation with the psychological safety and followed by the adherence to co-worker norms. Among the determinants of the psychological availability, resources have the positive correlation with the psychological availability and among self-consciousness and outside activities, self-consciousness has the greater negative correlation.

Among the determinants of psychological meaningfulness, most of the managerial employees in Unilever EAC Company Limited are satisfied with the current job enrichment. According to the job nature, most of the employees are supposed to do their work from start to end and have independence and freedom to propose and do in the more effective and efficient way of working. Moreover, the employees are also given the

additional project for the opportunity to use and develop a variety of skills and talents. When the employees are satisfied with job enrichment, they may feel psychologically meaningfulness working in this company.

Work role fit is meant to add positive value to the psychological meaningfulness of working in the company. Most of the companies are trying to appraise employees to be right people in the right place starting from the recruitment and selection process. Most of the employees are agreed that they are fit with their current job. Although they are not confident upon the current job fit how they want to be in future, they are able to use their talents, skills and competencies in their current job and satisfied on the current job as employees are selected according to their skills and talents for the respective area. Moreover, Unilever EAC Company provide the opportunity to transfer internally if there is a vacant in the interested function.

Rewarding co-worker relations is important to create a work environment which positively contributes to the psychological meaningfulness of the employees working in the company. The employees have a good co-worker relation in this company. They can get along with their co-workers and have mutual respect. One of the value propositions of the Unilever is Respect which help employees to treat with dignity, honesty and fairness to the diversity of people. This kind of culture also support the better rewarding co-worker relation which positively contributes to the psychological safety of the managerial employees.

Most of the employees have the supportive supervisor relations with the immediate line manager who help them to solve work-related problems, encourage to develop new skills and to participate in decision making as it is the company culture that their line managers support their team members and the development of the team member is one of their individual development goals. It is also important for the employees to be appreciated on good work and treated fairly by the supervisor so that they feel psychologically safe working in the company. The stronger the relations with the supervisor, the more psychological safety they may feel.

Another important of determinants of psychological safety is adherence to co-worker norms. Every group of employees have their own norms and interpersonal interactions between an employee and co-workers may help to shape the employees' sense of psychologically safe working in the company. According to this study, employees are

somewhat agreed with that they can go along with the co-worker norms in this company as the company support the culture of treating each other with respect and dignity and eager to create harmony with their colleagues which will positively support the psychological safety of the employees.

Self-consciousness is another important determinant of psychological availability as the feeling of insecurity about their work and status on how they are perceived by other may cause to develop anxieties which can negatively affect the psychological availability of the employees. According to this study, the employees are not much confident and worry about how other people perceived at work, how they present themselves to others and afraid their failing to be noticed by others as most of the employees working in this company are competitive and thus worry about the others' perceptions than their own self-consciousness. The more they worry about other perceptions, the lesser psychological availability they will feel.

Resources is meant to add value to the psychological availability of the employees which is physical and emotional energies needed to engage at work. In this study, most of the employees have strength and stamina to meet physical demand at work and strongly involvement and emotionally attachment to invest emotional energies. Although they are willing to invest physical and emotional availability at their work, they feel somewhat emotionally, mentally and physically drained at the end of the workday as working in this organization is competitive and the appraisal of the employees are through their performance.

Outside activities is also important which has negative effect on the psychological availability. In this study, the employees are not willing to invest extra hours in work as they have outside activities such as volunteering or give time for their family and friends. They also feel guilty as they can't give time for themselves, their family and friends and sometimes missing family event because of work and take time off from work and do fun activities. As Unilever EAC company allow to do the agile working environment and flexible working hours, employees can take time for their urgent family matter and something alike.

According to the regression analysis of the effect of psychological conditions on employee engagement of the managerial employees, psychological meaningfulness is the most positive influence on all of the cognitive, emotional and physical engagement among

the psychological conditions and of which it has more influence on the physical and followed by the emotional and the cognitive engagement. And psychological safety has more influence on the emotional engagement, followed by the cognitive and then physical engagement. For the psychological availability, it has influence on the physical engagement of the managerial employees in this company.

Employees are cognitively engagement in their work as they feel their work is meaningful, worthwhile and valuable and when they are confident in their ability to handle all the competing demand and problems without fear of negativity from others. When the employees feel their work is meaningful, worthwhile and valuable and when they are confident in their ability to handle all the competing demand and problems without fear of negativity from others, they may invest personal resources pride, trust and belief (emotional engagement) which may influence and direct outward energies towards task completion. When an employee feels psychologically meaningful, safe and availability, he may have physical engagement at work which will help to spend extra time and effort on his job.

5.2 Suggestions and Recommendations

The growth and success of the organization depend partly on the employee engagement which will support to get higher job performance, lower turnover intention, develop organizational citizenship behavior. Employee engagement has been influenced by the psychological meaningfulness, psychological safety and psychological availability.

As the job enrichment has the positive contribution to the psychological meaningfulness, Unilever EAC Company should emphasize on the continual of the current job enrichment plan for the employees for the greater job enrichment. With the help of additional assignment, workshop and training, the employees can get the opportunity to improve and use the variety of skills and talents. For the authority, company should maintain giving authority to employees to improve the ways of working as the lower level employees can have better idea on their day to day process. Also, the employees are shared with the achievement of the business and impact from their performance through the key performance indicators.

Regarding to the work role fit which has positive effect on the psychological meaningfulness, most of the employee are able to use their talents, skills and competencies in their current job and thus satisfied on their current job. The company should continue

focus on hiring the right people in the right place starting from the recruitment and selection process. Moreover, the employees are given the opportunity of the internal transfer to their interested function in the company. The program such as the experience sharing session by leadership teams and Breakfast with Leadership Team will help to develop more confident on the current job fit how they want to be in the future.

For the rewarding co-worker relation which positively contributes to the psychological meaningfulness, it is important for the employees to have a good working relation with the co-workers. Respect; one of the Unilever value propositions also support to treat with dignity, honesty and fairness to all the diversity of the employees regardless of the position and status. The company should provide regular training upon the Code of Business Principles and experience sharing session between the team members and teamwork activities which will support the better co-worker relations.

Regarding to this study, the company should focus on the relationship between the immediate line manager and the subordinates which has positive effect on the psychological safety. The company should also emphasize on the regular communication session on the solving work-related problems, developing new skills, the expectation and feedback upon the employee's performance and the suggestion and difficulties from the employees which will support not only the supportive supervisor relations but also the other determinants of the psychological conditions. Managers also need to encourage employees to participate on a wide range of issues and exercise independent thought and action in executing their jobs. Then, employees are willing to do getting the organizational objectives and goals.

According to the analysis on adherence to co-worker norms which positively support the psychological safety, although employees can go along with the co-worker norms, the company should focus on regular team activities inside and outside of the work so that there may have the stronger bond between the employees of the team. The company can maintain the training session for the leadership skills such as the communication, teamwork and team sprit will help to increase the adherence to the co-worker norms.

Regarding to the analysis on the self-consciousness which has negative impact to the psychological availability, employees are not much confident and secure upon their work and status. The company should focus upon the training on the required development of the skills and also communication session with the leadership team through the BFF

time, townhall and Breakfast with Leadership Team. Through this kind of communication session, employees have a chance upon the experiences and how they overcome the difficulties shared by the leaders of the various department and can develop more confident in their work.

Regarding to the analysis on the resources which positively contributes to the psychological availability, company should focus more on the physical well-being programs such as the Lamp Lighter, weekly Yoga and Zumba activities. The company should also maintain on the mental well-being by regular training session upon the mental resilience and work-life balance from the internal leadership and external guest trainers so that employees will have the practices and tips to have better mental well-being. The company also provide the silent area called well-being room to take a break when they need to, and the pantry and canteen area to gather employees for lunch and breaks to interact with each other.

Regarding to the analysis on the outside activities which has negative impact to the psychological availability, employees are not willing to invest extra hours in work so the company should focus more on the digital tools which can help to effectively and efficiently perform their work. The company should also continue provide the agile working environment and flexible working hours so that employees can take time off for their urgent family matter.

According to the analysis, psychological meaningfulness, safety and availability are important and has positive contribution to the employee engagement of the company. The company should focus on giving the regular reward and recognition upon the employee's accomplishment which will support to make sure that working in this company is meaningful, valuable and worthwhile. Moreover, the company should focus on the sharing the achievement upon the previous performance of the company and the future goals and the strategy through quarterly townhall.

For the psychological safety, the company need to focus on the leadership style and the training upon their required skills and other presentation and public speaking skills which will help them to express their opinions, feelings and ideas confidently in their work environment without fear of the negative consequences. With the help of the training session and the working facilities for the physical and mental well-being, the employees will be more able to feel capable and ready to invest physically, cognitively, and

emotionally invest resources into their role performance. The company should focus more on the psychological meaningfulness of the managerial employees which is the most positively influence on all of the cognitive, emotional and physical engagement.

According to the analysis, employee engagement is critical for the increase job performance, reduce turnover intention and develop the organizational citizenship behavior which will support the business to grow and success. For the cognitive engagement, the company should focus on the training upon the managing the distraction upon the upcoming problems and providing more rooms to focus on the current tasks. Concerning with the emotional engagement, the company should focus on the corporate governance which help to support the transparency, trust and pride on the company. With the help of the technological advanced digital tools, software and communication channels, the employees can more effectively and efficiently perform their job.

5.3 Needs for Further Research

This research is only emphasized on Unilever EAC Company Limited in Yangon Region. The further study may focus on the MDY region to represent the whole Unilever EAC Company. Among several factors influencing to employee engagement, this study only focuses on psychological conditions such as meaningfulness, safety and availability and the determinants of the psychological conditions such as job enrichment, work role fit, rewarding co-worker relations, supportive supervisor relations, co-worker norms, self-consciousness, resources and outside activities. This study does not cover other employee engagement factors like job resources, personal resources, training and development, management styles which are needed to do. This survey was only based 179 employees of Unilever EAC Company in Yangon, Myanmar. Thus, this research cannot represent the whole Unilever EAC company of psychological conditions to employee engagement. If the study can be conducted on the basis of large sample size of the company, the result will be more favorable outcomes

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APPENDICES-I

Questionnaire for Psychological Conditions and Employee Engagement in Unilever EAC Company Limited

The questionnaire survey is intended for my research to fulfill MBA degree in Yangon University of Economics (YUE). In partial fulfillments of our requirements for the thesis, I would like to conduct a research study entitled "The Effect of Psychological Conditions on Employee Engagement".

The information you provide will remain definitely confidential and will be used only for dissertation purpose only. So, I would like to request you to answer completely and truly.

PART I:

Please provide your general information.

Please tick (✓) appropriate box below.

Demographic

1	Gender	☐Male	☐Female		

2   Age

☐Below 20   ☐20 to 30   ☐31 to 40   ☐41 to 50   ☐51 to 60

☐Above 61

3   Education

☐High School   ☐Diploma   ☐Graduate

☐Postgraduate   ☐Master   ☐Postmaster/ Doctorate

4   Marital Status   ☐Single   ☐Married

5   Position

    ☐Executive   ☐Senior Executive   ☐Assistant Manager

    ☐Manager   ☐Senior Manager   ☐Above Senior Manager

6   **Total Years of Working Experience with Current Company**

    ☐Less than 1 year   ☐1-2.99 years   ☐3-4.99 years   ☐5-6.99 years

PART II:

Areas / Statements

Please tick (✓) one box per statement according to the scale stated below.

Please note that scale is from 1-5:

1=Strongly disagree   2=Disagree   3=Neutral   4=Agree   5=Strongly agree

No	Questionnaire	Scale				
	Engagement	**1**	**2**	**3**	**4**	**5**
	Cognitive					
7	Performing my job is so absorbing that I forget about everything else.					
8	I am rarely distracted when performing my job.					
9	Time passes quickly when I perform my job.					
10	At work, my mind was focused on my job.					
11	At work, I paid a lot of attention to my job.					
	Emotional					
12	I really put my heart into my job.					
13	I get excited when I perform well on my job.					
14	I often feel emotionally attached to my job.					

No	Questionnaire	Scale				
	1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree					
		1	2	3	4	5
15	My own feeling is affected by how well I perform my job.					
16	I was interested in my job.					
17	I was proud of my job.					
	Physical					
18	I exert a lot of energy when performing my job.					
19	I stay until the job is done.					
20	I take work home to do.					
21	I worked with intensity on my job.					
22	I strived as hard as I can to complete my job.					
	Psychological Meaningfulness					
23	The work I do on this job is very important to me.					
24	My job activities are personally meaningful to me.					
25	The work I do on this job is worthwhile.					
26	My job activities are significant to me.					
27	I feel that the work I do on my job is valuable.					
	Psychological Safety					
28	I am not afraid to express my feeling at work.					
29	I am not afraid to express my opinion at work.					
30	I was not afraid to be myself at work.					
31	I don't think there was a threatening environment at work.					

No	Questionnaire	Scale				
	1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree					
		1	2	3	4	5
	Psychological Safety					
32	At work, I can bring up problems and tough issues without fear of being teased or made fun of.					
	Psychological Availability					
33	I am confident in my ability to handle competing demands at work.					
34	I am confident in my ability to deal with problems that come up at work.					
35	I am confident in my ability to think clearly at work.					
36	I am confident in my ability to display the appropriate emotions at work.					
37	I am confident that I can handle the physical demands at work.					
	Job Enrichment					
38	The job allows me to use a variety of skills and talents.					
39	The job requires me to use a number of complex or high-level skills.					
40	The job provides me the chance to completely finish the pieces of work I begin.					
41	This job is one which a lot of people can be affected by how well the work gets done.					
42	The job gives me considerable opportunity for independence and freedom in how do the work.					

No	Questionnaire	Scale				
1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree						
		1	2	3	4	5
	Job Enrichment					
43	Just doing the work required by the job provides many chances for me to figure out how well I am doing.					
	Work Role Fit					
44	My job fits how I see myself.					
45	I like the identity my job gives me.					
46	The work I do on this job helps me satisfy who I am.					
47	My job fits how I want to see myself in the future.					
48	I am able to use my talents, skills and competencies in my current job.					
	Rewarding Co-Worker Relations					
49	I can count on my colleagues when I encounter difficulties in my work.					
50	My co-workers and I have mutual respect for one another.					
51	I feel a real kinship with my co-workers.					
52	I trust my co-workers.					
53	At work, I feel appreciated by my colleagues.					
54	I get along well with my colleagues.					
	Supportive Supervisor Relations					
55	My supervisor helps me solve work-related problems.					
56	My supervisor encourages me to develop new skills.					

No	Questionnaire	1	2	3	4	5
	1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree					
	Scale					
57	My supervisor encourage employee to participate in important decisions.					
58	My supervisor praises good work.					
59	My supervisor encourages employees to speak up when they disagree with a decision.					
60	Employees are treated fairly by my supervisor.					
61	My supervisor is committed to protecting my interests.					
62	My supervisor does what he/she says he/she will do.					
63	I trust my supervisor.					
	Adherence to Co-worker Norm					
64	I go along with the norms in my group of co-workers.					
65	I do what is expected of me by my co-workers.					
66	I don't 'rock the boat' with my co-workers.					
67	We treat each other with dignity in our group of co-workers.					
68	The co-worker norms are obvious to know.					
69	I am always eager to create the harmony with my colleagues.					
	Self-consciousness					
70	I am worry about how others perceive me at work.					
71	I am afraid my failing will be noticed by others.					
72	I am worry about being judge by others at work.					
73	I care a lot about how I present myself to others.					

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree						
No	Questionnaire	Scale				
		1	2	3	4	5
	Self-consciousness					
74	I am concerned about what other people think of me at work.					
	Resources					
75	I feel mentally sharp at the end of the workday.					
76	I am able to think straight by the end of the workday.					
77	I don't feel overwhelmed by the things going on at work.					
78	I feel emotionally healthy at the end of the workday.					
79	I feel physically healthy at the end of the workday.					
	Outside Activities					
80	How many hours per week do you participate other activities other than your work?					
	☐1-5 hours ☐6-10 hours ☐11-15 hours ☐16-20 hours					
	☐21 hours and above					

81   Do you miss special family events?

☐Never   ☐Seldom   ☐Sometimes   ☐Almost always   ☐Always

82   Do you feel you don't have time for yourself or our family and friends?

☐Never   ☐Seldom   ☐Sometimes   ☐Almost always   ☐Always

83   Do you feel your personal needs are secondary?

☐Never   ☐Seldom   ☐Sometimes   ☐Almost always   ☐Always

84   Do you feel guilty because you can't make time for things outside of work?

☐Never   ☐Seldom   ☐Sometimes   ☐Almost always   ☐Always

85   Do you take time off from work and do fun activities?

☐Never   ☐Seldom   ☐Sometimes   ☐Almost always   ☐Always

APPENDIX-II

STATISTICAL OUTPUT

Regression Analysis Result for Determinants of Psychological Meaningfulness

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	df2	Sig. F Change	
1	.919[a]	.844	.841	.31783	.844	315.098	3	175	.000	2.179

a. Predictors: (Constant), Job Enrichment Mean, Work Role Fit Mean, Rewarding Co-worker Relations Mean

b. Dependent Variable: Psychological Meaningfulness Mean

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.488	3	31.829	315.098	.000[b]
	Residual	17.677	175	.101		
	Total	113.165	178			

a. Dependent Variable: Psychological Meaningfulness Mean

b. Predictors: (Constant), Job Enrichment Mean, Work Role Fit Mean, Rewarding Co-worker Relations Mean

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.237	.126		1.885	.061		
	Job Enrichment Mean	.411	.063	.388	6.528	.000	.253	3.959
	Work Role Fit Mean	.322	.059	.360	5.464	.000	.205	4.866
	Rewarding Co-Worker Relations Mean	.211	.048	.230	4.386	.000	.324	3.088

a. Dependent Variable: Psychological Meaningfulness Mean

Regression Analysis Result for Determinants of Psychological Safety

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	.843[a]	.710	.707	.39713	.710	215.301	2	176	.000	1.887

a. Predictors: (Constant), Adherence to Co-worker Norms Mean, Supportive Supervisor Relations Mean

b. Dependent Variable: Psychological Safety Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.912	2	33.956	215.301	.000[b]
	Residual	27.758	176	.158		
	Total	95.670	178			

a. Dependent Variable: Psychological Safety Mean

b. Predictors: (Constant), Adherence to Co-worker Norms Mean, Supportive Supervisor Relations Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.328	.163		2.007	.046		
	Supportive Supervisor Relations Mean	.501	.059	.520	8.424	.000	.433	2.310
	Adherence to Co-worker Norms Mean	.410	.067	.379	6.134	.000	.433	2.310

a. Dependent Variable: Psychological Safety Mean

Regression Analysis Result for Determinants of Psychological Availability

Model Summary[b]										
				Std. Error of the Estimate	Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square		R Square Change	F Change	df 1	df2	Sig. F Change	
1	.795[a]	.633	.626	.36563	.633	100.431	3	175	.000	2.103

a. Predictors: (Constant), Self-Consciousness Mean, Resource Mean, Outside Activities Mean

b. Dependent Variable: Psychological Availability Mean

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.278	3	13.426	100.431	.000[b]
	Residual	23.394	175	.134		
	Total	63.672	178			

a. Dependent Variable: Psychological Availability Mean

b. Predictors: (Constant), Self-Consciousness Mean, Resources Mean, Outside Activities Mean

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.537	.301		11.767	.000		
	Self-consciousness Mean	-.251	.043	-.294	-5.876	.000	.839	1.192
	Resources Mean	.451	.052	.481	8.622	.000	.675	1.480
	Outside Activities Mean	-.208	.052	-.227	-3.993	.000	.650	1.539

a. Dependent Variable: Psychological Availability Mean

Regression Analysis Result for Effect of Psychological Conditions on Cognitive Engagement

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	.740[a]	.548	.540	.54639	.548	70.761	3	175	.000	2.064

a. Predictors: (Constant), Psychological Meaningfulness Mean, Psychological Safety Mean, Psychological Availability Mean

b. Dependent Variable: Cognitive Engagement Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.376	3	21.125	70.761	.000[b]
	Residual	52.245	175	.299		
	Total	115.621	178			

a. Dependent Variable: Cognitive Engagement Mean

b. Predictors: (Constant), Psychological Meaningfulness Mean, Psychological Safety Mean, Psychological Availability Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.110	.295		1.885	.061		
	Psychological Meaningfulness Mean	.593	.058	.587	6.528	.000	.782	1.279
	Psychological Safety Mean	.268	.064	.244	5.464	.000	.766	1.305
	Psychological Availability Mean	.054	.076	.040	4.386	.478	.806	1.240

a. Dependent Variable: Cognitive Engagement Mean

Regression Analysis Result for Effect of Psychological Conditions on Emotional Engagement

Model Summary[b]										
				Std. Error of the Estimate	Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square		R Square Change	F Change	df 1	df2	Sig. F Change	
1	.767[a]	.588	.580	.52046	.588	83.104	3	175	.000	2.076

a. Predictors: (Constant), Psychological Meaningfulness Mean, Psychological Safety Mean, Psychological Availability Mean

b. Dependent Variable: Emotional Engagement Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.533	3	22.511	83.104	.000[b]
	Residual	47.404	175	.271		
	Total	114.937	178			

a. Dependent Variable: Emotional Engagement Mean

b. Predictors: (Constant), Psychological Meaningfulness Mean, Psychological Safety Mean, Psychological Availability Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.476	.281		1.692	.092		
	Psychological Meaningfulness Mean	.632	.055	.627	11.420	.000	.782	1.279
	Psychological Safety Mean	.312	.061	.285	5.140	.000	.766	1.305
	Psychological Availability Mean	-.077	.073	-.057	-1.058	.292	.806	1.240

a. Dependent Variable: Emotional Engagement Mean

Regression Analysis Result for Effect of Psychological Conditions on Physical Engagement

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	df2	Sig. F Change	
1	.778[a]	.605	.598	.56375	.605	89.360	3	175	.000	1.976

a. Predictors: (Constant), Psychological Meaningfulness Mean, Psychological Safety Mean, Psychological Availability Mean

b. Dependent Variable: Physical Engagement Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.199	3	28.400	89.360	.000[b]
	Residual	55.617	175	.318		
	Total	140.816	178			

a. Dependent Variable: Physical Engagement Mean

b. Predictors: (Constant), Psychological Meaningfulness Mean, Psychological Safety Mean, Psychological Availability Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.727	.305		-2.388	.018		
	Psychological Meaningfulness Mean	.680	.060	.610	11.351	.000	.782	1.279
	Psychological Safety Mean	.211	.066	.174	3.202	.002	.766	1.305
	Psychological Availability Mean	.235	.079	.158	2.992	.003	.806	1.240

a. Dependent Variable: Physical Engagement Mean