

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

**EMPLOYER BRAND ON EMPLOYEE ENGAGEMENT
AT GRAND GUARDIAN INSURANCE PUBLIC
COMPANY LIMITED**

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MBA II-34

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ACADEMIC YEAR (2017-2019)

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A thesis submitted to the Boards of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “Employer Brand on Employee Engagement at Grand Guardian Insurance Public Company Limited” has been accepted the Examination Board of awarding Master of Business Administration (MBA) degree.

Board of Examiners

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December, 2019

ABSTRACT

The objectives of this study are to analyse the effect of employer brand on employee engagement and to examine employee engagement on their intention to stay in Grand Guardian Insurance Public Co.,Ltd. The analysis method is used in this study. Primary data are collected from a random sample of 146 employees from Head Office of GGI Insurance Public Co.,Ltd by distributing structured questionnaire to them. According to finding of this study, employer brand of interest value and economic value have effect on the job engagement. Employer brand of social value, interest value, application value and economic value have also effect on the organization engagement. Both job engagement and organization engagement have effect on employee intention to stay at GGI Insurance. Thus, the company should enhance values of employer brand to promote employee engagement which influence on their intention to study.

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CHAPTER 1

INTRODUCTION

Human resources plays a critical role for any type of organization, whether it is public or private, whether it is profit or non- profit organization in attempting to capture and survive the long- term success. Talented employees are the valuable and scare resources to create an organization's sustainable competitive advantage. In increasingly competitive labor market, skilful labor has become more and more valuable resource and is one of the major concerns to attract and retain the high performer employees for the organization's competitive advantages.

An employer brand is an important part of the employee value proposition and is essentially what the organization communicates as its identity to both potential and current employees. It encompassed an organization's mission, values, culture and personality. A positive employer brand communicates that the organization is a good employer and a great place to work. Employer brand affects recruitment of new employees, retention and engagement of current employees and overall perception of the organization in the market.

The term employee engagement in social work has been familiar to those in the management community for almost two decades (Hobel, 2006). Engagement is more than simple job satisfaction and high retention rates. Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well- being. Employee intention to stay defined as employees' intention to stay in the present employment relationship with their current employer on long term basis.

Nowadays, services firms are doing not only external marketing but also employer brand to give greater customer service. Employer brand is important because positive employer branding helps to attract and retain quality employees, who are crucial to the success and growth of the business.

Organization' ability to attract, recruit and retain talented human resources from the labor market has become a strategic component of organizations' success. In order to attract and retain better and the best employees among the competitors, it is important for organization to strive for building strong employer brand which is defined as "a set if attributes and qualities- often intangible- that make an organization distinctive, promise a particular kind of employment experience and appeal to people who will thrive and perform their best in its culture. In this study, the relationship between the employer brand and the employee engagement is examined. The empirical research is carried out at the GGI Insurance, Myanmar.

1.1 Rationale of the Study

Retaining skilled labor is one the key human resources objectives of today organization while maintaining the employee engagement throughout their lifespan. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover (Leos, 2009). Engagement is very similar to intrinsic motivation and initiative remains with the individual but impacts on employee productivity and their relationship with the work environment in the organization. Engagement occurs when an individual or group undertake tasks related to their interests and competence, learn about them continuously participate freely with (equal) associates, immerse themselves deeply and continue the task with persistence and commitment because of the value they attribute to the work and retention in their job.

The essential factor of a successful organization is that their employees striving for the goals of organization. Employees are the most important drivers of organization's success. In order to drive organization and move the organization forward, employees have to be engaged- work with passion and feel a profound connection to their company. However, different studies have shown that organizations struggle to engage employees. Therefore, organizations that want to achieve strategic goals need to seek and employ different practices to foster employee engagement.

The influence of advanced technology results in new markets emerging and brings up the level of competition through time in 21st century. For organization, the only way to win the competition is satisfying their customers. The important of

employee engagement cannot be overstated- employee engagement strategies have been proven to reduce staff turnover, improve productivity and efficiency, retain customers at a higher rate, and make more profits. Most importantly, engaged employees are happier, both at work and in their lives.

Today organizations have to change the way of how to motivate and communicate with employees as new technologies, social media and immediate public exposure have reshaped the job market and shifted the power from the employer to the employee in the new era of transparency. A skilled and talented employee has numerous options to choose from different organization to be with. If a person is not satisfied with his or her present job, he or she may shift over to another, of his choice.

Therefore, management of the GGI Insurance needs to find out which factor in the employer brand has the most effect on the employee engagement to retain their skilful employees for the long run. This could provide consider improving on the certain area of the employer brand communication to maintain the positive employee engagement. The management of GGI Insurance could implement which leads to employee engagement and their intention to stay certain tool and processes for the better and effective employer brand.

1.2 Objectives of the Study

The objectives of the study are as follows;

- (1) To analyze the effect of employer brand on employee engagement in Grand Guardian Insurance Public Co.,Ltd.
- (2) To examine the effect of employee engagement on their intention to stay in Grand Guardian Insurance Public Co.,Ltd

1.3 Scope and Method of the Study

The study focuses on the employees Head Office of GGI Insurnace which is located at Junction Square Compound, Kamayut Township, Yangon. Total employees at Head Office are 230 employees. Sample size for the study of 146 employees is determined using the Yamane formula. And all levels are selected by using simple random sampling method.

Descriptive research method is applied to explore the relationship between employer brand, employee engagement and employee intention to stay of GGI Insurance. Primary data is collected from survey of employees in Grand Guardian Insurance Public Co., Ltd by using structured questionnaire. Secondary data is collected through GGI Insurance Public Co.,Ltd annual report, previous research paper, journals, international thesis, internet websites and relevant textbooks.

1.4 Organization of the Study

This study is composed of five different chapters. Chapter one describes the introduction, rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two presents with the theoretical framework of the study and literature reviews in relation to employer brand model, employee engagement and employee intention to stay. Chapter three describes the profile of GGI Insurance, employer brand of GGI Insurance and research design of this study. Chapter four describes the profile of respondent analysis of employee engagement, employee intention to stay and effect of employee engagement on employee intention to stay GGI Insurance. Chapter five discusses the findings, provides suggestion and recommendation, and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter focuses on the literature review for employer attractiveness concepts and highlights the models of previous studies on employer attractiveness. For this purpose, this chapter includes employer branding definitions, role of employer attractiveness in building employer brand and conceptualization of employer attractiveness has been explored.

2.1 Employer Branding

Employer branding has emerged as a result of the application of the marketing principles to human resource management (i.e. internal marketing) (Cable and Turban, 2001). The concept of internal marketing posits that employees are the internal customers of a company and jobs are internal products. To have satisfied customers the organization must first have satisfied employees (George, 1977; 1990). The 'employer brand' term was conceptualized for the first time by Ambler and Barrow (1996) in their paper, "The Employer Brand". Upon conducting in depth interviews with respondents from several companies, they concluded that the concept of branding can also be applied to the employment situation. They defined employer brand as 'the package of functional, economic and psychological benefits provided by employment, and identified with the employing company' (Ambler and Barrow, 1996 p.187). Employer branding is also defined as "a targeted, long term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm" (Sullivan, 2004). Employer branding "represents organizations' efforts to communicate to internal and external audiences what makes it both desirable and different as an employer," (Jenner and Taylor, 2009). Employer branding is concerned with building an image in the minds of the potential labor market that the company is a "great place to work" (Ewing et al. 2002).

The practice of employer branding is predicated on the assumption that human capital brings value to the firm, and through skillful investment in human capital firm performance can be enhanced (Backhaus, and Tikoo, 2004). Besides, companies with strong employer brands can potentially reduce the cost of employee acquisition,

improve employee relations, increase employee retention and even offer lower salaries for comparable staff to firms with weaker employer brands (Ritson, 2002). Since competition for the best employees became almost as fierce as competition for customers (Berthon et al., 2005), organizations have to differentiate themselves from their competitors and to be seen as attractive employers for prospective applicants and current employees (Lievens and Highhouse, 2003). It is important for organizations to understand what attracts the job seekers to an organization. Organizational attractiveness denotes "the envisioned benefits that a potential employee sees in working for a specific organization" (Berthon et al., 2005) i.e. perceived economic value, interest value, social value, development value and application value (Jiang & Iles, 2011).

There is a cornucopia of literature focusing on employer attractiveness and employer branding (Barber et al., 1994). A number of academic research directly focused on identifying the dimensions of employer attractiveness indeed. Contemporary researchers view employer attractiveness as a multidimensional construct. There are various research to identify the dimensions of employer attractiveness is defined by various researchers. (Berthon et al., 2005; Roy, 2008; Tuzuner and Yuksel, 2009; Bakanauskiene et al., 2011).

Tikoo (2004) defined employer attractiveness as the notion of employer branding that promotes the aspects of the employer that differentiate the company from competitors. Employer branding has emerged as a result of the application of the marketing principles to human resource management and it is also called as internal marketing. The employer brand term was conceptualized for the first time by Ambler and Borrow (1996), in their paper; the employer brand. They defined "Employer Branding "as" the package of functional, economic and psychological benefits provided by employment, and identified with the employing company'.

An employees' value proposition is perceived and evaluated based on the attractiveness of an organization. The more attractive an employer is perceived by employees, the stronger that particular organizations' employer brand equity (Berthon et al., 2005) and the attractiveness of an employer plays an important role in employer branding.

Therefore, the basic step of employer branding process is to determine the employee value proposition of the company, to define what makes working for the specific company a unique and desirable experience. To create a strong employer

brand, the first step is to be an attractive employer. Then, the others factors should be considered. Firstly, define the features on the basis of an examination and review of each of the areas that affects people's perception of the organization as 'a good place to work'. Second, analyze what the best candidates need and want and take into account in deciding what should be offered and how it should be offered. Third, establish how far the core values of the organization support the creation of an attractive brand and ensure that these are incorporated in the presentation of the brand. Finally, Benchmark the approaches of other organizations to obtain ideas about what can be done to enhance the brand (Armstrong, 2014).

2.2 Employer Brand Model

Employer brand describes an employer's reputation as a place to work, and their employee value proposition, as opposed to the more general corporate brand reputation and value proposition to customers. There are two models of employer brand models as follow;

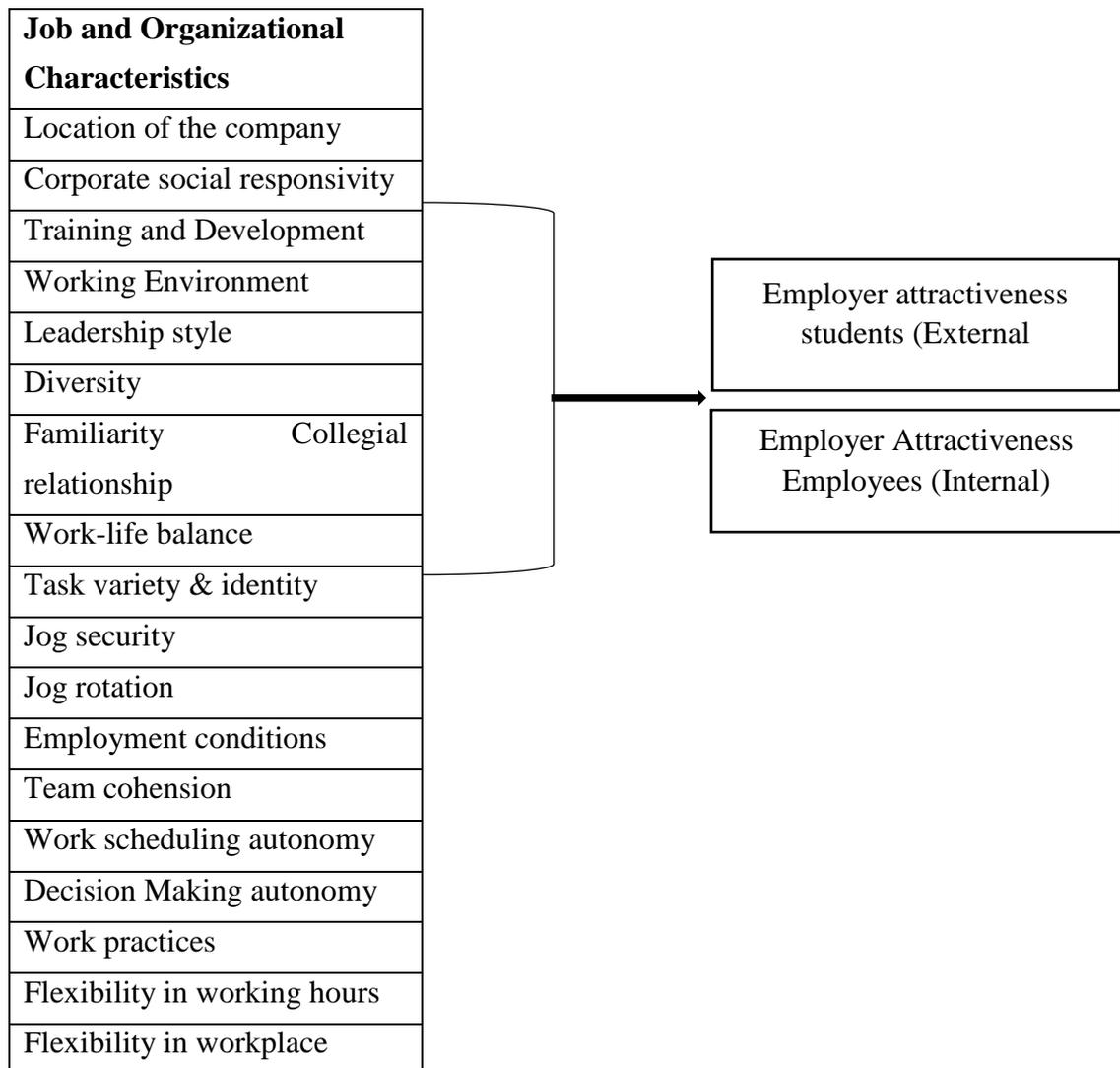
2.2.1 Mirellen ten Broek's Model

Mireille ten Broke (2015) studied on From Employer Attractiveness to Employer Branding and developed a model for employer attractiveness (figure 2.1) by combining job and organizational characteristics that make a company attractive to both potential (students) and current workers.

Dimensions of attractiveness have been examined by Irena Bakanauskiene et al in 2014. They developed a framework to compare that expectations and reality of employee perception about employer attractiveness. In this study, three dimensions were compiled to measure the employer attractiveness:

1. Dimension for Job and job related factors that consists of 12 attributes, revealing the characteristics of job and factors related to its performance.
2. Dimension for organizational job environment that consists of 12 attributes, including the value, policies and norms, which disclose the job environment characteristics.
3. Dimensions for rewards and motivation that constitutes of 6 attributes that identify the main groups of reward in organizations.

Figures (2.1) Mireille ten Broek’s Model for Employer Attractiveness



Source: Mireille ten Broke's Model (2015)

2.2.2 Five Factor Employer Attractiveness (EmpAt) Model

Berthon et al (2005) developed five-factor Employer Attractiveness (EmpAt) Model (Table 2.2) which consisted of 25 employer attractiveness attributes and those attributes were divided into five factors; interest value; social value; economic value; development value and application value.

First factor, which is development value measures employer attractiveness in the terms of whether employee provides recognition self-work and confidence to his employee; are there opportunities for career development and future employments (Berton et al 2005). Social value factor measures attractiveness of the employer in the terms of whether an employer provides a fun and happy work environment; are there

good work relationships in the workplace and in there a team atmosphere provided by in employer (Berthon et al 2005).

Table (2.1) Five Factor Employer Attractiveness (EmpAt) Model

Factors	Attributes
Development	Recognition/appreciation from management
	A springboard for future employment
	Feeling good about yourself as a result of working for an organization.
	Feeling more self-confident as a result of working for an organization.
	Gaining career-enhancing experience
Social	A fun working environment
	Having a good relationship with your superiors
	Having a good relationship with your colleagues
	Supporting and encouraging colleagues
	Happy work environment
Interest	Working in an exciting environment
	Innovative employer- novel work practices/forward -thinking
	The organization both values and makes use of your creativity
	The organization produces high –quality products and services
	The organization produces innovative products and services.
Application	Humanitarian organization- gives back to society
	Opportunities to apply what was learned at a tertiary institution.
	Opportunity to teach others what you have learned
	Acceptance and belonging
	The organization is customer – oriented
Economic	Good promotion opportunities within the organization
	Job security within the organization
	An above average basic salary
	Hands-on-inter-departmental experience
	An attractive overall compensation package

Source: Berthon et al (2005)

Third factor which in interest value assesses the attractiveness of employer in the terms of what kind of work environment employer provides to an employee are there any work practices available that are exciting and original and

how creative is an employer in order to produce innovative and high quality goods and services (Berthton et al 2005).

Application value assesses employer attractiveness in the terms of being able to apply the thing an employer learned in the workplace to their work and having an opportunity to teach others in a work environment which is customer orientated and humanitarian in nature (Berthron et al 2005). The last factor economic value assesses the attractiveness of an employer is he providing a good salary is there a job security in the workplace is there availability of compensation packages and career advancement option (Berthron et al 2005).

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In this study, five factors from Berthton et al (2005) are mainly based to measure the employee perceptions on employer attractiveness and attributes are sub organized into respective factors by combining the items from the model of Berthton et al (2005) and model of previous studies.

In Development Value, three attributes: training and development (Mireill ten BroekModelm, 2015), recognition from management (Berthron et al, 2005) and career opportunities (Irena Bakanauskiene et al, 2014) are included. Under the social value, two attributes are measured in terms of happy working environment (Berthron et al, 2005) and good relationship with colleagues (Mireille ten Broek'sModelm, 2015). To measure the employer attractiveness in term of interest value, four attributes are included, exciting environment, novel work practices, encouraging creativity (Berthron et al, 2005) and participation in decision making (Irena Bakanauskiene, 2014).

Application value are measured with three attributes: humanitarian organization, sharing organization, acceptance and belonging (Berton et al.,2005). Employer attractiveness on economic value is assessed in terms of six attribute: good promotion opportunities, job security (Berthon et al,2005), job rotation and work life balance (Mireille ten Broek'sModelm, 2015), attractive non- financial rewards and financial incentives (Irena Bakaanauskiene et al, 2014).

(A) Development Value

This value shows how the company values and supports for the development of employees and how to consider and improve their continuous improvement. This assesses the attractiveness with the extent to which an individual is attracted to an employer that provides training and development, career development opportunities and management recognition to the employees.

(i) Training and Development

Training and development is the heart of a continuous effort designed to improve employee competency and organizational performance. Training provides learners with the knowledge and skills needed for their present jobs. On the other hand, development involves learning that goes beyond today's job and has a more long-term focus. Training and development programs correlate strongly with long-term success. There are various kinds of training and development programs, mentoring and coaching, case study, computer-based training, on the job training, job rotation and internship. (R. Wayne Monday & Robert M.Noel, 2005).

(ii) Management Recognition

Recognition is the communication between management and employees which rewards them for reaching specific goals or producing high quality results in the workplace. Recognizing or appreciation employees for their service is meant to encourage repeat actions, through reinforcing the behavior to repeat. As people are more likely to be motivated if they work in an environment in which they are valued for what they are and what that they do, it is important to encourage the development of performance processes that provide opportunities to agree expectations and to recognize accomplishments (Michael Armstrong, 2013).

(iii) Career Development

Career development is a formal approach taken by the organization to ensure that people with the proper qualifications and experiences are available when needed. By using this approach within the company, employees can have opportunities for their career path. Career development benefits both the organization and the employee because properly developed employees are better prepared to add value both to themselves and to the company and it is also a significant part of human development (R. Wayne Monday & Robert M. Noe, 2005).

(B) Social Value

Assess that extent to which an individual is attracted to an employer that provides a team atmosphere, good collegial relationships and happy working environment. Thus this value represents an organization's working environment.

(i) Working Environment

Work experience is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office ventilation, temperature or equipment, such as personal computers. It can also be related to factors such as work processes or procedures.

The work environment can involve the social interactions at the workplace, including interactions with peers, subordinates, and managers. Generally, and within limits, employees are entitled to a work environment that is free from harassment.

(ii) Relationship and Colleagues

Communication between team members are organization significantly important to achieve the organization's success. Good relationships with colleagues and supervisor, their support and help at work would be assigned to the attribute of friendly team. Without a good relationship between employees and their superiors, between colleagues, the work cannot be accomplished smoothly. Teamwork requires that all workers contribute their fair share to be workload so that the company can accomplish its goals in a timely and satisfactory manner. Workplace that strives with

teamwork can improve employee morale, collegial relationship, innovation, greater flexibility and efficiency.

(C) Interest Value

Interest value means how employees view their workplace with the nature of work and work practices they do. This assesses the extent to which an individual is attracted to an employer that provide an exciting work environment, novel work practices and allow to participate in decision making and encourage of its employee's creativity to allow to participate produce high-quality services.

(i) Exciting Environment

Exciting work is fundamentally about having a satisfying job, a job that matches well with one's skills and abilities and provides a sense of accomplishment. Challenging work exciting work environment and if employees don't like the kind of work they do, employer can't expect them to be excited and enthusiastic about it. (DiletaTamoniene, 2015).

(ii) Encouraging Creativity

If employer lets its employees to use their creativity and they encourage it, current employees would be able to come up with innovation ideas which in turn would turn to innovative products and services. By giving its current employees the chance of being creative in the workplace, prospective applicants would be a more to the organization (DiletaTamoniene, 2015).

(iii) Participation in Decision Making

D. W. Irawanto (2015) defined the participation in decision making as joint-consultation between employees and managers that brings together to address problems and reach decision working together as a team and it is an element vital to improving job satisfaction in an organization. Participation in decision-making is important to employees along with employee motivation and affective organizational commitment. Job satisfaction and success teamwork with supervisor will also increase, as well as there is less conflict and at last, organizational change is better

accepted. Employees believe they are better off, because of participation in decision-making and the organization also gains through the positive impact on task and performance effectiveness.

(D) Application Value

This value assesses the extent to which an individual is attracted to an employer that provides an opportunity for the employee to apply what they have learned and to teach others, in an environment that is both customer oriented and humanitarian.

(i) Humanitarian Organization

Berthon et al. (2005) defined humanitarian as “giving back to society”. Humanitarian organization provides assistance to save lives, suffering and maintain and protect human dignity during and in the aftermath of crises and natural disasters. A firm's image is influenced by the firm's actions regarding social responsibility. As suggested by Greening and Turban (2000), contribution to society will positively affect the attractiveness of an organization as an employer that engage in more socially responsible actions.

(ii) Sharing Organization

It is important for employers to show that they are a learning organization and there an opportunity for employees to develop their own skills further and to be able to teach others. Employers need to provide new entrants with mentors so new recruits would be able to learn faster and knowledge to their new colleagues (DiletaTamoniene, 2015).

(E)Economic Value

Economic value assesses the extent to which an individual is attracted employer that provides attractive non-financial rewards, attractive financial an job security, promotional opportunities, inter departmental experiences and work life balance.

(i) Financial Rewards

Rewards are necessary to encourage certain behaviors in persons and this is also known as positive reinforcement. By rewarding employees who put in effort for their work, this will promote similar behaviors in the future (Michael Poh, 2015).

Rewards can be both of financial and non-financial. Financial rewards are total compensation which is composed of base pay and benefits that workers received in return of work. Financial rewards are also advantageous to employees because they increase the likelihood of personnel staying with the company, allowing employers to retain experience and knowledge base, and providing workers with a measure of familiarity and stability (Teddy Heliotrope et al, 2011).

(i) Non-Financial Rewards

Non-financial rewards, in employment, a reward to a worker other than extra pa. Many non-financial rewards are perks such as company cars, free private medical care, and free pension entitlement. However, an employee may be rewarded, for example, by being given a better office or a bigger budget to control, or by being given the choice of where to take a posting in a company. Non-financial rewards can motivate employees and can be very cost-effective for companies because, in contrast with a pay increase, little or no income tax contributions are paid (Teddy Heliotrope et al. 2011).

(ii) Job Rotation

Job rotation means that employees move around and perform work at different places, with intervals that can range from a couple of weeks. The positive aspects of job rotation are that it prevents tediousness, it acquires several different competencies, and finally it reduces strain injuries from performing repetitive work (McShane S. L, 2005).

(iii) Job Security

Job security is defined as the assurance in an employee's job continuity general economic conditions. Job security is an important contributor to job satisfaction employee motivation, to organizational commitment. Companies must consider the importance of offering employees long-term job security as this allows employees to feel secure in their work and makes them more willingness to contribute

more time and effort to their companies (James, 2012). With greater job security, employees would be more eager to think of novel ideas for enhancing the competitiveness of their companies. Ultimately, this is beneficial to the companies and would greatly improve overall performance.

(iv) Promotion Opportunities

The promotion opportunity is a causal factor in influencing satisfaction and is a kind of physical rewards every employees waiting for. The promotion opportunity have a positive correlation with job satisfaction and a strong tool to retain the talented employees (Noraani Mustapha, 2013).

(v) Work-Life Balance

There has to be some sort of balance between work and personal life and having that sense of balance will improve job satisfaction among employees because they will feel that they are not overlooking the other areas of their lives that are important to them work. When employees fulfill their various needs and goals in life, such as those of family, friends, spiritual pursuits, self-growth and etc, they can then feel more confident and perform their best at work. Apart from that, employees that are ore experiences in life outside of work can use what they've gained and work In other words, work-life balance can promote creativity and out-of-the-box thinking (Michael Poh, 2015).

2.3 Employee Engagement

Employee engagement is a property of the relationship between an organization and its employees. An 'engage employee' is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. The theory of employee engagement, when stated simply, looks like common sense. According to the theory, leaders of an organization must ensure that all their staff members are fully engaged, that they are fully switched on at their jobs. The ideal is that the staffs are fully committed, in the same way entrepreneurs care for their businesses or people in general look after their own household.

To expand on this definition a bit, it can say that employee engagement is also a two-way street: a reciprocal relationship of trust and respect between employer and employee. It requires an organization's executives and managers to communicate their expectations, clearly and extensively, with the employees, empower the employees at the appropriate levels of their competence, and create a working environment and corporate culture in which engagement will thrive. Employee engagement is about how to achieve a company's strategic goals by creating the conditions for human resources to thrive and, for each staff member, manager and executive to be fully switched on in their jobs so as to deliver their best efforts in the best interest of the business.

Given the limited research on employee engagement, there has been little in the way of model or theory development. However, there are two streams of research that provide models of employee engagement. In qualitative study on the psychological conditions of personal engagement and disengagement at work, Kahn (1990) interviewed summer camp counsellors and organizational members of an architecture firm about their moments of engagement and disengagement at work. Kahn (1990) found that there were three psychological conditions associated with engagement or disengagement at work: meaningfulness, safety and availability. In other words, workers were more engaged at work in situation that offered them more psychological meaningfulness and psychological safety and when they were more psychologically available.

Kahn's (1990) model, (2004) found that meaningfulness, safety and available were significantly related to engagement. They also found that job enrichment and role fit were positive predictors of meaningfulness; rewarding co-worker and supportive supervisor relations were positive predictors of safety while adherence to co-worker norms and self-consciousness were negative predictors; and resources available was a positive predictors of psychological availability while participation in outside activities was a negative predictor.

In additional, it is essential that the measurement of organizational engagement clearly and precisely matches the theoretical definition of the construct. Scales used to measure group-level engagement have been criticized as using items that confound engagement with its antecedent conditions, or that are not aligned with the conceptual definitions of the construct (Rich et al., 2010). Kahn's (1990) conceptualization of engagement represents a more comprehensive description of the

investment of one's affective, behavioral and cognitive energies at work, and, in so doing, represents a more holistic view of the investment of one's self as compared to other conceptualization of engagement, or other narrower evaluations of one's connection with one's work role, such as job satisfaction, job involvement, or intrinsic motivation (Rich et al.,2010). Thus, based on the foregoing arguments, Kahn's (1990) conceptualization of engagement and define collective organizational engagement as the shared perception of organizational members that members of the organization are, as a whole, physically, cognitively and emotionally invested in their work.

People are engaged at work when they feel their work is meaningful, they feel secure in their work environment and they have the resources required to do their job. Although both Kahn's (1990) and Maslach et al.'s (2001) models indicate the psychological conditions or antecedents that are necessary for engagement, they do not fully explain why individual will respond to these conditions with varying degrees of engagement.

Obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange (Cropanzano and Mitchell,2005). Rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party. One way for individuals to repay their organization is through their level of engagement. That is, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization. Bringing oneself more fully into one's work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization's actions. It is more difficult for employees to vary their levels of job performance given that performance is often evaluated and used as the basis for compensation and other administrative decisions. Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organizations.

The conditions of engagement in both Kahn's (1990) and Maslach et al.'s (2001) model can be considered economic and socioemotional exchange resources within SCT. When employees receive these resources from their organization with greater levels of engagement. In terms of Kahn's (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances

as repayment for the resources they receive from their organization. When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of one's work roles is contingent on the economic and socio emotional resources received from the organization.

2.4 Employee Intention to Stay

Having the best and the most talented employees is not the only answer but it is equally important to retain them for long term benefits to both the organization and employees. Encouraging employees to remain in the organization for a long period is known as employee intention to stay. Tripathi and Singh (2017) said that employee intention to stay is not influenced by a single factor, but there are hosts of factor which are responsible for retaining employees in an organization. Management need to pay attention to factors such as compensation and rewards, job security, training and developments, supervisor support culture, work environment and organization justice etc.

Employee intention to stay is a process in which the employees are encouraged to remain with the organization for life time or maximum period of time. To manage top talent, it involves a constant balance between the human desires and the strategic and financial needs of the business. Organization must utilize an extensive range of human resources management factors to influence employee commitment and intention to stay.

According to Osteraker (1999) the employee satisfaction and intention to stay are the key factors for the success of an organization and there have seven factors that can enhance employee intention to stay; (i)compensation and appreciation of the performed work, (ii)provision of challenging work, (iii)chances to be promoted and to learn, (iv).invitational atmosphere within the organization, (v)positive relations with colleagues, (vi)a healthy balance between the professional and personal life, (vii)good communication. Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement.

Employee intention to stay is a technique by businesses to maintain an effective workforce and at the same time meet operational requirements. Kehr(2004)

divided the intention to stay factors into three variables : power, achievements and affiliation. Dominance and social control represents power. When personal performance exceeds the set standards, it represents achievement and affiliation refers to social relationships which are established and intensified.

Employees are the greatest asset for an organization. Therefore. Every organization must treat their employees as ends and not means to ends because they add value to the organization. Long term health and success of any organization depends upon the intention to stay of key employees. To a great extent customer satisfaction, organizational performance in terms of increased sales, satisfied colleagues and reporting staff, effective succession planning etc., is dependent upon the ability to retain the best employees in any organization. To a great extent customer satisfaction, organizational performance in terms of increase sales, satisfied colleagues and reporting staff, effective succession planning etc., is dependent upon the ability to retain the best employees in any organization.

Providing training and development is one of the important programmes to make employee intention to stay in the company. Kissivi et al., (2016) said that employee intention to stay is generally the intention of employees are encouraged to remain in the organization for a long period or until the ongoing project is complete. Hence, the survival of organizations was highly dependent on their human assets. Employees stay or leave organizations for many reasons the reasons may be personal or professional. Employees who are satisfied and happy with their jobs are more dedicated and work for organization's growth. This may be translated to employees that are satisfied with their job will stay with the organization.

2.5 Previous Studies

The action that foster engagement include understanding how their department contributes to the company's success, seeing how their own efforts contribute to achieving the company's goal and getting a sense of accomplishment from working at the firm. These actions can be achieved through employer brand from the management to the employees.

There are many variables that may contribute to promoting employee engagement. These include coaching, career development, recognition, rewards, accountability, meaningful work, perceived safety. Adequate resources, individual

attention, alignment with organization's values, opinion surveys, good communication, challenging work, input in decision making, clear vision of organization's goals and autonomy.

In recent years, many CEOs and managers believe that the talent pool has not significantly grown, and they have difficulty in getting the right employees. Best employers are differentiated from competitors by a high level of employee engagement, which links employee retention and leads to high revenues, profits, and overall returns on investment resulting in a sustainable competitive company (Ritson,2002; Backhaus & Tikoo,2004). Some companies with strong understanding of their employees' expectation could apply the notion of employer branding to increase the level of employee engagement and employee retention, which lead to high performance. Aon Hewitt (2011) reported that the best employer is differentiated by high level of engagement. Meanwhile, Gibbon (2006) proposed that emotional drivers had four times more impact on individual's engagement than other factors such as pay. Employer Engagement is a key driver for organizational success. High levels of engagement promote retention of talent, foster customer loyalty, and employee intention to stay. Engagement is influenced by many factors, workplace culture, communication, managerial styles, trust and respect (Lockwood, 2007).

Previous researchers also examined the relationship between employee engagement and employee retention. The author highlighted the main drivers of employee engagement i.e. communication, rewards and recognition, manager/supervisor relationship, teamwork, role clarity, work environment, career development, compensation and benefits and work life balance. The result revealed that the employee retention can be improved by increasing the level of employee engagement and focusing on few non-financial drivers. Out of these factors, the manager/supervisor relationship, role clarify, work environment are the construct of internal communication. In this study, the analysis will be done for the correlation between the employee engagement and the employee's intention to stay (Mbhele,2016).

There are also articles focused on retention strategies on practicing encouraging engagement at work. Also, the study revealed that 'engagement' is often accomplished or represented by terms such as 'work place' or 'workplace empowerment'. Researchers agree that there is a relationship between empowerment, work place satisfaction and employee engagement. And they found that engaged

employees help organization perform better, since engagement can be characterized by energy, involvement and positive interaction in the work place. Further they focused on work culture impact on employee engagement, and then they explained SCARF (Status, Certainty, Autonomy, Relatedness and Fairness) more or framework for engagement and retention.

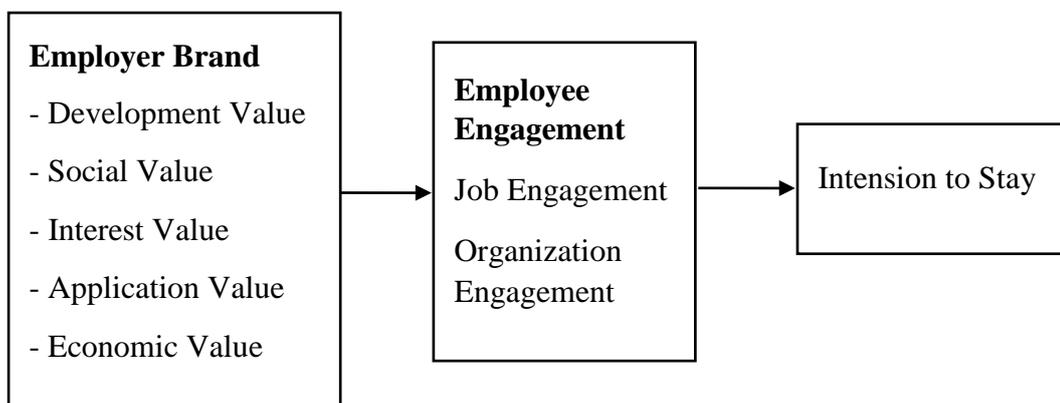
It is revealed that the employee engagement has significant relationship with turnover intention of the workers. Researchers framed the conceptual framework which studies the relationship between HRM practices, i.e., career development, performance management, compensation and benefits, training and employee relations management on turn over intention. In this study, of relationship with employee engagement, employee intention to stay and employer brand.

2.6 Conceptual Framework of the Study

This study focuses on studying the effect of employer brand on employee engagement and the influence of employee engagement on employee intention to stay. Study focuses Employer brand respect to employee engagement at Grand Guardian Insurance Public Company Limited.

In organization, employee engagement is one of the most researched variables in the area of workplace psychology and has been associated with numerous psychology and has been associated with numerous psychosocial issues. It can be influenced by a person’s ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Employee engagement plays an important role in the success and growth of an organization.

Figure (2.2) Conceptual Framework of the Study



Source; Own compilation (2019)

Based on the literature and findings, the above conceptual model is developed for this study. Independent variables consist of employer brand and dependent variables consists of employee engagement and employee intention to stay. According to the conceptual framework in Figure (2.2), variables such as Employer brand, employee engagement and employee intention to stay are included in the study. Employer brand are measured by development value, social value, interest value, application value and economic value. These independent variables effect on dependent variables of employee engagement which are measured by job engagement and organization engagement. Finally, the influence of employee engagement on employee intention to stay are also analyzed in this study. Here, employee engagements are measured by job engagement and organization engagement.

CHAPTER 3

PROFILE AND EMPLOYER BRANDING PRACTICES OF GRAND GUARDIAN INSURANCE PUBLIC COMPANY LIMITED

In this chapter, the overview of Myanmar Insurance Industry, profile of Grand Guardian Insurance Public Company Limited, its vision and mission, types of services that they offer, and its employer brand activities. In addition, the organization workforce of the company is presented in this chapter.

3.1 Overview of Myanmar Insurance Industry

Insurance business originated in Myanmar at the end of the first war with the British in 1826 with an attempt to comply with the needs for all forms of insurance by Europeans working in various capacities in Myanmar. Since those days, foreign insurance companies came gradually into Myanmar to start their business activities in the year mentions against each of their names and operated before any Myanmar company came into the field. Many insurance companies came into being involved in life and non-life insurance coverage after the independence of the nation from the British rule. After two years from the independence of 1948, with a view to stopping premium money going out of the country and to putting the country's economic activities back into the hands of Myanmar people, the Union Insurance Board Act of 1950 and Insurance Companies Nationalization Act of 1951 were promulgated. In compliance with the provisions of these Acts, Burma National Company was nationalized to become what was known as Union Insurance Board. Starting from 1st March 1953, life insurance of government servants including armed forces personnel become compulsory.

During the period, People's Insurance Co., Ltd. Engaged in general and life insurance and Burma Fire and General Insurance Co., Ltd. specializing in fire and general insurance were established. In 1959, Life insurance was monopolized by the government agency alone and then in February 1964 the entire insurance sector came

under the management of the government. However, the insurance agency carried out its business in conjunction with the banks up to 1976. With a view to engage itself widely insurance businesses, Insurance Act of 1975 was promulgated and as a result of which Burma Insurance Corporation came into being as a separate entity. In 1981 organization's name was changed to the present one Myanmar Insurance. In Myanmar, there is narrow empirical information on the current state of customer contentment in the insurance sector. The information is inadequate as the insurance sector was not vibrant until the year 2010 when the government allowed privatization in the sector. In the past two years, there has a lot of private insurance company that have emerged and some are a joint venture with foreign companies.

The market has opened quickly with twelve insurers being licensed in 2012 and five beginning operations by 2013. Almost all were operating by 2015. Among them, First National Insurance, IKBZ Insurance, GGI Insurance, Global World Insurance, Aung Thitsar Oo Insurance and AYA Myanmar Insurance are insurance providers of both life and non-life insurance industry. At April 2017, Young Insurance Global starts life and non-life insurance. The Myanmar insurance market competition is very high with local insurance firms trying to compete with foreign insurance firms that have permission from the government to operate in the country include MetLife, Prudential, Manulife Financial and AIA Group. Local firms with less than six months will struggle when global firms enter the insurance market in Myanmar (Philip Heijmans, Aye ThidaKyaw, 2013).

3.2 Profile of Grand Guardian Insurance Public Company Limited

Guardian Insurance Public Company Limited. (GGI Insurance) is a public insurance company founded in 2012. Its sole purpose of the establishment was to offer better insurance products through the introduction of value addition thus raising the professionalism of the Myanmar's insurance industry. Over the year the company has progressed with the increasing need of financial safekeeping and promotion of the well-being of the individuals and business. The company is guided by three aspects which at as the secret behind their success. These three aspects as, provision of adequate training to their agents thus an assurance for quality supports and recommendations, an effective customer service, clear and comprehensive

information to customers and ensure the offered products and services are relevant to the customers. In the past, a State-run insurance enterprise was the sole institution of this business field for nearly 50 years. Thus, it is noteworthy that Guardian Insurance Public Company Limited is one of the first insurance companies to officially business after a period of 50 years.

GGI Insurance was incorporated as a public company in the Republic of the Myanmar Companies Act on December 11, 2012. The certificate of incorporation issued by Ministry of National Planning and Economic Development under the Government of the Republic of the Union of Myanmar is NO.3772 of 2012-2013. Ministry of National Planning and Economic Development issued Certificate the company for commencement of business under Section 103(1) (a) to (d) of the Myanmar Companies Act on April 2013. The company was also issued insurance business license in pursuance of subsection (a) of section 38 of the Insurance Business Law by Insurance Business Supervisory Board (IBSB) under Ministry 01 Finance and Revenue on 25th May, 2013. The inaugural ceremony of the company was held on 12th June, 2013.

GGI Insurance is a public company and is established with the purpose to deliver better insurance products, introduce value-added services and raise the professionalism of the insurance industry in Myanmar. The objective of the company, describe in the Memorandum of Association of the company, are to carry on the insurance permitted by the Insurance Laws and Rules and the Ministry concerned in accordance with notifications issued from time to time with approval of the Government and to borrow money for the benefit of the company's business from any person, firm, company, bank or financial organization in the manner that the company shall think fit.

Vision of GGI Insurance is to build an ideal environment for the growth and protection of wealth and lives. Mission of GGI Insurance is to deliver better products, value-added services and raise the professionalism in the industry, GGI Insurance has also integrity to gain trust of its customer and simplicity and customer care by treating its customer like their friends, always providing a plan that best suits its customer needs. GGI Insurance has a commitment into drafting insurance policies that address the need of the Myanmar people thus adopting a slogan of "Securing Your Future"

which is a clear indication of the company's aim and goal. GGI Insurance has already formed with require strength of a start-up company. GGI Insurance's organization structure is drawn by requirement of organization, improve internal control and reduce risk of insurance.

GGI Insurance is now operating with 26 branches nationally. GGI Insurance firstly opened and operated its insurance business at No 19/20, A,B,C,D ,Pyay Road, Junction Square Compound, Kamayut Township, in Yangon. From the beginning of 2013, GGI has further grown with the opening of new branches in Mandalay. To expand and provide other branches to the customers who lived in various parts of the country, GGI Insurance opened another branches such as Mandalay, Monywa, Nay Pyi Taw, Lashio, Pakokku, Mawlamyine, Malikha(YGN), Pyay, UFC(YGN), Junction City(YGN), Kyweseakan (MDY), Junction 8 (YGN), Aung Mingalar (YGN), Magway, Myeik, Pathein, Taungoo, Shwebo, Dawai, Hainthata, TaungGyi and Bago and Kyauk Mae, Kyauk Se.

3.2.1 Organization Workforce in GGI Insurance Co., Ltd

In this section, the organization structure of GGI Insurance Headquarter and the number of employees in each department are presented. Organization structure of Grand Guardian Insurance Headquarter is shown in figure (3.1).

There are altogether 9 departments which perform different functions;

1. Motor Department (Underwriting & Claim)
2. Property Department
3. Agency Department
4. Sale and Marketing Department
5. Marine Department
6. Human Resources Department
7. Finance and Accounts Department
8. Admin Department
9. Information Technology Department

Among these, motor department, property department and marine department, agency department and sale and marketing department are the main operation departments and HR department, admin department, finance and accounts and IT department are the supporting department of Grand Guardian Insurance Public Company Limited.

3.2.2 Number of Employees in GGI Insurance Co., Ltd

There are a total of 230 employees in GGI Insurance (Head Office) currently. The largest proportion of the employees (50) is from Motor Department and the most of them are male. The smallest proportions of the employees are administration department is 8employees.

Table (3.1) Number of Employees in GGI Insurance

No.	Department	No. of Employees	Percentage (%)
1.	Motor Department	50	21.74
2.	Property Department	44	19.13
3.	Agency Department	17	7.39
4.	Sale and Marketing Department	29	12.60
5.	Marine Department	13	5.65
6.	Human Resource Department	22	9.57
7.	Finance & Account Department	20	8.70
8.	Administration Department	8	3.47
9.	Information & Technology Department	14	6.09
Total		230	100

Source: GGI Insurance 2019

3.3 Employer Branding Practices in GGI Insurance

The following factors are currently and specially adopted and provided by GGI Insurance to its employees for the purpose of employer by building long term relationship between employer and employees. GGI Insurance assumed the followings are unique and attractive for its employees and differentiate competitors. How GGI Insurance is providing the employment attributes to its employees are described in terms of five value factors: development values, economic values, social values, interest values, application values and economic values.

3.3.1 Development Value

GGI Insurance values and encourages the development of employees by providing training and development programs, recognition to their performance and career development opportunities.

(a) Training and Development

The overall objective of training and development programs in GGI is to build strong organizational capacity by promoting the technical and conceptual skills of the employees to a higher level.

Insurance is a newly industry in Myanmar, employees are still not familiar with insurance knowledge and practices and there is no special insurance course or institute. Therefore, GGI firstly pays attention for every new comer to be familiar with basic insurance knowledge to serve their work processes without any difficulties.

Table (3.2) Training Programs for Newcomers in GGI Insurance

No.	Subjects	Training Methods	In-House(or) Outsourced
1.	Introduction & Orientation	Classroom	In-House
2.	Insurance Knowledge	Classroom	In-House
3.	Underwriter Training Program	Classroom On-The-Job	In-House Outsourced
4.	Claim Training Program	Classroom On-The-Job	In-House Outsourced

Source: GGI Insurance, 2019

Every newcomer is provided orientation training and must be trained for these subjects about insurance knowledge, underwriting and claims. For continuous development and long-term success, others training programs are continuously provided according to the respective skill levels of the employees, which are mostly classified depending upon their performances, remarks from the supervisors and departmental heads, and their performance appraisal scores. Middle management and above levels are specially provided the training for business management to continue improving the performance of the business, coaching and mentoring skills to provide employees with listening and responding skills and motivating and guiding skills, innovation and career development to identify hidden creative strengths, understand and utilize the process of creativity, find unexpected solutions to their challenges.

Table (3.3) Training and Development Program

No.	Subjects	Training Methods	in-House (or) Outsourced
1.	Computer Skill	Classroom On-The-Job	In-House Outsourced
2.	Business Communication Skills	Classroom On-The-Job	In-House, Outsourced
3.	Business Presentation Skills	Classroom On-The-Job	In-House, Outsourced
4.	Customer Service Management	Classroom On-The-Job	In-House
5.	Marketing Management	Classroom On-The-Job	In-House, Outsourced
6.	Business Management	Classroom	In-House, Outsourced
7.	Organizational Behavior	Classroom	In-House
8.	Coaching & Mentoring Skills	Classroom	In-House, Outsourced
9.	Innovation and Career Development	Classroom	Outsourced
10.	English Language Skills	Classroom On-The-Job	In-House, Outsourced

Source: GGI Insurance, 2019

In GGI Insurance, Human Resource Department handles all the training and development process and they mostly use assessment questionnaires method to analyse the outcomes of each Training and Development program.

(b) Management Recognition

Recognition is the timely, inform or formal acknowledgement of a person's or team's behaviour, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations.

In GGI Insurance, the management makes an announcement of outstanding staff's name, position and photo by monthly at office notice board. Especially, agency department staffs are awarded for "Employee of the Month". GGI's management recognizes and communicate achievement not only directly to the deserving individuals but also publicly so all can take part in the celebration and management rewards the deserved awards with the results. By appreciating the employees publicly for their achievements, the awarded employees feel proud as a role model among all and other employees are also motivated to try hard.

(c) Career Development Opportunities

Employees consistently cite career developments are critical to their satisfaction with an organization, and the lack of it is a key reason why they change jobs. In Myanmar, there are a lot of potential customers and insurance companies are trying to educate the public for awareness and benefits of taking coverage. There are varieties of opportunities for the employees who are working in insurance business. This is a new business industry and if they learn well and get experience, it is a professional career in the future.

GGI provides comprehensive training programs to ensure insurance agents are complying with company policies and fully understand the products they are selling. The knowledge and experiences provided by GGI can be used not just in GGI but also for other companies in the Insurance Industry. GGI Insurance is encouraging to employees to learn and grow without feeling stymied advance their own knowledge and careers and assume greater ownership for their own career growth. It is a

mutually beneficial situation: GGI will benefit from employees with broad organizational knowledge and employees will gain opportunities to explore other paths that increase their skill sets.

3.3.2 Social Value

Social value in GGI is developed in terms of its working environment, relationship between colleagues and superiors.

(a) Working Environment

Work environment means everything such as the relationship with co-workers and supervisors, organizational culture, room for personal development, etc. A positive environment makes employees feel good about coming to work and this provides the motivation to sustain them throughout the day.

In GGI Insurance, all employees are supported with unique office desk and chair, PCs and laptops, and internet and internal server. Meeting room, training rooms, dining room and discussion rooms are provided with fully air con systems to work comfortably. All office area is cleaned every time. Private branch exchange phone line is on every desk. Windows allow natural sunlight into an office, which are essential to contributing to a good mood. Similarly, windows allow an employee to look out and envision a new idea, which enhances creativity in the office. A clean work environment without much clutter allows employees to focus on their goals. Lastly, an open work environment that is only closed off by cubicles fosters group communication and helps build relationships between employees.

(b) Good Relationship

To enhance and build good relationship in long term between colleagues or between employer and employees, GGI adopts the family based and team based working style and encourages open communication because it allows employees to be more engaged and understand that what they do matters in the success of the business.

Management apply open well, they communicate their n expectations and goals as well as those of the company and routinely employees about their goals, both

personal and professional to build mutual understanding.

The department managers know that the following are basic things to keep in mind while continuously trying to foster open communication in an organization,

1. Make open communication as a part of the company culture.
2. Respect, honour and reward open communication.
3. Develop an efficient and effective method for collaboration and the sharing of ideas.

If there are some conflicts or misunderstanding issues occurred among the employee to reduce the conflicts that can hinder the good relationship in the workplace, GGI Insurance practically use the following Grievance Procedure,

Step (1) The employee should take the matter up with his superior.

Step (2) If the employee concerned staff feels aggrieved, he may take it up with the Department Head by informing his superior.

Step (3) The employee take it up to the Director by informing his Department Head.

Step (4) In the event than the matter should be taken up further, a request for a meeting may be presented to the Board of Directors.

Department Managers encourage their team members to work team-based style according to organization structure. Supervisors and senior staff coach and guide the junior staff in their functions as needed and junior staff report for their issues occurred and solved any issues. Then department managers share the case to all team members to get the experience to learn on it.

3.3.3 Interest Value

Interest value describes the extent of attractiveness in how the company is encouraging creativity, participation in decision making and its work practices.

(a) Encouraging Creativity

One of the core values is “Excellence Services” to make excellent products, strategies and innovative styles in delivering our products and services. GGI encourages creativity and innovation and included as a part of key performance indicators in appraisal process. Innovation and career development training is provided to middle management and above levels to identify hidden creative strengths, understand and utilize the process of creativity, find unexpected solutions to their challenges.

(b) Novel Work Practices

As one of the core values “Worthy of Trust”, GGI is committed everything they do is to keep promise and committed to do the business in a right way. GGI is standing with strong reputation because it has been maintaining claim payable ability & superior investment performance results. On the other hand, GGI assumed itself as a kind of company that carries the risks together with customers and shares with customer's losses from their sufferings.

(c) Participation in Decision Making

GGI Insurance allows to participate in decision-making of companies in accordance with their positions. All levels of employees can present their suggestions and ideas on weekly and monthly meeting. When an issue occurs, management address it immediately so everyone can share their ideas and can move forward quickly.

Employees are encouraged to openly share their ideas and concerns in both positively or negatively and also allowed employees to gives the sense that they are valued. GGI believes that collaborating and working together can solve the problems using the collective knowledge and experience. People working closest to problems typically have the best ideas for solving them. In a team-based structure, the leader empowers subordinates to take actions.

3.3.4 Application Value

Application value in GGI is discovered in terms of its participation in CSR activities, its support to be a sharing organization.

(a) Participating in CSR Activities

One of the core values in GGI is “Involvement” to be a responsible member of the community and to contribute to its society. GGI Insurance made donation and supporting households in disaster regions under the KMA Relief Foundation. GGI Insurance is member of UN Global Compact. GGI Insurance contributed cash and donated rice, instant noodles, cookies, drinking water and medicine to villages. It annually donates to an orphanage schools and other charities.

Sometimes staff faces to the natural disasters, the management of the company provides the necessary supports such as money, food and clothes for rehabilitations, and stationery for their children as needed. GGI also participates in providing education to the public to improve their awareness on insurance and to protect the risks. Company usually provides sponsor for seminars, talks, and broadcasting video clips for the purpose of educating to community. GGI especially focuses on educating to rural areas that are under developed and poor educated on society and also support public seminars on Road Safety and Public Health Knowledge sharing to reduce the accident rates.

(b) Sharing Organization

GGI strongly believes in unity and always share and exchange information to support all the team members so that employees can perform better in their jobs. Every employee from top level to lower level must share to all team members what they knew and what they had learned when they had seminar or training course. Supervisors and senior staff coach and guide the junior staff in their functions as needed. Then department managers share the case to all team members to get the experience to learn on it.

3.3.5 Economic Value

The following attributes reflect how the company is attractive in its economic value in terms of job security, job rotation, financial and non-financial rewards;

(a) Job Security

When new recruitments are needed, GGI always consider to provide long term job opportunities. GGI has new business expansion plan to implement in the near future after the current 5 years plans. According to business expansion plan, every staff could be tried new job opportunity and promote their ranks. For skilful and well experienced current employees will be favoured for new expansion plan.

(b) Job Rotation

When there is new recruitment for a position, the GGI considers first internal recruitment to assign and rotate jobs with its current staff. For employees, job rotation can improve flexibility and to be able to do different tasks in the company. Employees another department or with the other tasks in the same can be assigned by changing to another department.

(c) Financial and Non-Financial Rewards

GGI has yearly HR budget plan for employees' total compensation. It was included salary, increment salary, meal allowance, uniform allowance, transportation allowance and bonus. HR department analysed the employee performance twice a year for all level and rewarded in both financially and non-financially. Company also provides cash support to the staff for the matters on compassionate cases for their family.

The company provides salary to staff twice a month, means the staff received on 15th and 30" of the month. The pay range is in average in the industry. This is now the company facing the staff turnover issue as the staff worked for a few months and then left the company and change the job where they get more offer.

3.4 Research Design

This section covers the methodology and procedures that were used for collecting and analysing the data in the study. This research design used for this study was descriptive and inferential statistics. The objective of this type of design is to discover whether a relationship exist between the variables and to describe the state of the variables. The independent variable of the study is employee engagement and employee intention to stay and the independent variables of the study are employer brand.

For the purpose of this study, the target population comprised of management, manager, supervisors, assistant supervisor and customer service of GGI Insurance Company. Simple random sampling method is used in this study. Sample size is calculated by Yamane's formula of 95% confident level

Primary data was collected through a self-administered questionnaire consisting of four main sections. First section explains the demographic factors including gender, age, marital status, educations, monthly income, working experiences, job positions and working department. Second section consists five dimensions are development value, social value, interest value, application value and economic value. The third section consists of 10 statements for employee engagement based on Alan M. Saks (2006). The final section consists of five statement for employee intention to stay based on Hewitt (2004).

The variables and related data are analyzed using descriptive, differential, and multi-based self-report surveys to the respondents and later collected and also telephone conversation are made to interview and remind the respondent to answer in the questionnaire. Therefore, qualitative and quantitative techniques were employed to present, describe and interpret data collection and to draw adequate conclusion on the findings. To achieve the objectives of the study, the influence of independent and dependent were also analyzed with multiple regression analysis.

3.5 Reliability Test

This section is to analyze employer brand of Grand Guardian Insurance Public Company Limited. Regarding the influence of employer brand, the employee engagement level is measured with Five-Point Likert Scale. The scale items are

depicted as follow: strongly dissatisfied 1, dissatisfied 2, neutral 3, satisfied 4 and strongly satisfied 5.

Table (3.4) presents Cronbach's Alpha value for each seven items: (development values, social values, interest values, application values, economic values, and employee engagement from 0.802 to 0.909.

Table (3.4) Reliability Test

Particulars	Cronbach's Alpha	No. of Items
Development Values	.820	5
Social Values	.909	5
Interest Values	.805	5
Application Values	.804	5
Economic Values	.802	5
Job Engagement	.811	5
Organization Engagement	.802	5
Employee Intention to Stay	.819	5

Source: Survey Data, 2019

The reliability coefficient of development value is 0.820, the reliability coefficient of social values is 0.909, the reliability coefficient of interest values is 0.805, the reliability of application values is 0.804, the reliability of economics values is 0.802, the reliability of job engagement is 0.811, the reliability of organization engagement is 0.802 and the reliability of employee intention to stay is 0.819. Therefore, the alpha values of all variables have the acceptable levels.

CHAPTER 4

ANALYSIS ON EMPLOYER BRAND, EMPLOYEE ENGAGEMENT AND INTENTION TO STAY AT GGI INSURANCE PUBLIC CO., LTD

In this chapter, two main parts are presented to study the effects of employee engagement and employee engagement on employee intention to stay of GGI Insurance Company limited. Firstly, the effect of key factors of employee engagement consists of development value, social value, interest value, application values and economic values and secondly effect of employee engagement on employee intention to stay. This study is presented based on the linear regression results from SPSS.

4.1 Demographic Profile of Respondents

In this section, demographic profile of 146 respondents from Grand Guardian Insurance Public company limited (Head Office) are presented in the following Table (4.1). Profiles of employees consists of gender, age, material status, education level, monthly income, working experience is present job, position in present work and working department. The numbers of 146 employees are selected in total numbers of 230 employees to analyse the Employer brand of Grand Guardian Insurance Company limited.

The gender of respondents is separated into two groups: male and female. The respondents by gender shown in the Table (4.1), 43.84% of respondents are representing 64 employees of males and 56.16% of respondents are representing 82 employee of female. As a result, the percentage of males is less than the percentage of females.

Age of employees is divided into five groups: under 23 years, 24 to 28 years, 29 to 33 years, 34 to 38 years and above 39 years. According to table (4.1), 13 respondents (8.91%) are under 23 years, 81 respondents (55.48%) are 24 to 28 years, 29 respondents (19.86%) are 29 to 33 years, 12 respondents (8.22%) are 34 to 38 years and 11 respondents (7.53%) years are above 39 years. Respondents are partitioned by marital status into two groups; single and married. Table (4.1), points out that the number of single 131 respondents (89.73) is larger than the number of married 15 respondents (10.27%).

There are three groups of respondents that are divided by education level. They are under graduate, graduate and post graduate. According to Table (4.1), 9 respondents are under graduate, 120 respondents (82.19%) are graduated and another 17 respondents are master completed. Among them, the percentage of degree completed 82.19% is highest and there has 120 respondents. It can be seen that the qualification requirement is high in insurance industry. Most of employees in GGI Insurance are graduated.

Monthly income of respondents is presented into four groups which are below 350,000 Kyats, 350,001 to 500,000 Kyats, 500,001 to 650,000 Kyats, and above 650,000 Kyats. According to Table (4.1), 73 respondents (50%) are below 350,000 Kyats, 54 respondents (36.99%) are 350,001 to 500,000 Kyats, 10 respondents (6.85%) respondents are 500,001 Kyats to 650,000 Kyats and 3 respondents (2.06%) are above 650,000 Kyats.

Four groups are separated by working experience in present job of respondents. There are below 2 years, 2 years to 4 years, 4 years to 6 years and above 6 years working experience in the company. The total working experience of below 2 years is 39 respondents, the total working experience of 2 years to 4 years is 65 respondents, the total working experience of 4 years to 6 years is 39 respondents and above 6 years total working experience are 39 respondents. Current work present job is presented into four groups which are customer service, assistant supervisor level, and assistant manager level and above assistant general manager. Table (4.1), 43 respondents (29.45%) are customer services, 52 respondents (35.62%) are assistant supervisor level, 39 respondents (26.71%) are assistant manager level and 12 respondents (6.82%) are above assistant general manager.

Nine groups are separated by working departments in present job of respondents. There are Motor department, Property department, Marine department, Agency department, information technology department, Sale and Marketing department, Administration Department, Human Resources department and Finance and Account department. The total working of motor department is 30 respondents, the total working of Property department is 20 respondents, the total working of Marine department is 9 respondents, Agency department working is 11 respondents, Sale and marketing department working is 22 respondents, Human resources department is 18 respondents, Finance and account department working is 16 respondents, Admin department is working 8 respondents and Information and Technology department is 12 respondents.

Table (4.1) Demographic Profile of Respondents

Particulars	No. of Respondents	Per cent
Total	146	100
Gender	Male	64
	Female	82
Age (years)	Under 23	13
	24 – 28	81
	29 – 33	29
	34 – 38	12
	Above 39	11
Marital Status	Single	131
	Married	15
	Other	-
Education Level	Under Graduate	9
	Graduate	120
	Post Graduate	17
Monthly income (Kyats)	Below 350,000	73
	350,001 – 500,000	54
	500,001 – 650,000	10
	Above 650,000	9
Working Experience in Present Job	Below 2 years	39
	2 – 4 years	65
	4 – 6 years	39
	Above 6 years	3
Position	Customer Service	43
	Assistant Supervisor / Supervisor	52
	Assistant Manager / Manager	39
	Above Assistant General Manager	12
Working Department	Motor Department	30
	Property Department	20
	Agency Department	11
	Sale & Marketing	22
	Marine Department	9
	Human Resources	18
	Finance and Accounts	16
	Admin Department	8
	Information Technology	12
	Motor Department	30

Source: Survey Data (2019)

4.2 Employee Perception on Employer Brand

The section analyses company employer brand with the condition of five dimensions: development value, social value, interest value, application value and economic value. Each factor includes different number of statement and each statement is measured with five point Likert scale. It is notable that overall the mean scores are above the midpoint score of 3, which indicate that generally the respondents agreed the current attractive employer brand.

4.2.1 Employee Perception on Development Value

To analyse employer attractiveness with development value, the including attributes are having training and development for employees, existing training method is enough to improve my skills, management recognition to employees' performance and career development opportunities to enhance the employees' improvement.

Table (4.2) Employee Perception on Development Value

Sir No.	Particular	Mean	Standard Deviation
1	Provide Training and Development	3.77	0.07
2	Supervisor assist development needs	3.52	0.09
3	Existing method is enough improve skills	3.41	0.08
4	Training methods to improve skills to do job	3.85	0.09
5	Management recognises & appreciate	3.40	0.088
	Overall Mean	3.59	

Source: Survey data, 2019

In Table (4.2), employees perceived that development value is the employer brand factor in GGI Insurance with average mean 3.55. Based on development value, the results show employees agree the training methods to improve my skills to do my job in GGI Insurance as the most employer brand with 3.85 mean score followed by training and development attribute with 3.77 as a second attractive attributes. Although employees perceived management recognition and appreciation to employees in attractive which mean is 3.40, it is the lowest attribute in development

value. For continuous improvement, management should more appreciate and recognize to employees for what they had done.

4.2.2 Employee Perception on Social Value

To analyse employer attractiveness with social value, the including attributes are good relationship with supervisor and colleagues, happy working environment and career-enhancing experiences.

Table (4.3) Employee Perception on Social Value

Sir No.	Particular	Mean	Standard Deviation
1	Good relationship with supervisor	3.84	0.77
2	Happy working environment	3.86	0.62
3	Good relationship with my colleagues	4.06	0.79
4	Gaining career-enhancing experiences	3.78	0.65
5	Gaining career-enhancing experiences	3.76	0.75
	Overall Mean	3.86	

Source: Survey data, 2019

Employee perception in Table (4.3) shows that social value is regarded as employer brand factor with average mean scores 3.86. The highest mean attribute, 4.06 is having good relationship with colleagues and the second is having happy working environment. In this social value, feeling good about working for the organization, its mean is 3.76, the least attribute when compared with others. GGI Insurance have to take consider how to create and facilitate to be good organization to enhance its social value.

4.2.3 Employee Perception on Interest Value

To analyse employer attractiveness in term of interest value, the including attributes are having exciting work environment for employees, encouraging employee creativity, having novel work practices, decision making autonomy and work assignment.

Table (4.4) Employee Perception on Interest Value

Sir No.	Particular	Mean	Standard Deviation
1	Exciting work environment	3.68	0.84
2	Encourage creativities	3.56	0.80
3	Novel work practices	3.42	0.83
4	Participation in decision making	3.34	0.86
5	Manager meets about work assignment	3.48	0.91
	Overall Mean	3.49	

Source: Survey data, 2019

Table (4.4) show, employees regarded GGI Insurance as an attractive company in terms of interest values with average means 3.49. Employees agree that having exciting work environment is the most employer brand with highest mean score 3.68. The lowest mean score 3.34 is for the attribute of having decision making autonomy for employees. GGI Insurance needs to allow decision making autonomy when it is necessary.

4.2.4 Employee Perception on Application Value

To measure employer attractiveness with application value, the including attributes are having participation in CSR activities, having employees' opportunities to share what they know and to learn from others and having appropriate acceptance and belongings with position and to implement plans within my job description.

Table (4.5) Employee Perception on Application Value

Sir No.	Particular	Mean	Standard Deviation
1	Participation in CSR activities	4.09	0.81
2	Opportunities to Apply what was learn	3.69	0.70
3	Opportunities to teach and share other	3.92	0.07
4	Acceptance and Belonging	3.61	0.73
5	To implement plans job description	3.76	0.91
	Overall Mean	3.76	

Source: Survey data, 2019

In Table (4.5), employer perceived the company is employer brand in term of application values with average mean 3.76. In fact, the highest mean score 4.09 is for the attributes of participating in CSR activities and is regarded as the most attractive attribute and employees also agree that they have opportunities to learn from and share to others. The lowest mean score 3.46 is for the attribute of providing acceptance and belonging and respondents perceived as unattractive attribute in the application value. GGI Insurance should offer to employee's appropriate acceptance and belonging with their positions.

4.2.5 Employee Perception on Economic Value

Among the five factors of employer brand, the employee perception of economic value is shown in Table (4.6) in term of six attribute; providing promotion opportunities, long time job opportunities, inter departmental experiences, having work life experience, non-financial rewards and financial incentives.

Table (4.6) Employee Perception on Economic Value

Sir No.	Particular	Mean	Standard Deviation
1	Providing promotion opportunities	3.55	0.82
2	Long term job opportunities	3.71	0.79
3	Inter departmental experiences	3.62	0.79
4	Work life balance	3.61	0.76
5	Non-financial rewards	3.22	0.79
6	Financial incentives	3.76	0.81
	Overall Mean	3.49	

Source: Survey data, 2019

It can be seen in Table (4.6), the average mean 3.49 for economic value in GGI Insurance is regarded as employer brand. The highest mean of perception score 3.71 is for the attribute of having long time opportunities and followed by providing inter departmental experience with mean score 3.62. Respondents also perceived promotion opportunities, work life balance and financial incentives as employer brand for economic value in GGI Insurance. The attribute for providing non-financial rewards is the lowest mean score 3.22 and, respondents perceived it as unattractive

attribute. GGI Insurance need to take consider about non-financial rewards in enhancing its employer attractiveness.

4.3 Employee Engagement

Job and organization engagement scales were designed for this study to measure job engagement and organization engagement. Items were written to assess respondent psychological presence in their job and organization. Respondents indicated their response on a five-point Likert-type scale with (1) strongly disagree to (5) strongly agree.

4.3.1 Job Engagement

The following table describes the mean and standard deviation calculated from the questions relating to the job engagement from the employees of the GGI Insurance.

Table (4.7) Job Engagement

Sir No.	Particular	Mean	Standard Deviation
1	Do actively and enthusiastically	3.34	0.85
2	Lack track of time	3.32	0.85
3	Job consuming	3.26	0.77
4	Never think of other things	3.28	0.89
5	Engaged in job	3.45	0.74
	Overall Mean	3.33	

Source: Survey data, 2019

From the data in Table (4.7), it is clearly seen that general mean value for the job engagement at GGI Insurance is 3.33, which translates to the agreed score in the aspect of employee's job engagement of GGI Insurance. According to the highest mean scores of 3.45, most of employees are more engaged their job and when their job demand for it.

4.3.2 Organization Engagement

The following table describes the mean and standard deviation calculated from the questions relating to the organization engagement from the employees of the GGI Insurance.

Table (4.8) Organization Engagement

Sir No.	Particular	Mean	Standard Deviation
1	Captivating	3.48	0.74
2	Getting involved	3.46	0.73
3	Being a member	3.46	0.77
4	Organization is exhilarating	3.35	0.89
5	Engaged in organization	3.47	0.74
	Overall Mean	3.44	

Source: Survey data, 2019

From the data in Table (4.8), it is clearly seen that general mean value for the organization engagement at GGI Insurance is 3.44, which translates to the agreed score in the aspect of employee's organization engagement of GGI Insurance. According to the highest mean scores of 3.48, most of employees are more captivating of a member of this organization. In this section, overall mean scores are above the midpoint score of 3, which indicate that generally the respondents are engaged with both work and organization. Based on the result are indicated, the employee engage with the work and organization are the highest mean scores than other.

4.4 Intention to Stay

The employee's intension to stay at the organization was described as one of the outcome the study could explore from the effective employee engagement.

Table (4.9) Intention to Stay

Sir No.	Particular	Mean	Standard Deviation
1	No plans of leaving	3.20	0.91
2	Foresee working here one year from now	3.35	0.74
3	Having feeling like quitting my job	3.13	0.89
4	Staying for a long term	3.57	0.79
5	Do not take the attractive job offer	3.08	0.89
	Overall Mean	3.27	

Source: Survey data, 2019

In order to determine the central tendency and spread of the items, the mean and standard deviation were calculated. The following Table (4.9) describes the mean and standard deviation calculated from the questions relating to five-point Likert-type scale with anchors (1) strongly disagree to (5) strongly agree.

From the data, it is clearly seen that general mean value for the intention to stay at the GGI Insurance Company Limited is 3.27, which translates to the agreed score in the aspect of employee's intention to stay at GGI Insurance Co.,Ltd. According to the highest means scores of 3.57, most of the employees agree they are plan to stay with this organization for as long as possible.

4.5 Analysis on Effect of Employer Brand on Employee Engagement

In this study, linear regression model is using to analyses the effect of employer brand on employee engagement. Five dimensions of employer brand used to measure the employee engagement. VIF statistically quantifies the degree of multicollinearity between variables by providing an index that estimates how much variance is inflated due to collinearity. All of the variables examined in this model are met (VIF 10). The result from generation from this model is in Tables (4.10) and (4.11).

4.5.1 Effect of Employer Brand on Job Engagement

To analyse the effect of employer brand on job engagement, responded data are calculated between independent variables and dependent variables. Independent variables in this study are development values, social values, interest value, application value and economic value and the dependent variables job engagement.

According to Table (4.10), R square for this relationship is 0.402, which means the linear regression model in this case is 40.2% relationship between independent variables (development values, social values, interest values, application values and economic values) and dependent variable (job engagement). The value of F test, the overall significance of the model is highly significant at 1 percent level. This specified model can be said valid. The standard coefficient (Beta) value of the employer brand is positive which is indicating that the employer brand has positive relationship with the job engagement in Grand Guardian Insurance Public Company Limited.

Table (4.10) Effect of Employer Brand on Job Engagement

Variables	Unstandardized Coefficient		standardized	T	Sig.	VIF
	B	Std. Error	Beta			
Constant	1.077	.281		3.835	.000	
Develop value	-.039	.070	-.049	-.551	.583	.535
Social value	.044	.097	.045	.453	.651	.446
Interest value	.017***	.009	.018	0.184	.005	.446
Application value	.004	.121	.004	.037	.971	.324
Economic value	.456***	.098	.483	4.670	.000	.402
R	.634					
R Square	.402					
Adjusted R Square	.380					
F Value	18.67***					

Source: Survey Data, 2019

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

The results indicate that interest value has significant relationship with job engagement of the employee at 1 percent significant level. That means employees in the GGI Insurance have high degree of positive job engagement on employer brand. For the job situation, the employer attributes are having exciting work environment, encouraging employee creativity, having work practices and autonomy. Employees are encouraged to openly share their ideas and concerns in both positively and negatively and also allowed employees to give the sense that they are valued. These are the main reasons that explain the result of the model.

Economic value has relationship with job engagement of the employees at 1 percent significant level. Employees in GGI Insurance are engaged of these factors such as long term job opportunities, providing promotion opportunities, work life balance and financial rewards and non-financial incentives and job rotation. Therefore, this model explains the economic value having significant relationship on the job engagement at GGI Insurance.

In this study, there are altogether five key drivers for job engagement and among them, interest value and economic values have positive and strongly significant with employee engagement measures. The other independent variables

have no significant relationships with employee engagement measures. In that way, employee at GGI Insurance would prefer to get happy working environment and encourage creation and autonomy and to create of effective job engagement in economic values such as long term opportunities, job rotation and financial rewards.

4.5.2 Effect of Employer Brand on Organization Engagement

To analyze the effect of employer brand on organization engagement, responded data are calculated between independent variables and dependent variables. Independent variables in this study are development value, social value, interest value, application value and economic and the dependent variables variable is organization engagement.

Table (4.11) Effect of Employer Brand on Organization Engagement

Variables	Unstandardized Coefficient		standardized	T	Sig.	VIF
	B	Std. Error	Beta			
Constant	.158	.274		.575	.567	1.868
Develop value	-.068	.068	-.078	-.987	.326	2.240
Social value	.226**	.094	.208	2.399	.018	2.240
Interest value	.268***	.088	.264	3.051	.003	3.090
Application value	.204*	.118	.175	1.724	.087	2.487
Economic value	.272***	.095	.260	2.851	.005	1.868
R	.731					
R Square	.535					
Adjusted R Square	.518					
F Value	31.929					

Source: Survey Data, 2019

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

According to Table (4.11), R square for this relationship is 0.535, which means the linear regression model in this case is 53.5% relationship between independent variables (development value, social value, interest value, application value and economic value and dependent variables organization engagement. The standard coefficient (Beta) value of the employer brand is positive which is indicating

that the employer brand has positive relationships with the organization engagement in GGI Insurance.

The results indicate that social values have significant relationship with organization engagement of the employee at 5 significant level. That means employees in the GGI Insurance have high degree of positive organization engagement on having the opportunities for social value. This is the most attractiveness factor, management have to maintain this value and to improve by sustaining happy working environment and building the good employer –employee relationship. Since, there is significant relationship, having these good relation of colleagues has impact upon the employee of organization at GGI Insurance.

Interest value has significant relationship with organization engagement of the employee at 1 percent significant level. That means employees in the GGI Insurance have high degree of positive organization engagement on employer brand. The employer attributes are having exciting work environment, encouraging employee creativity, having work practices and autonomy in this organization. Employees are encouraged to openly share their ideas and concerns in both positively and negatively and also allowed employees to gives the sense that are valued. These are the reasons why such employer brand having the highest significant over how organization engagement of employees are at their organization.

Economic value has relationship with organization engagement of the employees at 1 percent significant level. This means that employees are highest degree of organization engagement when they are engaged good promotion opportunities, job security and financial and non-financial rewards. In survey data results, most of employees are engaged at long term opportunities job in this organization.

Application values have significant relationship with organization engagement of the employee at 10 significant levels. That means employees in the GGI Insurance have high degree of positive organization engagement on having the opportunities for application value.

To summarize the analysis on the effect of employer brand on two factors of the employee engagement, i.e., job engagement and organization engagement, it is clearly seen that interest value and economic values are the common factor in all of the two analysis done. Interest values and Economic values have the high significance with job and organization engagement. This clearly shows that out of all the factors in

the employer brand, interest value and economic value play the biggest role in effecting the employee engagement.

4.6 Analysis on Effect of Employee Engagement on Intention to Stay

In this study, linear regression model is used to analyses the influence of employee engagement on employee intention to stay. Two dimensions of employee engagement are used to measure the employee intention to stay. To examine the collinearity between the variables of interest in this model, the variance inflation factor (VIF) was examined. VIF statistically quantifies the degree of multi-collinearity between variables by providing an index that estimate how much variance is inflated due to collinearity. All of the variables examined in this model are met (VIF 10). They result from generation from this model is shown in Tables (4.12).

To analyze the effect of employee engagement on the employee intention to stay at GGI Insurance, responded data are calculated between independent variables and dependent variables. Independent variables in this analysis are job engagement and organization engagement and the dependent variables is employee intention to stay.

Table (4.12) Effect of Employee Engagement on Intention to Stay

Variables	Unstandardized Coefficient		standardized	T	Sig.	VIF
	B	Std. Error	Beta			
Constant	1.243	.256		4.860	.000	
Job Engagement	.232***	.085	.231	2.721	.007	1.501
Organization Engagement	.364***	.077	.401	4.726	.000	1.501
R				.566		
R Square				.320		
Adjusted R Square				.311		
F Value				33.47***		

Source: Survey Data, 2019

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

According to Table (4.12), R Square for this relationship is 0.32, which means the linear regression model in this case is 32% relationship between independent variables (job engagement and organization engagement) and dependent variable

(employee intention to stay). The value of F test, the overall significant of the model is highly significant at 1 percent level. This specified model can be said valid. Moreover, the standard coefficient (beta) value of the employee engagement is positive which is indicating that the employee engagement has positive relationships with the employee intention to stay at Grand Guardian Insurance Company Limited.

Job engagement has the relationship with the employee intention to stay at 1 percent significant level. Such results describe that employees are at the highest degree of intent to stay at the Insurance Company when they are engaged to their job. Job engagement is a lot to do with being proud of the job and that the job that they are doing is inspiring for the employees. It can be derived that in the GGI Insurance, the nature of the work the employee does require high amount of concentration and focus as they deal with financials of the customers on a daily basis. Employees who have plans to stay for a long term in the GGI Insurance would have careful mind and necessary focus on the job they handle on a day to day job. Hence, it explains the relationship between the job engagement and intent to stay.

Organization engagement has relationship with the employee intention to stay at 1 percent significant level. Such results describe that employees are at the highest degree of intent to stay at GGI Insurance when they have engaged at their organization. As the biggest insurance company in Myanmar with high reputation of rewarding their employees, GGI Insurance stays atop of the demand in the job market. Most of the employees working at GGI Insurance are aware of the brand and reputation.

CHAPTER 5

CONCLUSION

The objectives of this study are to examine the effect of employer brand on employee engagement of Grand Guardian Insurance Public Company Limited. This chapter represents the findings and discussion, suggestion and recommendations and need for further research.

5.1 Findings and Discussions

The study revealed that factors such as GGI Insurance practices with the condition of five factors, development value, social value, interest value, application value and economic value, which can enhance employee job and organization engagement which lead to employee intention to stay at Grand Guardian Insurance Public Company limited. According to demographic analysis, it is found that parent of respondents are female. The majority of employee are graduated this meaning they encompassed human capital in order to attain relevant knowledge, skill and abilities for efficient. In addition, majority of the respondents are at their job level of assistant supervisor at Grand Guardian Insurance Public Company Limited.

According to the survey data on the social value, it is found that people at the GGI Insurance look up to their social value as it can be seen from the highest mean values for social value factor in the terms of whether an employer provides a fun and happy work environment; are there good work relationships in the workplace and in there a team atmosphere provided by in employer. The majority feels that their employers are good creation opportunities and when the employer has a chance to speak with the management, they speak in positive lights for their employees.

As compared to the rest of the factors in the employer brand, it is found that interest value has the lowest mean, which means that in comparison with the other factors within the employer brand, people has the least positive view on the interest value at the GGI Insurance. Based on the survey data, it is seen that people think that brand they have with their peers are not much effective with the lowest mean. It is also noted that employer should be create exciting work environment, participation of decision making and creation opportunities.

In the aspect of employee engagement, employees' organization engagement received the highest positive responses. Based on the survey results, it is found that employees of the GGI Insurance take pride in their organization. Majority of respondents are feel that their organization is captivating, exciting organization and having a member of organization is exhilarating for employees.

As for the other factor in employee engagement, the result received from the survey shows that employee job engagement is the least positive variable amongst all of the factors in the employee engagement. With the lowest mean, it is noted that not many respondents feel that they have sufficient attachment to their job and that they sometimes get distracted by the surroundings when they are at work, based on the mean score presented.

Referring to the objectives of this study, examining the effect of employer brand on employee engagement at GGI Insurance has been completed. Based on the survey results, it is found that there is a statistically significant correlation between the employer brand and the employee organization engagement at GGI Insurance. The second objective to analyze the effect of employee engagement on employee intention to stay at GGI Insurance has also been completed and it is found that organization engagement factor of the employee engagement has the highest positive effect on the employee's intention to stay at GGI Insurance.

According to the findings, the employee engagement upon GGI Insurance has related to its employer brand. Moreover, employee intention to stay in GGI Insurance has also related to employee engagement. It is a very positive finding for GGI Insurance to have the employees who are very engaged with their workplace, are proud to be GGI Insurance family and want to stay there for a long term.

5.2 Suggestions and Recommendations`

Regarding to the study on employee perception on employer brand in GGI Insurance, suggestion and recommendations are found out. Based on the evidence from the study, it is apparent that the practice of employer brand has impact on the achievement of employee engagement.

In the aspect of employer brand, participation of interest value is prominent which is also contributing to driving the employee engagement of GGI Insurance, it is important for the employer of the organization to create exciting work environment and to encourage work creativities for the employees. In interest value, GGI Insurance should give more opportunities to employees to participate in decision making and autonomy to decide themselves on small cases to sure that employees conceive that part they play in the success of the organization will help them better understand why decisions are made and how those decisions impact them specifically as well as the company as a whole. By applying case studies, sharing the ideas between teams can enhance the employees' decision making skills and can also encourage for team spirit. On the daily basis, the manager and the employees have regularly meets to talk about work assignment and therefore it is important to maintain a good harmony among them.

Another aspect of employer brand, the participation of economic values is also prominent to driving the employee engagement of GGI Insurance, it is important for the employer of the organization to maintain a good relationship between employer and employees by keeping up with the attractive attributes with to create good promotions opportunities and to manage work life balance as the organization culture. In economic value, GGI Insurance have to analyse financial incentives schemes by comparing the rates in industry such as salary, commissions and bonus which are one of the attractive tools for all employees not in the company even in the industry.

Another good attributes the GGI Insurance should be maintaining is social values which as another positive participation within the GGI Insurance. Employers maintain this value and to improve by sustaining happy working environment and building the good employer-employee relationship. GGI Insurance have to take consider how to create and facilitate to be happy working environment and should give career –enhancing experiences its social value. In application value, the participation value is important to driving the employee engagement of GGI Insurance, it is important for the employer of the organization to maintain acceptance and belonging, more participation of CSR activities and to clear for job description. And then GGI Insurance need to take attention on providing teach and share others that match with their positions and services levels to feel the employees proud themselves working in GGI Insurance and to have respects from others.

In the aspect of the employee engagement, organization engagement received the most participation based on the survey data result. As a broad conclusion, people of GGI Insurance Co.,Ltd are attractive to compared to being job engagement at their job roles. Being organization engagement to their work is really important as it could be said that psychologically they are attached to their work and that they take pride in what they do for the organization. Organization engagement will be pull factor for the employees when it comes to the employee retention. The employers of the Grand Guardian Insurance Public Company limited should work on maintaining all the factors that are contributing to the participation of the organization engagement. Job engagement is the factor in the employee engagement that GGI Insurance should be focusing on their job. Most of engagement factors are economic values and social values and employees are attractive to compared to being job engagement at their job roles.

As for the overall objective, it is already found that there are relationships and effects between the employer brand and employee engagement and their impacts upon the employee intention to stay. A good interest values and social values promote job engagement and a good interest values, economic values and social values promote organization engagement. Out of all the factors in the employee engagement, economic values and interest values have the most significant relationship upon the employee intention to stay. Therefore, in the context of the Grand Guardian Insurance Public Company Limited, since both of organization engagement and job engagement are most participate attribute, all they should be looking at is promoting and maintaining a good interest values and economics values.

5.3 Needs for Further Research

The finding of this study confirm that employer brand play a role in achievement of employee engagement. The employee engagement has effects on the employee intention to stay at GGI Insurance. The study was conducted Head-Office of GGI Insurance, more research is needed on the employees working in the functional departments of the company as well. Giving the limited scope of this study, the findings cannot be generalized across all branches and department of GGI Insurance. A follow up comparative study is proposed for future research in order to

gain insight into the effect of the employer brand, more factors such as HRM practices that are influencing the employee engagement within the organization. Moreover, the outcome of a good employee engagement could also lead to a better business performance and employee personal performance. More research can be done to identify the outcomes produced by the employee engagement.

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