

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF WORKFORCE DIVERSITY ON
EMPLOYEE PERFORMANCE
OF TELENOR MYANMAR LIMITED

SUBMITTED BY
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DECEMBER, 2019

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Academic Year (2017 – 2019)

Supervised by

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

Supervised by

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ACCEPTANCE

This is to certify that the thesis entitled “The Effect of Workforce Diversity on Employee Performance of Telenor Myanmar Limited” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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DECEMBER, 2019

ABSTRACT

The purposes of this study are to examine the effect of workforce diversity on employee engagement and employee performance of Telenor Myanmar Limited. The data is collected with structured questionnaires from 250 employees who are working under Telenor Myanmar Limited. The results of the study indicate that all measures of workforce diversity: gender, age, ethnicity and education have positive effect on all types of employee engagement: vigor, dedication and absorption. Moreover, all types of employee engagement: vigor, dedication and absorption have positive effect on the performance of employee in Telenor Myanmar Limited. Thus, the management of the company should pay attention to importance of workforce diversity which increase the employee engagement and their performance in Telenor Myanmar Limited.

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CHAPTER 1

INTRODUCTION

Advances in technology and the advent of a global economy bring the people around the world more closer together than ever before. The work environment is becoming more complex and dynamic due to globalization and competition which as a result has necessitated the need for a workforce that is made up of people with varying age, experience, knowledge and backgrounds to maximize competitive advantage (Ragins & Gonzalez, 2003).

Today business workforce is changing at an increased speed and the change in the employees' demographics, increase of jobs in the economy, continuing growth of the globalization and requirement for efficient and effective collaboration have surfaced as significant forces driving the importance of diversity in organizations. No doubt many believe workforce diversity is fundamental for employee performance in any industry.

Workforce diversity refers to those significant differences and similarities that are present among employees within an organization (Griffin & Moorhead, 2014). It represents uniqueness which includes; an individual personality, age, gender, ethnicity/race, religion, marital status, income, the work experience and all those views which supposes and sustains an organizations core values. It also means those organizations that are turning out to be more varied with respect to its workforce composition based on characteristics as age, ethnicity, expertise, etc. (Robbins & Judge, 2013).

Human resource is an important capital for any organization, and as such, having a diversified workforce is a primary concern for most organizations. Although it has become necessary for organizations to employ a diversified workforce, at the same time, it has become quite challenging for organizations with increasing diversified workforce to reap the benefits of diversity while managing its potentially disruptive effects. Organizations have recognized the fact that it is through the collective effort of its diversified workforce to achieve organization objectives.

According to Childs (2005) organizations that wishes to gain competitive advantage must widen its perspective about workforce diversity and diversity management, and the management must commit themselves to ensure that diversity

management is a part of its daily operations. Workforce diversity is considered as one of the basic necessities in today's changing environment.

According to the changes of the world's workforce, telecom companies' environment in Myanmar has been tremendous changes over the past few years. Until around the year 2012, MPT handled exclusively the Myanmar telecommunication services. Then in 2013, the Myanmar government allowed Telenor of Norway and Ooredoo of Qatar to operate telecommunication services in Myanmar and KDDI start providing technical MPT.

This brought the dramatic improvements in the situations and at the same time, the workforce became diverse workforce. Therefore, this study seek to add to already existing literature on workforce diversity by examining empirically and theoretically concept of workforce diversity in terms of age, gender, ethnicity and educational background and its relationship with employee performance of Telenor Myanmar Limited..

1.1 Rationale of the Study

Workforce diversity has become a significant aspect in the today's world of workplace. Workforce diversity trends were first identified in the mid-1980s and they were demonstrate as an opportunity for organizations to become more creative, to reach formerly untapped markets and in general to achieve and maintain a competitive advantage, Roberson(2007). Erasmus (2007) said that, diversity management and workforce diversity are a forced integration that creates conflict and uncertainty in the workforce as leadership is not skilled in the discipline of diversity management and its principles.

Managers are in most businesses not well equipped to effectively practice diversity management, or identify what factors contribute to effective diversity management and the tasks that can deal with diversity related issues in the workplace. Research suggests that if organizations cannot management workforce diversity, workforce diversity is more likely to damage morale, increase turnover and cause significant communication problems and conflict in the organization, Roberson et al. (2007).

Telecommunication service is a rapidly growing industry in Myanmar. Currently 1 state owned and 3 private owned telecom companies. Myanmar's telecom sector is in the midst of an energetic expansion, which is reshaping the economic and

social composition of the country. The arrival of international mobile network operators has been expanding the ICT market well beyond its former capabilities, with an array of new technologies, different skill and different perception. Thus, telecom companies are facing several challenges such as workforce diversity which is a natural phenomenon that has both positive and negative impacts on organizational performance.

In the contemporary environment, the general consensus is that organizations that capitalize on diversity are likely to perform better than organizations without the advantages that diversity bring. Diverse workforce ensures a high level of performance for human and intellectual capital and provides business organizations with a competitive advantage in their expanded markets. Manpower diversity is a great challenge for organizations. There are big differences among employees in various companies and there is no one method that can be the best to treat them all.

There are limited research works on the effect of workforce diversity on employee performance. This study focused on the relationship among age, ethnicity, gender and educational background, towards employee performance at the Telenor Myanmar Limited.

1.2 Objectives of the Study

The main objectives of the study are as follows;

1. To examine the effect of workforce diversity on employee engagement in Telenor Myanmar Limited.
2. To analyze the effect of employee engagement on their performance of Telenor Myanmar Limited.

1.3 Scope and Method of the Study

This study emphasizes on the effect of workforce diversity on organization performance of Telenor Myanmar Limited. There are 800 employees including managerial and non-managerial who are working in Telenor Myanmar Limited. The simple random sampling method is applied and the Yamane formula is used to identify the sample size. The structured questionnaires are distributed to randomly select 250 employees. This study is used both primary and secondary data. To collect primary data, employee survey is conducted by using structured questionnaires with 5-point

Likert scale. Secondary data is collected from published thesis, research papers, reference books, internet websites and academic journal.

1.4 Organization of the Study

This paper is organized with five chapters. Chapter one is the introduction which includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two describes theoretical back ground of the study. Chapter three describes Telenor Myanmar profile, profile of respondents and workforce diversity at Telenor Myanmar Limited. Chapter four presents analysis on the effect of workforce diversity on employee engagement and their performance of Telenor Myanmar Limited. Chapter five is the conclusion of the study which consists of findings and discussions, suggestions and recommendations for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents an overview of existing literature on workforce diversity and organization performance to provide the theoretical background of the study. Based on this literature, the conceptual framework is developed and key variables and their interrelationships presented. This chapter includes a review of the empirical literature of previous findings of similar studies for the purposes of comparing the findings of this study.

2.1 Workforce Diversity

Workforce diversity refers to variety and differences in a group (Nile & Dyer, 2004). It describes the composition of a group according to one or more characteristics of its members. The meaning of variety can extend beyond race and gender to include all types of individual differences, such as ethnicity, age, religion, disability status, geographic location, personality, sexual preferences, and a myriad of other personal, demographic, and organizational characteristics. Diversity can thus be an all-inclusive term that incorporates people from many different classifications (Herring, 2009).

In the workforce, this means the diversity among people related to such factors as age, culture, education, employee status, family status, gender, national origin, physical appearance, race, regional origin, religion, sexual orientation, and thinking style. According to Stockdale (2004), workforce diversity presents as differences that affect people with regard to acceptance, work performance, satisfaction, career or job related progress in an organization. Workforce diversity is the challenge organizations have in exerting an effort to adapt to the dynamics of employees which are different. It is about inclusion, which is a challenge that encompasses everyone to work together for the optimal function of the organization.

The current business environment has three key features that are acting as catalysts of diversity in the workforce. These are: the changing patterns of labour market demographics, the increasing globalisation of businesses and the changing patterns of work organisation, production and competition. What is becoming increasingly evident is that workplace diversity is an increasing reality and organizations need to be able to manage this phenomenon successfully, as this diversity is also becoming increasingly complex. Workforce diversity directly and indirectly

affects and has influences on in-group and out-group behavior (the effects of individuals belonging to certain subgroups, such as gender, age, or race, and thus being outside of other subgroups), stereotype and status expectancies, and individual differences in cognition, values, and behavior.

In turn, these three intermediary variables affect interpersonal and role relations and task performance Brown, Knoese & Stewart, (2009). Irrespective of the amount of information on how to manage diversity, relatively little attention has been paid to the measures of workforce diversity Hostager & De Meuse, (2002). The dimensions of workplace diversity alter and influence organizational work and functionality. Workforce diversity plays many roles within an organization, on an interpersonal, intrapersonal and structural participation level. The dimensions of workforce diversity play a pivotal role in the organization which influences organizational policies which creates and contribute to stifling differences among employees.

Workforce diversity often affects employee job satisfaction based on factors of equity related to performance appraisals, which affect salary fluctuations and career mobility. Lack of performance, often result in disciplinary action or terminations, however if concerns develop about employees perceiving disciplinary procedures ineffective, which result in the equity continuum being labeled as inaccurate. The equity balance is affected by unfair practices such as overt discrimination against a particular race, gender or people with disabilities which affect the organizations diversity climate.

2.1.1 Gender Diversity

Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard and Levine, 2003; Nkomo, 1992; Heilman et al., 1989). In other words, organizations prefer to hire males workers compared with women because they are perceived to have better performance and ability to manage their jobs. Besides, according to Brown, 2008; Carr-Ruffino, 2003, significant amount of workforce diversity remains ineffective if gender issues are not first recognized and managed.

The research and study also state that the most constitutional challenge is overcoming the thought that woman are not equal to man. Kossek, Lobel, and Brown (2005) states only 54% of working-age women are in the workforce worldwide compared to 80% of men. Furthermore, women continue to have the upper hand on the "invisible care" economy, which relates to care giving and domestic work. However,

according to Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, and Thomas (2002), providing an equal job opportunity to women is vital to improve performance of employees in an organization.

These societal mandates eliminated formal policies that discriminated against certain classes of workers and raised the costs to organizations that failed to implement fair employment practices. Discrimination on hiring workers based on gender has resulted in a firm's hiring workers who are paid higher wages than alternative workers, but are no more productive (Barrington and Troke, 2001; Becker, 1971). Moreover, Wentling and Palma Rivas (2000) study states that organization with diverse workforce will provide superior services because they can understand customers better (Kundu, 2003). The research from Kundu, 2003; Mueller, 1998, states that hiring woman, minorities and others will help organization to tap niche markets.

Based on the research from Joshi and Jackson (2003), a positive relationship was found between team gender diversity and intra-team cooperation, but only within regions that were relatively diverse in terms of gender. Furthermore, team gender diversity was positively related to team performance, but again this was true only within regions characterized by relatively high gender diversity. Overall, regions with greater gender diversity at managerial as well as non managerial levels were more cooperative. In comparison, Jayne and Dipboye (2004) argued that gender diversity does not necessarily bring positive outcome such as increases motivation, improving talents, build commitment, and decline conflict.

The results from the studies conclude that benefits from diversity are contingent on situation such as the organization strategy, culture, environment as well as people and the organization. Other than that, giving more adequate training to build commitment among employees is necessary in the surface level. Consequently, high cost of time and money are spent. Last but not least, the argument that greater diversity is associated with lower quality because it places lower performing people in positions for which they are not suited (Herring, 2005; Rothman, Lipset, and Nevitte, 2003). Finally, Williams and O'Reilly (1998) suggest that the most empirical evidence suggests that diversity is most likely to slow down group functioning (Herring, 2005). In short, critics of the diversity model suggest that group differences result in conflict and its attendant costs. For these reasons, skeptics of the business case for diversity model have questioned the real impact of diversity programs on the bottom line of business organization (Herring, 2005).

2.1.2 Age Diversity

Growing age diversity has become part of many organizations (Florian Kunze, Stephen Boehm and Heike Bruch, 2009). There are two major theories which explain this relationship; the social identity and self categorization. Individuals are suggested to classify themselves into certain groups on the basis of dimensions that are personally relevant for them according to social identity and self categorization theory (Kunze, Boehm and Bruch, 2009; Tajfel and Turner, 1986). As a result, individuals tend to favor members of their own group at the expenses of the other groups, against which they may discriminate. Consequently, if the employees' age or generational belonging is regarded as a relevant criterion for distinction, a differentiation between age groups within an organization may emerge, fostering emotional conflicts and agebased discrimination between the age groups (Kunze et al., 2009).

Gelner and Stephen (2009) summarized that age heterogeneity can negatively affect productivity concerns differences in the values in and preferences of distinct age groups. It has been shown that productivitydiminishing conflicts are particularly frequent in the presence of "generation gaps" (Gelner and Stephen, 2009; Lau, Murnighan, 2005; Pitcher, Smith 2001). However, Gelner and Stephen (2009) also include that age heterogeneity may be placed in proximity with its potential benefits. Complimentarily effects emerge when collaboration in a group enables individuals to be more productive than when working on their own.

Hence, the benefits of age heterogeneity are based on additional productivity effect that arise due to interaction among individuals of different ages with differing skill profiles, differing perspectives and perhaps also different personality traits. Last but not least, according to Brown (2008), increased diversity may also provides many challenges for HR management, as the workforce ages, for instance, employers will have to struggle with higher healthcare costs and pension contributions. Employees will need to accept that benefits are in sync with the vision of the organization; thus, their commitment will increase substantially.

2.1.3 Ethnicity Diversity

The growth of a multicultural workforce was the focus of the 90's and is gaining more momentum into the new era (Zgourides, Johnson and Watson (2002); Milliken and Martins, 1996; Nemetz and Christensen, 1996). Along with the increase in diversity

has been an increase in the use of work teams in general, with intention of utilizing greater participation and synergy to improve and increase both employee satisfaction and business performance. Even though the nature of workforce composition is rapidly becoming more mixed in terms of gender, age, ethnicity, parallel interest has been increasing about the impact of such diversity in our educational institutions (Zgourides et al., 2002).

The multicultural increase in businesses is due to multicultural increase of our society and, thus, also pervades familial, educational, and religious circles. According to Zgourides et al. (2002), the differences in cultural characteristics were predictive of team scores, which can be interpreted as the advantage of having ethnically different views for team problemsolving resulted in increased team performance after the teams learned how to utilize these differences to their benefit.

Timmermans, Ostergaard, and Kristinsson (2011) found that innovation is an interactive process that often involves communication and interaction among employees in a firm and draws on their different qualities from all levels of the organization. Diversity in ascribed characteristics, such as ethnic background, nationality, gender, and age can have negative affective consequences for the firm. Members of the minority group can experience less job satisfaction, lack of commitment, problems with identity, perceived discrimination, etc..

However, when minority group grows, some of the problems disappear. According to Timmermans et al., (2011) study, ethnicity can be used as a proxy for cultural background and diversity in ethnicity can be expected to be positive for innovative performance, since it broadens the viewpoints and perspectives in the firm (Richard, 2000). Moreover, based on Timmermans et al. (2011) study some levels of diversity in ethnicity might be positive associated with innovation, high degree of diversity in ethnicity might be negative since it can create conflict and cliques due to social categorization (Dahlin, 2005).

2.1.4 Education Diversity

Tracy and David (2011) found that employers commonly reject employing employees whose training, experience, or education is judged to be inadequate. On the other hand, this meant that education background is important to employees. Employees cannot find a job and perform well without adequate education background. Besides that, Daniel (2009) also found that various levels and types of education might expect different mobility rates. Mobility may differ across these occupations, causing the

mobility of individuals with working experience to be different from those with non working experience but possesses a degree certificate.

According to Daniel (2009) study, an individual will be more productive depending on the level of their education. The more education the individual worker received, the more productive the worker will be. Moretti (2004) explored this idea and found that cities with higher percentage of tertiary education level workers will enable individuals of all education level have higher wages. Other researchers have found an increase in civic participation (Dee, 2004) or a decrease in crime rates (Lochner and Moretti (2004) resulting from more education.

Glaeser, Scheinkman and Shleifer (1995) also found that a greater proportion of educated workers in a city translate to higher economic growth. However, Zeng, Zhou, and Han (2009) found that those high-level managers with higher education and the staff whose length of service is 11 to 15 years shows unusual decline in work performance because they have not found the suitable development space, so temporary disengagement happens.

2.2 Employee Engagement

Employee engagement and workplace diversity and inclusion are two sides of the same coin. The manager need to identify and understand their employees' individual needs and preferences and further ascertain as to how these needs could be met amidst leveraging the diverse workplace talents. A diverse workforce is more difficult to manage than a homogenous one and therefore the managers might encounter barriers in the implementation of common engagement initiatives for the employees, as the one size fit approach might not work at all times.

Employee engagement is dependent on a number of different factors and these different factors impact differently on an individual level, as well differently based on age, gender, education and ethnic. There is no one size approach to employee engagement, the highly engaged employees will identify them with the success of the organization and enjoy fulfillment from their engaged the employee the better the perception of diversity in the organization.

When the employees are emotionally committed to the organization they are said to be engaged. Employees no longer work for a paycheck or promotion. Instead, they care about their work and organization. This is when they bring in discretionary efforts so that they contribute more to the organizational goals. Discretionary efforts

mean anything done without being asked. Higher levels of employee engagement assure better productivity, higher customer satisfaction, increased sales, higher profits and lasting goodwill. Therefore, employee engagement is vital for the employees as well as the organization.

Engagement increase when the employees perceive that they are sincerely treated and supported by their organizations. Engagement drives the quality of overall human capital output. It is an intangible asset and is an extra value that each employee contributes to the organization. Accordingly, the organizations that effectively capitalize on the strengths of its diverse workforce and leverage their differences and uniqueness will result in having more engaged employees. This finds support from a study on health sector employees in which diversity practices were found to be associated with a trusting climate which in turn was positively related to employee engagement. Hence, workforce diversity becomes one of the organization's strongest competitive advantage when its employees feel valued and empowered to focus on their strengths and honor their diversity.

There is no common way to measure employee engagement. Gallup suggests 12 questions to measure engagement whereas Towers Perrin applies just only 9 questions to measure engagement and then they separate respondents into three buckets: highly engaged, moderately engaged and disengaged. Wilmar Schaufeli & Arnold Bakker developed The Utrecht Work Engagement Scale (UWES). Employee work engagement is composed of three dimensions: vigor, dedication and absorption.

(a) Vigor

Vigor refers to energy, mental resilience, determination and investing consistent effort in job, Rayton & Yalabik, 2014. Vigor is one of the aspects of employee engagement that implies high levels of energy and mental resilience while working. There is also a determined investment in the actual work, together with high levels of persistence even when faced with difficulties.

(b) Dedication

Dedication is about being inspired, enthusiastic and highly involved in job. Dedication is an individual's deriving a sense of significance from work, feeling enthusiastic and proud about the given job and feeling inspired and challenged by the job.

(c) Absorption

Absorption means to a sense of detachment from surroundings, a high degree of concentration on job and a general lack of conscious awareness of the amount of time spent on the job. Absorption is concentration and being engrossed in people's work, whereby passing time will be intangible and being detached from the job has some difficulties for them. Furthermore, it is pleasurable to have job experience for individuals.

2.3 Employee Performance

Employee performance is the act of carrying out an action, or an accomplishment or achievement. Employee performance is how well an employee is effectively fulfilling his/ her job requirement or discharging his/ her duties so as to achieve good results (Durga, 2017). Armstrong (2012) citing Vroom (1994) said performance or effectiveness is a function of ability and motivation. Thus, employees need both ability and motivation for effective performance.

According to Hasan, Muhammad, Imran (2009) study, conflict is a state in which two or more parties have incompatible objectives and in which their perception and behavior is appropriate with that incompatibility (Mack, 1965). Conflict is a foreseeable authenticity. It may not fade away nor ignored (Michael and Wayne, 2001; Medina, Munduate, Dorado, Martinez and Guerra, 2005). It is found in personal, group or organizational interaction. Conflict is either "good or bad" and "sinful or immoral". It assumes significance, once it is handled intelligently.

When conflict is handled unskillfully and badly, it becomes detrimental and when it is handled morally and creatively, it ceases to be frightening and incapacitated, and results in growth, maturity, and empowerment for individual, group and organization. Conflict occurs due to difference of perception, ideas, behaviors, interest, attitudes, religious differences, political differences and unjustified distribution of national resources. Conflict is not always negative. It depends how the conflict is handle.

If handled properly, it can become source of development; otherwise it creates hostilities (Kigali, 2006). So it affects quality, performance and profit of organization. Conflict is essential for life and dynamic for team performance (Medina et al., 2005). When managers ignore the clash between the co-workers, those clashes will be converted into personal and emotional conflict in the long run and therefore damages the organizational culture, worker morale and overall chap reduction of organizational

performance. A perception of interpersonal incompatibility is labeled as relationship conflict and it typically includes tension, annoyance and animosity among group members (Hasan, Muhammad and Imran, 2009; Jehn, 1995; Simons, Peterson, 2000). It is related to difference of relationship between team members. It is infertile, difficult to manage and likely to leave people with more pressures and less ability to manage them.

Normally, it occurs between frontline workers and their supervisors. It can reduce creativity, innovation, quality, and performance of employees and organizations (Jehn, 1994, 1995; Amason, 1996; De Dreu and Van de, 1997; Friedman, Curral and Tsai, 2000; Michael et al., 2001; Passos and Caetano, 2005). Relationship conflict also relates to conflict about personal taste, political preferences, values, and interpersonal style (De Dreu and Weingart, 2003). Relationship conflict negatively effects on the team performance and it breaks personal and professional relations.

Besides, it also produces tension between team members (Hackman and Morris, 1975; Wall and Callister, 1995). Once relationship conflict erupts, each individual's displays varying difference. In case conflict continues, it results in nervousness, rivalry, stress and discontents, which results into reduction in performance of employees in organization (Hasan, Muhammad and Imran, 2009; Pondy, 1967). Divergence of thoughts, action and opinion results in sorting out flimsy occurrences. It depletes energy of people to resolve conflict or to counter its effect rather than spending time in achievement of organizational objectives (Simons and Peterson, 2000).

However, according to Jonathan, David and Aparna (2004), the past research on workplace diversity suggests that diversity can be either detrimental or beneficial for workgroup performance (Williams and O'Reilly, 1998). For instance, workgroup diversity is positively associated with creativity and problem-solving skills (Bantel and Jackson, 1989; Jehn, Northcraft, and Neale, 1999) and negatively related with cohesiveness and cooperation (Pelled, Eisenhardt, & Xin, 1999). Good workforce diversity practices in the area of human resources are believed to enhance employee and organizational performance (Adler, 1986).

Managing diversity involves leveraging and using the cultural differences in people's skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge (Morrison, 1992). There is a strong correlation between good diversity practices and profits based on recent studies. (Hayles and Mendez, 1997).

Diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions (Adler, 1986). It is also argued that, with decreasing homogeneity in the workforce, it has become crucial for organizations to develop equal opportunities and diversity management policies to maintain the skills of employees with diverse backgrounds in order to protect their competitive position in the marketplace (Gilbert and Ivancevich 2000; Shaw 1993). Diverse workforce may be more creative and innovative than homogenous employees. According to Esty, Griffin, & Hirsch (1995) other benefits of diversity includes;

Increased productivity: when employees feel respected, included and valued in the organization, they become committed to its goal and hence work towards achieving the goals.

Fewer lawsuits: there will be fewer lawsuit since both management and employees have been trained on how to respect and value difference and treat every one equally without discrimination.

Retention of business: organizations now pay careful attention to other organizations that they transact with. Seeking out for businesses that suppose inclusion.

Increased market marketing capabilities: having diverse workforce can provide an organization with insight into the thinking of a wide range of customers. As markets are segmented, even the smaller market begins to gain importance. Therefore, attracting prospective customers can be the critical difference between the organization surviving or dying out.

The organization can become an employer of choice: as people hear of how well the company accepts and manages diversity, it grows the company's image. People want to be a part of such organization.

Better morale or improved morale: the ambience of the work environment can become more fun and lively when there is a mix of workforce.

Improved decision making: diverse workforce have the potential for making high quality decisions because they must deal with dissenting views before the move forward.

2.4 Empirical Studies

In this section consists of previous studies on the effect of workforce diversity on employee engagement and the effect of employee engagement on employee performance.

2.4.1 Gender Diversity and Employee Engagement

Arokiasany (2013) observed that many organizations prefer to hire more of the male workers than the female workers because they are of the opinion that male workers have the ability to perform their jobs and can manage their jobs well. The general creativity and innovativeness of an organization may be enhanced by the combination of both male and female in the organization. From research, it has been discovered that gender diverse groups have the ability to make quality decisions much more than an homogeneous team.

Based on resource based view of an organization, gender diversity is seen to have a positive correlation with employee engagement whereas, the social categorization and social identity theories shows a negative correlation. It is assumed that the negative side of gender dissimilarity. The negative side gender diversity delays decision making process because of internal conflict among members. Researchers argue that female and minorities are often seen as bringing different skills, values, ways of thinking and life experiences to the organization, which organizations could harness to achieve employee engagement and performance gains, particularly to enhance innovation and creativity Kirton & Greene (2016).

2.4.2 Age Diversity and Employee Engagement

Robbins & Judge (2013), said the relationship between age and employees' job engagement and job performance is likely to be an issue of increasing importance during the next decade. According to them, the reasons for this are; first, the common believe that job performance diminishes with increasing age. Secondly, the present workplace is characterized by aging population. As such, quite a number of employers recognize that older workers signify a massive potential pool of high quality applicants. Thirdly, is the regulations set by some countries that outlaw mandatory retirement e.g. the USA. It is a common to assume that as people get older, their skills in terms of

agility, strength, speed and coordination begins to decline and job could become boring and lack of intellectual stimulation all contributes to reduced productivity.

On the contrary, researches conducted find that the age of employees and their job engagement are not correlated and older workforce are more likely to take part in citizenship behaviour (Robbins & Judge, 2013). This commitment is seen more in older employees than younger environment seeing that they have lower rates of avoidable absence and thus equal rates of unavoidable absence, e.g. sickness absences. Older employees often gets fulfilled in their work, report better relationships with their fellow employees and are committed to their organization's goals.

Josef (2010) said several studies have examined the correlation between age and performance, but no clear correlation could be found between age and performance. It is true that the performance is a function that requires speed and precision with regards to sight, hearing and movement, the performance of older employees can decline. However, positive correlation can be found in situations where older employees with greater experience achieve higher performance than their younger employees. Older employees have over the year's accumulated wealth of knowledge and experience that they come along with in the organizations.

As such, organizations that embraces multigenerational workforce can provide mentorship on organization's history, culture, etc. based on the reservoir of knowledge and accumulated abilities. Most organizations that know the benefits of multigenerational workforce are utilizing the older workers to act as mentors to impart their knowledge and to the younger employees. The benefits of an age diverse group can only be achieved once organizations overcome those extra communication costs and problems associated with emotional conflicts amongst them. Employees' productivity can be affected negatively by the age heterogeneity of the workforce as a result of the difference in the values and preferences of dissimilar age groups.

2.4.3 Ethnic Diversity and Employee Engagement

It is important to look closely to how individuals and different groups within the working environment interact with each other at work as organizations are becoming more diverse in its ethnicity (Weiliang, Mun, Fong, & Yuan, 2011). Weiliang, et al., (2011) citing Pitts and Jarry (2005) said as workforce becomes more heterogeneous in terms of ethnic composition, managers are having a growing interest to know how

having a diverse workforce influences the cohesion in the workplace and employee engagement.

Base on empirical studies, having a workforce that is ethnically diverse can be beneficial or detrimental to an organization. Hence, it is essential for managers to have knowledge on diversity and ways in which they can manage ethnic diversity of their workforce in ways that will help the organization take full advantage of the beneficial aspect of ethnic diversity while reducing the negative effects that could sprout out in form of conflict or communication issues (Milliken & Martins, 1996; Benschop, 2001), discrimination, poor workplace harmony, as well as difficulty in getting coming to (Van Knippenberg, De Dreu, & Homan, 2004).

According to the social identity, social categorization and similarity attraction theories, when a workforce is ethnically diverse, it could result in psychological processes like in-group liking, in-group attraction and worst of all in-group favouritism. The consequence of this may affect the behaviours of employees in a way that group members may only choose to favour those belonging to their ethnic background. This could also bring about a lot of negative outcomes like; less communication, less cooperation, less cohesiveness and even conflicts. Furthermore, it could lead to high turnover intension and less job satisfaction (Oerlemans, Peeters, & Schaufeli, 2001).

2.4.5 Educational Diversity and Employee Engagement

Cohen & Bailey (2001) said differences in the educational background of employees can bring about a significant effect on group performance just like their different capabilities since it promotes a wide assortment of talents. Holland (1997) mentioned that a person's preference of a certain field of knowledge can in some way reveal the personality and the strong point of such individual. This entails that the background education of a person point out the competences of the individual. As such, managers welcome individuals with different educational background as a way of encouraging the workforce to effectively work with each other in order to achieve organization's goals (Gwendolyn, 2002).

When an organization has a workforce that has different educational background, it is likely to enlarge the assortment of its knowledge base revealing the different educational background of its employees (Cohen & Levinthal, 2000). Educational diversity is showed to have a positive relationship with employee engagement (Jehn & Bezrukova, 2004). A study showed that different educational

background and global experience have a strong correlation with the way an organization is strategically positioned other organizations (Carpenter & Fredrickson, 2001).

Though having different educational background positively impact on the employees and the organization, it can also affect the performance of groups and group cohesion in a negative (Cohen & Bailey, 2001). Study also showed a negative correlation of educational diversity and the ability of top management to come to an agreement in decision making (Knight, et al., 2009). Empirical studies of educational diversity seems to report an increase in the level of distress and disagreement that often results in reduced cohesion. Hence the dissimilarities in the educational level of members were connected with the turnover intentions of individuals (Weiliang, Mun, Fong, & Yuan, 2011). Jehn, Chatwick & Thatcher (2007) said when there is a big gap between the educational backgrounds of group members, it can result in improved task related deliberation.

2.4.6 Effect of Employee Engagement on Employee Performance

Many research has indicated that engaged employees tend to outperform their disengaged counterparts (May et al., 2011). Engaged employees are more committed, satisfied and productive. Similarly, in attempting to understand the business unit level relationship between employee engagement and business outcomes. Maylett and Waner (2014) conducted over a period of 14 years in 70 countries and with 14 million employee engagement survey responses. The results showed that highly engaged employees are 87% less likely to leave their organization and companies with low engagement earn an operating income 33% lower than companies with more engaged employees. Equally interesting was the finding that engaged companies grow profit as much as 300% faster than their competitors.

The Gallup Organization did a survey in 2004 on the effects of engaged and unengaged workers. In the UK, unengaged workers cost their companies \$64.8 billion a year. In Japan, the loss in productivity was \$232 billion due to a low engagement ranking of 9%. An engaged employee or employees can be valuable assets to the organization when it comes to competitive strength (Joo and Malean, 2006). Employee engagement leads to increase productivity and employee retention. In 2006, a groundbreaking survey of 664,000 employees globally was conducted on employee engagement by the Society for Human Resource management (SHRM). The study

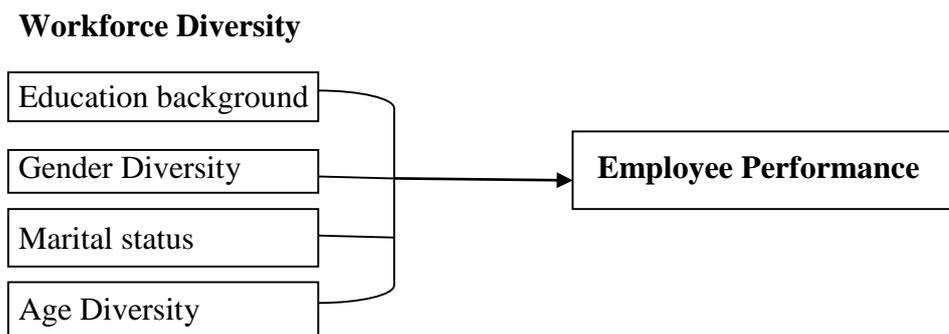
revealed that there was a differential of 52% for increased operational income from those organizations who had poorly engaged employees and those having highly engaged employees.

Another survey was conducted in 2006 that surveyed on 7939 business units in 38 countries and showed that customer satisfaction, profitability, turnover of staff and less work mishaps were due to a higher satisfied and engaged staff (Norwack, 2006). Engaged and satisfied employees tend to be top performers who are committed to the organization (Woodruffe, 2006). When an employee is engaged they serve customers better and therefore contribute more to organization’s ongoing profitability. There is evidence that employee engagement increases productivity and overall performance, creates a better and more productive work environment, reduces non attendance and employee leaving (Caplan, 2013). In a study in the GCC countries it was discovered that when employees are engaged, they tend to produce more and put in more effort to help their organization (Singh et al., 2012).

2.5 Conceptual Framework of the Study

The following figures show conceptual frameworks for previous research. The related research paper searched for this study is “Workforce Diversity and Employee Performance in National Biosafety Authority, Kenya”. This research was developed by Muthiora Doreen Muthoni in 2014. This study was conducted at the National Biosafety Authority, Nairobi. The study populations was a total of 38 employees of NBA based in Nairobi. This population included senior and middle level management, supervisory management and general staff. The research provides on empirical evidence for workforce diversity affect employee performance.

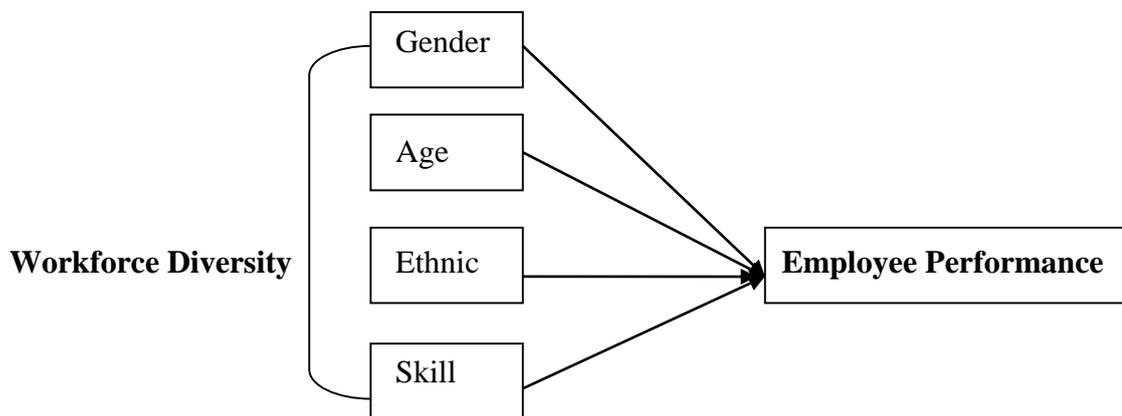
Figure 2.1 Conceptual Framework of Muthiora Doreen Muthoni



Source : Muthiora Doreen Muthoni, 2014

Similarly, other researcher studied the effect of workforce diversity on employee performance. The title is “Workforce Diversity and Its Effects on Employee Performance in a Higher Education Institution in South Africa. This research was developed by Zhuwao in 2017. This study was focused on academic and non-academic employees at the University of Venda in South Africa. The University of Venda is situated in Thohoyandou Town, Limpopo Province in South Africa. It is made up of one campus, constituting of 800 academic and non-academic employees, mostly from different cultural backgrounds and nationalities. The conceptual framework is as follows.

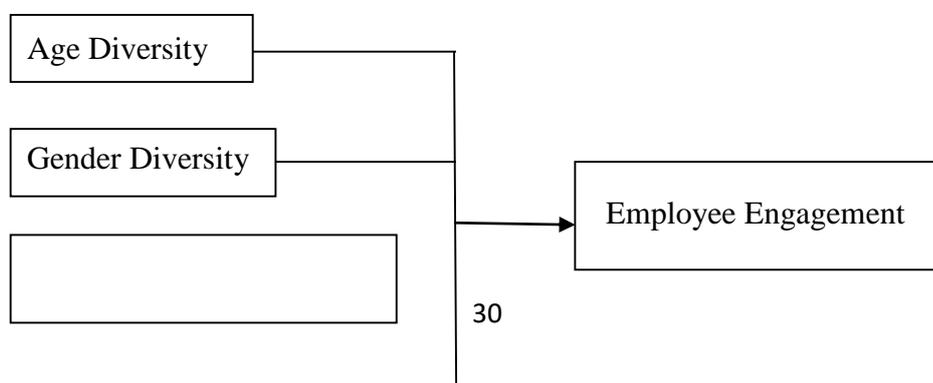
Figure 2.2 Conceptual Framework of Zhuwao



Source : Zhuwao, 2017

Some researcher studied the effect of workforce diversity on employee engagement. The title is “Workforce Diversity and Employee Engagement of Telecommunication Firms”, developed by Doris Wanja Gitonga in 2015. This research found out when workforce diversity is not managed properly, there will be a potential for higher voluntary employee turnover, difficulty in communication and destructive interpersonal conflicts (Elsaid, 2012). The reverse leads to a more engaged workforce and subsequently improved organizational performance.

Figure 2.3 Conceptual Framework of Doris Wanja Gitonga



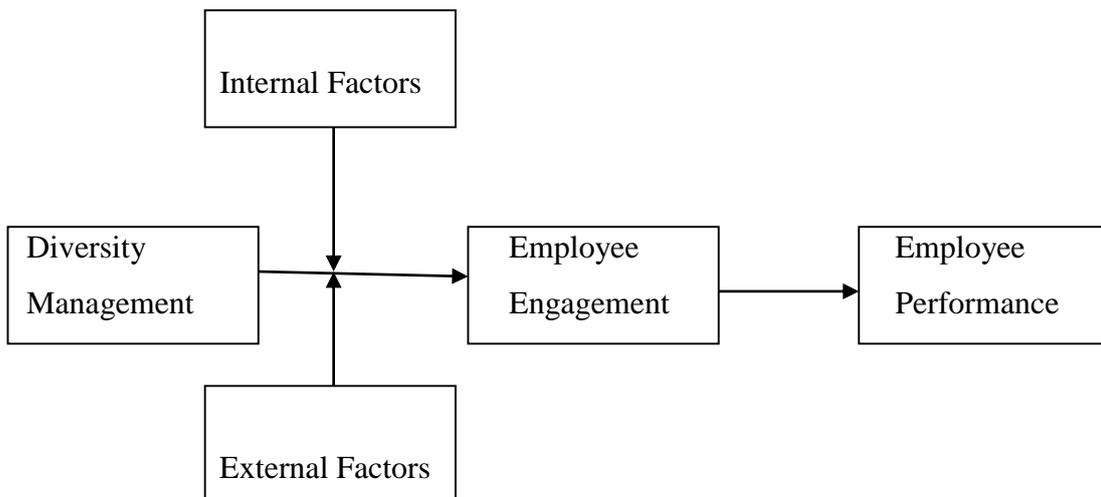
Work Experience Diversity —



Source : Doris Wanja Gitonga, 2015

Some researcher revealed that the effect of workforce diversity management on employee engagement. Employee engagement in very important for employee performance. Bargali M.M developed this relationship among workforce diversity management, employee engagement and employee performance in 2018. The title is “Diversity Management and: A Focus on Employee Engagement”. The following figure depicts the conceptual framework of Bargali M.M.

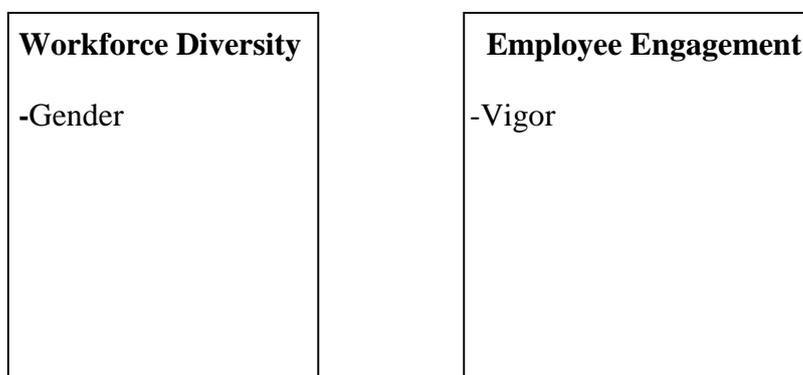
Figure 2.4 Conceptual Framework of Bargali M. M

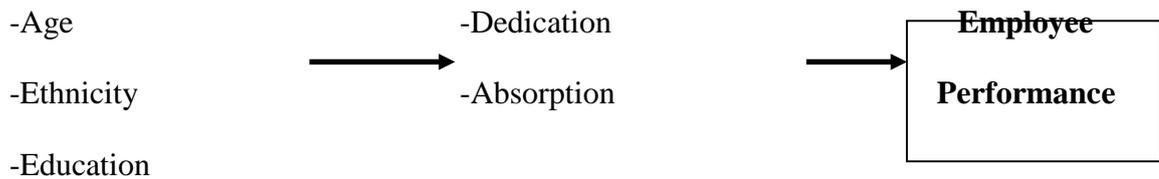


Source : Bargali M. M, 2018

Based on the literature review, previous studies and conceptual frameworks, the conceptual model for this study is developed. This study follows two parts: first, the effect of workforce diversity on employee engagement, and second, the effect of employee engagement on employee performance of Telenor Myanmar Limited. The conceptual framework of the study is shown in Figure (2.5). The framework has developed to conceptualize the relation dependent variables and independent variables.

Figure 2.5 Conceptual Framework of the Study





Source: Own Compilation , 2019

The conceptual framework indicates the central process which is useful to direction of the study. Thus, the conceptual framework of this study consists of the independent variables of workforce diversity such as gender, age, ethnicity and education and dependent variables of employee engagement and employee performance. Figure indicates that workforce diversity such as gender, age, ethnicity and education affects employee engagement. This employee engagement leads to their performance. The future success of any organizations relies on the ability to manage a diverse workforce that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workforce diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this diverse workforce. With the mixture of skills of diverse backgrounds can respond to business opportunities more quickly and creatively, especially in the competitive global arena which must be one of the important organizational goals to be attained.

CHAPTER 3

PROFILE AND WORKFORCE DIVERSITY OF TELENOR MYANMAR LIMITED

This chapter presents a description of the development of telecommunication service in Myanmar, the background of Telenor Group and Telenor Myanmar Limited., the company profile, organizational structure and finally the workforce diversity of Telenor Myanmar Limited.

3.1 Development of Telecommunication Service in Myanmar

Myanmar's telecommunications environment has been immense changes over the past few years. Until around the year 2012, telecommunications were handled exclusively by Myanmar Post and Telecommunications (MPT). Since the company had a monopoly on telecommunications quality was extremely low. The low quality of the telecommunications environment became an issue in attempting to do business in Myanmar.

However, in 2013 the Myanmar government licensed Telenor of Norway and Ooredoo of Qatar to operate as telecommunications carriers in Myanmar and KDDI began providing technical support MPT. This brought major changes in the situation. With foreign corporations directing Myanmar's telecommunications field, investment in telecommunications infrastructure has been taking place continuous improvement since that time, bringing major improvements to the telecommunications environment.

Particular attention is being given to mobile phone related infrastructure. A comparison of the number of landline, mobile phone and broadband subscribers and mobile phone diffusion rates in 2011 before foreign corporations began major investments and in 2016, can immediately see the extent of change which took place. First of all the number of landline subscribers declined by around 10,000. The average private household in Myanmar does not own a telephone (landline) and even businesses have only one or two phones their premises.

Looking specifically at mobile phone in 2011, the number of subscribers totaled 1,243,619. However, by the year 2016, the number of subscribers had grown to 48,728,399, representing a colossal amount of growth. It is not easy to get infrastructure which can handle this number of subscribers up and running in such a short period of time, but the process has actually moved along smoothly and the market has expanded with no major disruptions occurring. This can be said to be a manifestation of the high level of technical capability of foreign corporations. It was 2014 when market expansion accelerated the most.

One of the major factors was the appearance of low-cost SIM cards. Until then SIM cards were extremely expensive in Myanmar and only the affluent could own a mobile phone. In 2014, a new SIM selling for around 150 yen came into the market and at this price, almost anyone could purchase one. As a result, large numbers of people now wanted to buy a mobile phone and crowds of people would be lined up outside shops eager to buy them. This occasionally caused quite a bit of chaos. This period in Myanmar the mobile phone boom. Currently the market appears to have

passed by the boom period and one rarely see such long lines outside mobile phone shops anymore. On the other hand, interest in mobile phone continues with the introduction of 4G service and newer mobile models with high functionality.

In this way mobile phone use has spread rapidly amongst the people of Myanmar and has now become an essential part of everyday life. Mobile phone coverage is also expanding and now encompasses all of the major domestic regions. Meanwhile, in addition, coverage is improving throughout Asia, thereby improving the convenience of mobile phone use in many regions. In terms of quality, telecommunications has become more stable and use for business has also improved greatly.

There were three companies providing mobile phone services in Myanmar as of 2016, including MPT, Telenor and Ooredoo. In January 2017, Viettel of Vietnam also entered the market by establishing a tie-up with a Myanmar company. The new company is Myanmar National Tele & Communications Co., Ltd (Mytel). Mytel plans on carrying out USD 2 billion in investment in the future with a target of mid-2018 for start of business.

Now there are four companies operating mobile phone services in Myanmar, two of them domestic and two of them foreign. The four companies are now in heated competition, bringing cheaper and better mobile phone service to Myanmar. The telecommunications business environment is now said to be a good one and is headed for further progress and developments.

3.2 Background of Telenor Group

Telenor was founded in 1855, as a public service company in Norway, and builds on more than 155 years of telecom experience. It is one of the world's major mobile operators across Scandinavia, Eastern Europe and Asia. Telenor Group has a strong footprint in Europe and Asia and a leading Nordic position in mobile, broadband and TV services. Telenor has been present in Asia for more than 17 years.

With operation in six Asia markets, it is the only European telecommunications company reaching across the region Asia accounts for 196 million of Telenor's subscriptions and more than 2/3 of its workforce. Three of the Asian operations are publicly listed in the region Telenor is on the top 500 companies by market value and consistent to performer in Dow Jones Sustainability indexes. The group has 38,000 employee worldwide and revenue (2015) at NOK 128 billion.

Telenor exists to connect our customers to what matters most. This is the main purpose. Delivering internet access and connectivity is the foundation of what Telenor do. It enables customers to connect their digital lives. Telenor seek to personalize this experience based on their needs and preferences. Telenor strategy towards 2020 is driven by the ambition to transform the customer experience. To stand as responsible business, Telenor be a trusted partner with strong integrity, reduce inequalities and deliver on safety, security and General Data Protection Regulation (GDPR) roadmaps.

Telenor's growth road map to capture opportunities in markets, driven by serving customer's increasing need for internet access and connectivity, supported by building digital distribution at scale and identifying areas for long term growth. Telenor's culture is what binds together as one company, across all the societies serve. Being a part of a partner to Telenor means sharing our commitment and passion to what matters most and empowering societies.

The Telenor Group is now a driving force in the industry, engaging in pioneering research and technology development and other areas that are important to develop the core business of Telenor further. On 30 January 2013, Telenor Group signed an agreement with Myanmar for a nationwide telecommunications license. Telenor bring world class telecom services to Myanmar. As one of the world's largest telecom companies, Telenor build on its experience and competence from operations in Asia and globally.

3.3 Profile of Telenor Myanmar Limited

Telenor Myanmar is part of Telenor Group, one of the world's major mobile operators with more than 160 million mobile subscriptions. Telenor Group is headquartered in Fornebu, Norway. It has mobile operations in 12 markets and in additionally 17 markets through our ownership in Vimpel Com Ltd. Telenor Myanmar is a private company limited by shares, registered at the Directorate of Investment and Company Administration, Ministry of National Planning and Economic Development, Union of Myanmar since 15 August,2013.

Telenor Myanmar stands as the largest taxpayers among foreign companies contributing both commercial tax and corporate income tax sectors for 2017/18 tax assessment year, says the announcement of the Myanmar government in November 2018. Telenor Myanmar provides accessible and affordable mobile communications to people across Myanmar. The network launched in the main three cities, Mandalay, Nay

Pyi Daw and Yangon in September 2014, is being expanded to smaller cities and rural areas across Myanmar. Telenor Myanmar is part of Telenor Group, one of the world's major mobile operators with more than 160 million subscriptions across Europe and Asia.

Telenor believes mobile communications is for the many, not just for the few. It exists to help customers get the full benefit of communications in their daily lives. Telenor's Asian footprint covers 1.1 billion people and serves more than 147 million people across the region today. Myanmar is Telenor Group's newest market. Telenor Myanmar was declared a successful applicant for nationwide telecommunications license on June 27, 2013 and signed its license agreement with the Myanmar government on 5 February 2014.

The mobile network, launched on 26 September 2014 and became the largest 4G mobile network in the country and is expected to cover 90% of the population in Myanmar within 5 years. Telenor Myanmar exists to provide mobile communications for all. Telenor Myanmar Limited operates in Myanmar by being affordable, simple and available in the market. It aims to be best on basic services and its products and services must have mass market appeal. Telenor does not perform niche services for a few but attractive and transparent services for a larger population.

Telenor targets to be fast and reliable customer experience in a simple way. It communicates without jargon, in local language and strives to be user friendly in everything the business conducts. Telenor Myanmar's products and services are accessible and close to customers and its distribution network is built with the needs and convenience of customers in mind.

Telenor Myanmar works with authorized distribution and retail partners in all regions and states and union territory of Myanmar to establish a network of 100,000+ retailers within five years of network and service roll-out. Telenor Myanmar today operates the Myanmar's largest and fastest growing mobile data network with more than 7,700 sites and close to 100,000 points-of sale, serving 19 million customers nationwide. Telenor rolled out 4G services in Myanmar since July 2016, and with 4G network footprints in 90% of townships, the company is today Myanmar's largest 4G network.

The company is also a leader in driving responsible business standards in Myanmar, and is among Myanmar's leading consumer brands and favorite places to work. Telenor Myanmar provides innovative solutions that will help businesses to grow

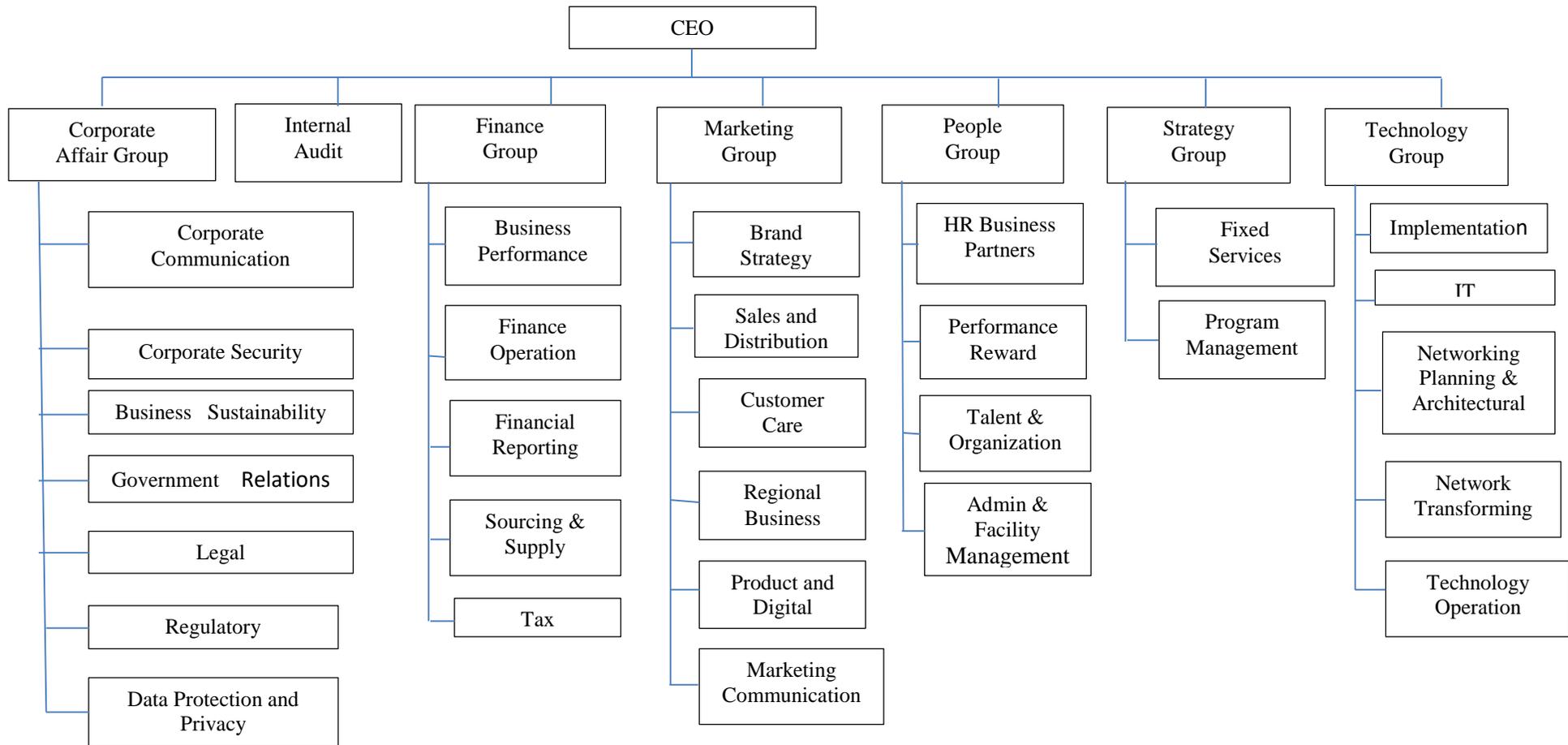
and take them to a new height. Telenor like to be trusted business partner by make Myanmar businesses more productive, cost-efficient and stay ahead in the technology game by partnering with and supports Myanmar and its citizens for digital Myanmar journey. Recently, Telenor has also introduced VoLTE service (Voice over Long-Term Evolution in Myanmar, by which 4G/LTE customers across the country can enjoy crystal-clear HD voice calls without the quality reduced at any time

Telenor Myanmar's Board of Directors is composed of six directors and a company secretary. The company operates under a management team of its Chief Executive Officer and other five executives with significant experience from global telecoms and Telenor's Asian operations. The overview of the organization structure of Telenor Myanmar is described in Figure (3.1).

Figure 3.1 refers to the main organization chart of Telenor Myanmar with has 7 departments and related chief department, experts and managers are assigned taking overall responsibilities. The communication channel using in Telenor Myanmar is multichannel. It allows more flexible unstructured communication. Its organizations structure is much channel that allows.

In this organization structure, information flow is fast and wide range of information flow different form can be obtained. There are seven functional groups which include corporate affairs group, corporate strategy and transformation group, finance group, internal audit group, marketing group, people group and technology group.

Figure(3.1) Organization Structure of Telenor Myanmar Limited



Source: Telenor Myanmar Limited

Under corporate affairs group, there are six teams which include regulatory team, legal team, government relations team, business sustainability team, security team and corporate communication teams. Under finance group, there are six team which include business performance, finance operation, reporting tax and sourcing and supply chain teams. There are six teams under marketing group which include brand strategy and digital campaigns, sales and distribution, customer care, marketing communication, product and digital services and regional business teams.

Under people group, there are four main teams which includes performance reward team, admin and facility management team, business partner team and talent and organization team. Under strategy group, there are five important team which include technology operation team, network transforming team, network planning and architectural team, IT team and implementation team.

3.4 Research Design

This study aims to examine the workforce diversity and analyzing the effect of workforce diversity on employee engagement and employee performance. To achieve these objectives, both primary and secondary data are used. Primary data is collected 250 customers by using the Yamane formula to identify the sample size.

$$n = \frac{N}{1 + N (e)^2} = \frac{800}{1 + 800 (0.05)^2} = 267$$

Secondary data are obtained from text books, previous research papers and internet websites After the survey data were collected, these results are entered SPSS (Statistical Package for the Social Scientists) to analyze the results and test the reliability analysis. Descriptive research method was used in this study. Descriptive research is aimed to describe characteristics of employees, to estimate percentage in a specific population that has a certain form of diverse group. The survey questions used for this study consist of four main parts including demographic factors of respondents, the workforce diversity, employee engagement and employee performance of Telenor Myanmar Limited. A five-point of Likert-type scale is used to indicate the respondent's answers ranging from "strongly disagree to strongly agree".

3.5 Reliability Analysis

Before performing data analysis, there is a reliability analysis in order to test the internal consistency of the variables in the questionnaire. The tests are conducted in the

SPSS software by the Cronbach's Alpha model by using the data collected from 250 respondents. To measure the internal consistencies and stability of the constructs namely age diversity, gender diversity, ethnicity diversity, educational diversity, employee engagement and employee performance, Cronbach's Alpha coefficient is used.

The Cronbach Alpha Coefficient that ranges from 0.80 to below 0.95 represent an "a very good reliability". Cronbach Alpha coefficient that ranges from 0.70 to below 0.80 represents "a good reliability". A "fair reliability" is represented by a Cronbach Alpha Coefficient that ranges from 0.60 to below 0.70. Lastly, the Cronbach alpha coefficient that is less than 0.60 represents a "poor reliability". The range of Cronbach's Alpha should become from 0.1 to 10, but for research purpose, some researchers suggested that the minimum standard for reliability should be 0.7 or higher. When the alpha value is greater than 0.7, the level of internal coherence is acceptable. The Cronbach's Alpha values for influencing factors of workforce diversity, employee engagement and employee performance are shown in the Table (3.1) below.

Table (3.1) Reliability Analysis

Description	Cronbach's Alpha	Numbers of Items
Gender diversity	0.781	5
Age diversity	0.802	5
Ethnic diversity	0.786	5
Education diversity	0.817	5
Employee engagement (Vigor)	0.863	6
Employee engagement (Dedication)	0.846	5
Employee engagement (absorption)	0.862	6
Employee performance	0.924	10

Source: Survey Data, 2019

The Table (3.1) showed that the Cronbach's Alpha of all the factors were more than 0.7, 0.8 and 0.9, it means workforce diversity and employee performance are good reliability and employee engagement is very good reliability. Therefore, it can be interpreted that the data is considered to be reliable and valid.

3.6 Demographic Profiles of Respondents

In this survey, 250 of printed questionnaires set are distributed among the staffs in Telenor Myanmar Limited. Demographic characteristics of respondents include such questions as gender, age group, education level, tenure, position and ethnicity of respondents. Table (3.2) shows the demographic data of the respondents.

Table (3.2) Demographic Profile of Respondents

Particular		Number of Respondents	Percentage (%)
Total		250	100
Gender	Male	151	60.4
	Female	99	39.6
Age Group	20< Years	35	14.0
	20-29 Years	44	17.6
	30-39 Years	56	22.4
	40-49 Years	70	28.0
	Above 50 Years	45	18.0
Education Level	High school or less	18	7.2
	Attend some college	18	7.2
	Under graduate	42	16.8
	Graduate	101	40.4
	Post graduate	48	19.2
	Others	23	9.2
Tenure	2< Year	15	6.0
	2 >~ 4 Years	29	11.6
	4> ~6Years	38	15.2
	6> ~8 Years	53	21.2
	More than 8 Years	115	46.0
Level of Position	Entry level	36	14.4
	Junior	22	8.8
	Senior	128	51.2
	Manager	64	25.6
Nationality	Myanmar	72	28.8
	Others	178	71.2

Source: Survey Data, 2019

Table (3.2) indicates that most of the respondents are male. The numbers of male employees are a little more than female employees. Most employees are between 40-49 years old and they present 28% of total. The second largest group is 30-39 years old representing 22.4% of the employees. This is because most employees are senior, assistant supervisors and managers. Among the respondents, the findings show that over 50 years age group is 18% and under 20 years age group contributes 14% of the employees. Therefore, the employees in Telenor Myanmar Limited are various diverse age group and working together effectively.

Regarding the education level, 40.4% of the employees are degree holders and they contribute the large portion. The employees who have master degree present 19.2% of total employees and the remaining is undergraduate education level and still attending some college and some are not attending the any school. Generally, the more diverse education level, the more employees perceive about the company support.

According to the Table (3.2), most of the employees in Telenor Myanmar Limited are more than 8 years service which represents 46% of total employees. The 21.2% of employees have 6~8 years service and 15.2% of employees have 4~6 years service. Among them, only 6.% are under 2years service in this organization. It means most of employees in Telenor Myanmar Limited are long working life in their organization although there is various diverse tenure.

According to position level, senior level employees are large group by 51.2% of employees that include supervisor and assistance mangers. Among the total employees, 46% are manager,8.8% are junior level and entry level is 14.4%. Most of employees are not Myanmar in Telenor Myanmar, it means most of employees are foreigners and various ethnic group. It shows that diverse ethnic group can work together effectively.

3.7 Workforce Diversity of Telenor Myanmar Limited

This section describes the workforce diversity of Telenor Myanmar Limited. It includes gender diversity, age diversity, ethnic diversity and education diversity. In order to know the perception of workforce diversity in Telenor Myanmar Limited, structured questionnaires are collected from 250 employees. In this structure questionnaire, Five-Point Likert Scale (from 1= strongly disagree, 2= disagree, 3=

neutral, 4= agree, 5= strongly agree) are used in order to find out the degree of influencing factor on employee engagement.

Table (3.2) Workforce Diversity of Telenor Myanmar Limited

No.	Gender Diversity	Mean	Std. Dev
1.	Non-discriminate hiring and recruitment	4.32	0.71
2.	Fair treatment to all employees	4.30	0.64
3.	Equal opportunities for growth and advancement	4.25	0.72
4.	Involvement of organization's decision making	4.25	0.77
5.	Enhancing organization productivity	4.20	0.62
Overall Mean		4.26	
No.	Age Diversity	Mean	Std. Dev
1.	Balance representation of different age group	4.25	0.72
2.	Involvement in decision making and problem solving	4.29	0.67
3.	Increasing innovation	4.33	0.72
4.	Affecting firm productivity	4.19	0.78
5.	Positive about age diversity	4.28	0.74
Overall Mean		4.27	
No.	Ethnic Diversity	Mean	Std. Dev
1.	Concerning about different customs, cultures and values	4.33	0.69
2.	Equal participating in decision making	4.37	0.69
3.	Fair representation of ethnic group	4.27	0.73
4.	Enabling enter new markets	4.35	0.68
5.	Equal opportunities	4.31	0.73
Overall Mean		4.33	
No.	Education Diversity	Mean	Std. Dev
1.	Discourage conflict	4.38	0.73
2.	Giving equal treatment	4.28	0.69
3.	Helping increase performance	4.24	0.72
4.	Providing paid study leave for further study	4.29	0.70
5.	Increasing innovation	4.27	0.72
Overall Mean		4.29	

Source: Survey Data, 2019

Table (3.2) shows that the mean score of all items that measure workforce diversity of Telenor Myanmar Limited are well above neutral. Based on the analysis of gender diversity, it can be concluded that there is equal opportunity for hiring and recruiting process and all employees have equal career growth and advancement in Telenor Myanmar Limited, both gender can effectively their task and they are motivated to work together irrespectively of gender, there is no gender discriminated during promotional opportunities and dissimilarity in gender does not affect performance.

According to the survey result in age group diversity, it can be concluded all employees in Telenor Myanmar Limited believe that age diversity is not a problem. This is a good opportunity for product innovation and market penetration of Telenor Myanmar Limited. Because diverse age group provides different perception, different experience and different skills and different idea. Hence, all employees in Telenor Myanmar Limited agree that age diversity in workforce supports more innovation and creation and allow to participate in decision making process.

From the analysis of items in ethnic group diversity, it can be concluded different customs, cultures and values in the Telenor Myanmar Limited do not create conflict among employees. Employees cooperate well with colleagues of different ethnicity. All ethnic employees are participating in problem solving and decision. Employees disagree that their ethnic background and working with colleagues from different ethnic background does not have influence their ability to carry out their responsibilities. Moreover, there is a diverse ethnic employees can find new markets more easily.

Based on analysis of employees responds to items in educational background. It can be concluded that employees of Telenor Myanmar Limited agrees to the statements that their educational level affects their ability to perform core task responsibility; differences in educational background does not encourage conflict among employees; working with colleagues with different educational background affects their creativity in problem solving and meeting timely goals, and their jobs are perfectly done when in a team of workmates with different educational level. The respondents also strongly agreed that differences in educational background brings creativity and enhances their competency in task delivery.

CHAPTER 4

ANALYSIS ON THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE OF TELENOR MYANMAR LIMITED

This chapter presents the three sections. The first section is employee engagement (vigor, dedication and absorption) and employee performance of Telenor Myanmar Limited. The second section is to analyze the effect of workforce diversity which are gender diversity, age diversity, ethnic diversity and education diversity on employee engagement. The third section is to analyze the effect of employee engagement on employee performance.

4.1 Employee Engagement of Telenor Myanmar Limited

This section describes the employee engagement of Telenor Myanmar Limited. It includes vigor engagement, dedication engagement and absorption engagement. In order to know the employee engagement of Telenor Myanmar Limited, structured questionnaires are collected from 250 employees. In this structure questionnaire, Five-Point Likert Scale (from 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree) are used in order to analyze the effect of employee engagement on employee performance.

For seeing the general perception of the respondents regarding the dimensions of employee engagement and has summarized the measures with the respective means and standard deviations. Therefore, the mean indicates to what extent the employees disagree with the statements. The higher the mean score, the more the employees agree with the statement and the lower the mean, the more the employees disagree with the statements. The mean values are presented in Table (4.1), together with standard deviation values for each variables.

Table (4.1) Employee Engagement of Telenor Myanmar Limited

No.	Employee engagement (Vigor)	Mean	Std. Dev
1.	Bursting with energy.	4.20	0.86
2.	Feeling strong and vigorous.	4.16	0.83
3.	Feeling like going to work.	4.10	0.85
4.	Continuing to working for long periods of time.	4.20	0.85
5.	Being mentally resilient.	4.30	0.86
6.	Persevering job.	4.21	0.99
Overall Mean		4.20	
No.	Employee Engagement (Dedication)	Mean	Std. Dev
1.	Feeling of meaningful and purposeful.	4.21	0.91
2.	Feeling enthusiastic about job.	4.55	0.88
3.	Feeling inspire job.	4.25	0.90
4.	Feeling proud of the work.	4.25	0.93
5.	Feeling challenging enough.	4.22	0.98
Overall Mean		4.30	
No.	Employee Engagement (Absorption)	Mean	Std. Dev
1.	Easy time fly at work.	4.24	0.88
2.	Forgetting everything.	4.16	0.89
3.	Feel happy when work intensively.	4.18	0.92
4.	Immersion of work.	4.17	0.89
5.	Getting carried away when work.	4.15	0.95
6.	Difficult to detach job.	4.23	0.92
Overall Mean		4.19	

Source: Survey Data, 2019

As shown in Table (4.1), the mean score for vigor is relatively high. This indicates that employees' willingness to invest their efforts into job, the high levels of energy, endurance and persistence in the face of difficulties. This implies the majority of the employees in Telenor Myanmar Limited are willing to invest their efforts into job. The mean for dedication is highest in the all other mean value which indicates that the employee's strong involvement in work and feelings of enthusiasm and significance. The last dimension of absorption also shows high mean score which

means employees are pleasantly occupied with work, this can be seen by the employee not keeping the track of time and inability to separate from the job at hand.

4.2 Employee Performance of Telenor Myanmar Limited

This section describes the employee performance of Telenor Myanmar Limited. In order to know the employee performance of Telenor Myanmar Limited, structured questionnaires are collected from 250 employees. In this structure questionnaire, Five-Point Likert Scale (from 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree) are used in order to analyze the effect of employee engagement on employee performance.

Table (4.2) Employee Performance of Telenor Myanmar Limited

No.	Employee Performance	Mean	Std. Dev
1.	Meeting targets assigned and deliver results on time.	4.86	0.16
2.	Adding value to department and organization.	4.02	0.14
3.	Trying to explore and learn new techniques .	4.90	0.11
4.	Meeting targets during challenging situation.	4.01	0.13
5.	Attending at work above the norm.	3.96	0.12
6.	Fulfilling all the requirements of job.	3.90	0.15
7.	Managing more responsibility.	4.88	0.16
8.	Performing well job by carrying out tasks as expected.	3.96	0.09
9.	Handling tasks with proficiency.	3.92	0.12
10.	Expending a great deal of effort in carrying job.	4.04	0.20
Overall Mean		4.25	

Source: Survey Data, 2019

As presented in Table (4.2), employee performance has high mean scores. The most highest mean score is employees in Telenor Myanmar Limited are always try to explore and new techniques to deliver more than customer's expectation. Also employees take responsibilities more than assigned to them. Moreover, employees meet the targets assigned to them and deliver results on time. Employees in Telenor Myanmar Limited always add value to department and organization. Employee always meet targets during challenging situation with competent in all areas of job, handling

tasks with proficiency. Finally, employees intentionally expends a great deal of effort in carrying job.

4.3 Analysis on Effect of Workforce Diversity on Employee Engagement

In this section includes the results of analysis on the effect of workforce diversity on employee engagement (vigor, dedication and absorption).

4.3.1 Effect of Workforce Diversity on Employee Engagement (Vigor)

In order to explore the effect of workforce diversity (gender, age, ethnic and education) on employee engagement (vigor), linear regression model is deployed and analyzing is carried out based upon the 250 response of employees in Telenor Myanmar Limited.

Table (4.3) Effect of Workforce Diversity on Employee Engagement (Vigor)

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.410	.224		1.826	.070	
Gender diversity	.136	.088	.133	1.551	.123	2.363
Age diversity	.363***	.063	.403	5.741	.000	1.647
Ethnic diversity	.369***	.087	.365	4.226	.000	2.034
Education diversity	.395***	.071	.465	8.471	.000	1.428
R				.782		
R Square				.612		
Adjusted R Square				.602		
Durbin-Watson				1.441		
F Value				103.562***		

Source: Survey Data (2019)

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

According to Table (4.3), the power of the model to explain the variables supposed to workforce diversity affect on employee engagement (Vigor) of Telenor Myanmar Limited. The value of R square is 61.2 percent and adjusted R square is 60.2

percent. The value of F-test, the overall significant of the models, turned out highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is 1.441. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among in dependent variables.

The results indicate that age, ethnic and education have the expected positive signs and highly significant coefficient values at 1 percent level. Gender diversity has the positive sign and significant coefficient variable at 10 percent level. The positive correlation value suggests that employee engagement (Vigor) increases with an increase in age, ethnic and education diversity of the firm. It means that one unit of age can lead to 0.363 unit increases effect on employees engagement (Vigor). One unit of ethnic can lead to increased 0.369 units in employee engagement (Vigor). One unit of education can increase 0.395 units in employee engagement (Vigor). One unit of gender can increase 0.136 units in employee engagement (Vigor).

Education diversity has the highest value among other variables indicating that education diversity has the greatest contribution to the employee engagement (Vigor). The level of education of an individual had a direct influence on employee engagement. They would further indicate that education was an important aspect in developing an individual's skill set that would make them better at the workplace in terms of productivity. Moreover, the finding shows that although employees come from different ethnic or cultural background, this has no effect on their performance. Ethnic diversity brings better problem solving solutions, creativity and innovation amongst employees in an organization and increase employees engagement.

The overall evaluation reveals that models explain the variation in employee engagement (Vigor) well because the estimation proceed expected signs with significant coefficients for most variables. It is evident that diversity has a significant relationship with employee engagement (Vigor) . The study confirms that diversity is an important factor that cannot be ignored in organizations.

4.3.2 Effect of Workforce Diversity on Employee Engagement (Dedication)

In order to explore the effect of workforce diversity (gender, age, ethnic and education) on employee engagement (Dedication), linear regression model is deployed and analyzing is carried out based upon the 250 response of employees in Telenor Myanmar Limited.

Table (4.4) Effect of Workforce Diversity on Employee Engagement (Dedication)

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.455	.219		2.080	.040	
Gender diversity	.286***	.050	.285	5.771	.000	2.363
Age diversity	.453***	.086	.434	5.235	.005	1.647
Ethnic diversity	.380***	.079	.398	4.795	.000	2.034
Education diversity	.357***	.047	.261	7.662	.000	1.428
R	.774					
R Square	.599					
Adjusted R Square	.593					
Durbin-Watson	2.091					
F Value	175.562***					

Source: Survey Data (2019)

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

According to Table (4.4), the power of the model to explain the variables supposed to workforce diversity affect on employee engagement of Telenor Myanmar Limited. The value of R square is 77.4 percent and adjusted R square is 59.9 percent. The value of F-test, the overall significant of the models, turned out highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is 2.091. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among in dependent variables

The results indicate that all diversity such as gender, age, ethnic and education have the expected positive signs and highly significant coefficient values at 1 percent

level. The positive correlation value suggests that employee engagement (Dedication) increases with an increase in gender, age, ethnic and education diversity of the firm. It means that one unit of gender can lead to 0.286 unit increases effect on employee engagement (Dedication). One unit of age can lead to 0.453 unit increases effect on employees engagement (Dedication). One unit of ethnic can lead to increased 0.286 units in employee engagement (Dedication). One unit of education can increase 0.357 units in employee engagement (Dedication).

Age diversity has the highest value among other variables indicating that age diversity has the greatest contribution to the employee engagement (Dedication). The level of age of an individual had a direct influence on employee engagement (Dedication). Having age diversity at the Telenor Myanmar Limited brings together people of different ideas, innovativeness, decision making and problem solving skills. Such a mix of employees is capable of working together is a team setting and providing solutions to a myriad of problems.

An age diverse workforce creates an atmosphere in which each generation brings in a variety of skill sets important in problem solving and meeting of objectives. Age groups of employees at Telenor Myanmar Limited were diversified and therefore the organization reaps the benefits of that through improved employee engagement. The overall evaluation reveals that models explain the variation in employee engagement (Dedication) well because the estimation proceed expected signs with significant coefficients for most variables. It is evident that diversity has a significant relationship with employee engagement (Dedication). The study confirms that diversity is an important factor in organizations.

4.3.3 Effect of Workforce Diversity on Employee Engagement (Absorption)

In order to explore the effect of workforce diversity (gender, age, ethnic and education) on employee engagement (Absorption), linear regression model is deployed and analyzing is carried out based upon the 250 response of employees in Telenor Myanmar Limited. The regression results to test the effect of workforce diversity on employee engagement (Absorption) of Telenor Myanmar Limited are shown in Table (4.5).

Table (4.5) Effect of Workforce Diversity on Employee Engagement(Absorption)

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.549	.186		3.815	.000	
Gender diversity	.252**	.038	.265	1.438	.010	2.363
Age diversity	.243***	.038	.345	2.986	.000	1.647
Ethnic diversity	.296***	.034	.378	2.133	.000	2.034
Education diversity	.395***	.077	.465	8.471	.000	1.428
R				.683		
R Square				.566		
Adjusted R Square				.556		
Durbin-Watson				1.757		
F Value				145.885***		

Source: Survey Data (2019)

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

According to Table (4.5), the value of R square is 56.6 percent and adjusted R square is 55.6 percent. The value of F-test, the overall significant of the models, turned out highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is 1.757. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among in dependent variables.

The results indicate that both age, ethnic and education have the expected positive signs and highly significant coefficient values at 1 percent level and gender diversity is 5 percent level. The positive correlation value suggests that employee engagement increases with an increase in gender, age, ethnic and education diversity of the firm. It means that one unit of gender can lead to 0.252 unit increase effect on employee engagement (Absorption). Age can lead to 0.243 unit increases effect on employees engagement. One unit of ethnic can lead to increased 0.296 units in employee engagement. One unit of education can increase 0.395 units in employee engagement.

Education diversity has the highest value among other variables indicating that education diversity has the greatest contribution to the employee engagement (Absorption). The level of education of an individual had a direct influence on employee engagement. They would further indicate that education was an important aspect in developing an individual's skill set that would make them better at the workplace in terms of productivity. The overall evaluation reveals that models explain the variation in employee engagement (Absorption) well because the estimation proceed expected signs with significant coefficients for most variables. It is evident that diversity has a significant relationship with employee engagement. The study confirms that diversity is an important factor that cannot be ignored in organizations.

4.3.4 Effect of Workforce Diversity on Employee Engagement

In order to explore the effect of workforce diversity on employee engagement, linear regression model is deployed and analyzing is carried out based upon the 250 response of employees in Telenor Myanmar Limited.

Table (4.6) Effect of Workforce Diversity on Employee Engagement

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.549	.186		3.815	.000	
Gender diversity	.252**	.038	.265	1.438	.010	2.363
Age diversity	.243***	.038	.345	2.986	.000	1.647
Ethnic diversity	.296***	.034	.378	2.133	.000	2.034
Education diversity	.395***	.077	.465	8.471	.000	1.428
R				.811		
R Square				.658		
Adjusted R Square				.657		
Durbin-Watson				.742		
F Value				477.666***		

Source: Survey Data (2019)

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

According to Table (4.6), the power of the model to explain the variables supposed to workforce diversity affect on employee engagement of Telenor Myanmar Limited. The value of R square is 65.8 percent and adjusted R square is 65.7 percent. The value of F-test, the overall significant of the models, turned out highly significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is .742. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among in dependent variables

The results indicate that both age, ethnic and education have the expected positive signs and highly significant coefficient values at 1 percent level. The positive correlation value suggests that employee engagement increases with an increase in age, ethnic and education diversity of the firm. It means that one unit of age can lead to 0.243 unit increases effect on employees engagement. One unit of ethnic can lead to increased 0.196 units in employee engagement. One unit of education can increase 0.395 units in employee engagement.

Education diversity has the highest value among other variables indicating that education diversity has the greatest contribution to the employee engagement. The level of education of an individual had a direct influence on employee engagement. They would further indicate that education was an important aspect in developing an individual's skill set that would make them better at the workplace in terms of productivity. Moreover, the finding shows that although employees come from different ethnic or cultural background, this has no effect on their performance. Ethnic diversity brings better problem solving solutions, creativity and innovation amongst employees in an organization and increase employees engagement.

The overall evaluation reveals that models explain the variation in employee engagement well because the estimation proceed expected signs with significant coefficients for most variables. It is evident that diversity has a significant relationship with employee engagement. The study confirms that diversity is an important factor that cannot be ignored in organizations.

4.4 Analysis on Effect of Employee Engagement on Employee Performance

Finally, the effect of employee engagement on employee performance in Telenor Myanmar Limited is analyzed. Linear regression is used to find out the relationship between independent variables engagement (Vigor, Dedication, Absorption) and dependent variable employee performance and analyzing is carried out based upon the 250 response of employees in Telenor Myanmar Limited. Table (4.7) shows the effect of employee engagement on employee performance.

Table (4.7) Effect of Employee Engagement on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	3.647	.266		2.433	.000	
Vigor	.366***	.059	.473	2.212	.001	1.902
Dedication	.383***	.071	.497	1.160	.000	2.479
Absorption	.171***	.063	.312	2.715	.000	2.662
R				.831		
R Square				.690		
Adjusted R Square				.677		
Durbin-Watson				1.970		
F Value				53.083***		

Source: Survey Data (2019)

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

As shown in Table (4.7), R Square is .690 and adjusted R Square is .677. This model can explain 67.7% about the variance of dependent variable with the independent variable. F- value (the overall significance of the model) is highly significant at 1% level. The Durbin-Watson value is 1.970. Therefore, it indicates that there are no auto correlations in sample. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this study. This means that there is no correlation among in dependent variables

The results indicate that all of the employee engagement have the expected positive signs and highly significant coefficient values at 1 percent level. The

relationship reveals that increases in vigor engagement, dedication engagement and absorption engagement lead to employee performance. It means that one unit of vigor engagement can lead to 0.366 unit increases in employee performance. One unit of dedication engagement can lead to increase 0.383 units in employee performance. The result also shows that one unit of absorption engagement can lead to increase 0.171 units in employee performance.

Employees are engagement on the vigor, dedication and absorption levels stay and they try to improve their performance because of their engagement. Employees in Telenor Myanmar Limited willingness to invest their efforts into job, the high levels of energy, endurance and persistence in the face of difficulties. Moreover, Telenor Myanmar Limited are willing to invest their efforts into job and employees are pleasantly occupied with work, this can be seen by the employee not keeping the track of time and inability to separate from the job at hand. In summary, the results show that most factor have significant value and the main determination of employee's performance is found to be the dedication dimension. Employee's performance in Telenor Myanmar is mostly affected by dedication engagement.

CHAPTER 5

CONCLUSION

This chapter presents the results of the study and is composed of three parts. They are findings and discussions, recommendations and suggestions and needs for further research. The purpose of this study is to examine the effect of workforce diversity on employee engagement and to analyze the effect of employee engagement on employee performance of Telenor Myanmar Limited.

5.1 Findings and Discussions

The aim of this study is to investigate the effects of workforce diversity on employee engagement and employee performance of Telenor Myanmar Limited. The effects of workforce diversity are measured in terms of age, gender, ethnicity and educational background. According to the results of the study, most of the respondents are male. The numbers of male employees are a little more than female employees. Most employees are between forty and forty nine years old and the second largest group is thirty and thirty nine years old. This is because most employees are senior, assistant supervisors and managers. Among the respondents, the findings show that over fifty years age group is more and under twenty years age group contributes a few of the employees. Therefore, the employees in Telenor Myanmar Limited are various diverse age group and working together effectively.

Regarding the education level, most of the employees are degree holders and they contribute the large portion. The employees who have master degree present are rather much and the remaining is undergraduate education level and still attending some college and some are not attending the any school. Generally, the more diverse education level, the more employees perceive about the company support. Moreover, most of the employees in Telenor Myanmar Limited are more than eight years service and only a few are under two years service in this organization. It means most of employees in Telenor Myanmar Limited are long working life in their organization although there is various diverse tenure.

According to position level, senior level employees are large group that include supervisor and assistance mangers. Among the total employees, some are manager,

junior level and entry level is just a few. Most of employees are not Myanmar in Telenor Myanmar, it means most of employees are foreigners and various ethnic groups. It shows that diverse ethnic group can work together effectively.

The findings revealed most of the employees enjoy working with colleagues of opposite gender hence improving engagement and performance. Employees like the fact that there are also promotional opportunities and career advancement made available to all employees irrespective of gender and this enhances their engagement and performance. Further, the findings show that employee performs better when they are included in the decision making process irrespective of age differences. Though, some employees say they are motivated to complete their task when they are working with people of the same age group however, most of the employees say they have no problem and were comfortable working with their colleagues of different age.

Moreover, the finding shows that although employees come from different ethnic or cultural background, this has no effect on their performance and that can lead to engagement and their performance. Also finding out that employees' education diversity is important for organization because different education background can provide different knowledge, different idea and different innovation. Based on literature and survey carried out for this study, it is evident that diversity has a significant relationship with employee engagement and that engagement can lead to their performance.

The study confirms that diversity is an important factor that cannot be ignored in organizations. Organizations are now realizing that it is essential for its success. This is so because the study has shown that having a diverse workforce and creating an inclusive workplace can improve employees' effectiveness and this in turn enhances the organizational performance or productivity. From the survey conducted, the respondents' confirmed that the Telenor Myanmar Limited has an inclusive policy as it gives equal opportunity for career advancement both male and female.

There is no discrimination when it comes to providing promotional opportunities for women. Respondents also agreed that educational diversity can enhance their performance. It is vital to state here that Myanmar is a country with diversity both in resources and the demographic characteristics of its population. As such, the Telecom industry in Myanmar is operating in an environment that is multi-culturally and ethnically diverse. Hence, having knowledge of how workforce

composition affects or influences group performance and overall organizational performance is very fundamental to organizational leaders.

5.2 Suggestions and Recommendations

According to the result of survey, the management of Telenor Myanmar Limited want to remain successful in the contemporary gendered world must appreciate gender diversity and integrate it within their corporate strategy. The management must appreciate gender diversity for its growing significance in modern organizations and in the society. As such, achieving gender balance in the organizational workforce should consider as a sustainable strategy for not only attaining a competitive advantage, but for establishing a distinctive organizational culture and reputation, which adds to the corporate external image as well.

The management should also consider gender diversity as an internal resource for achieving marketing and all employees in organization should perceive diversity as a source of a competitive advantage within the firm. They should embrace age diversity for the potential impact that it has for creativity and innovativeness in the firm. The managers should appreciate that while the older generation brings experience and skills to the firm, younger generations bring novel ideas and new ways of looking at things and that age diversity can result in the enhancement of the firm's business strategy. Furthermore, managers of organization must appreciate the problem solving and decision-making value of age diversity and perceive age diversity as a potential and indispensable internal resource for product and service quality improvement.

Telenor Myanmar Limited embrace ethnic diversity as a crucial resource for achieving the corporations marketing and sales objectives and for achieving employee job satisfaction. Furthermore, the management should appreciate the problem-solving value of ethnic diversity in the boardrooms. Additionally, firms, especially those that operate in ethnically heterogeneous societies such as Myanmar must view attainment of ethnic diversity as key to attaining harmony within the firm and contributing towards the establishment of a stable external social environment in which the firm must exist. The value of ethnic diversity for employee productivity and team performance, as well as creativity and innovation should also not escape managers of organizations.

Like gender diversity, age diversity and ethnic diversity, education diversity is important and focus on this diversity. Organizations and managers should ensure that education diversity is achieved within the firm as this adds to other aspects of performance

such as creativity and innovation and quality decision-making. Additional managers should appreciate boardroom education diversity as key strategy for achieving quality in decision-making and problem solving as per the corporate strategy.

5.3 Needs for Further Research

This study focuses on the gender, age, ethnicity, and education background of the employees and whether it will affect their engagement and performance in an organization. Therefore, there is need to conduct more research to determine the impact of the various aspects of diversity such as skill diversity, value diversity and attitude diversity on organizational performance. This result is a comparison on the performance of the individual employee and had no comparison based on team performance. Hence, future research can go deeper in this area. Moreover, future research should aim at focusing the study of the nature of association between a single aspect of organizational performance and a single form of diversity to provide comprehensive understanding of the nature of the relationship.

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APPENDIX I

Questionnaire

The Effect of Workforce Diversity on Employee Performance of Telenor Myanmar Limited

This questionnaire is only for MBA thesis about the effect of workforce diversity on employee performance. The research is purely for academic purpose and at no instance will it be used for any other purpose other than this. All information provided will not be revealed to another person definitely and will be treated as strictly confidential. Please kindly share a few minutes to answer the following questions. I greatly appreciate your kindly help and willingness to share your precious time and opinion.

I. Respondent Profile

Please specify your answer by placing a (√) on the relevant answers provided. The following questions will be used only in determining our sample demographics.

1. Kindly indicate your gender:

Male

Female

2. What is your age group?

20< years

20-29 years old

30-39 years old

40-49 years old

50 years old and above

3. Please state your academic qualification:

High school or less

Attended some college

Under graduate

Graduate

Post graduate

Other

4. How many year have you worked with your organization?

0 ~ 2 years

2 ≥ ~ 4 years

4 ≥ ~ 6 years

6 ≥ ~ 8 years

8 ≥ ~ 10 years

10 ≥ years

5. What is your level in your organization?

Entry Level

Junior

Senior

Manager

6. What is your ethnicity/ nationality?

II. Workforce Diversity

Please rate the following statements related to your organization using the scale provided below.

1= Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
Gender					
1. The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.					
2. Fair treatment is given to all employees whether they are male or female.					
3. Opportunities for growth and advancement exist all employees in organization.					
4. All employees are involved in the organization's decision making.					
5. Overall, social diversity has enhanced organization productivity.					
Age					
1. The company has a balanced representation of employees from different age groups.					
2. Employees from all age groups are involved in decision making and problem solving processes.					
3. Age diversity in the company has led to increased innovation.					
4. Employees age diversity affects overall firm productivity.					
5. I am positive about age diversity in the workplace.					
Ethnicity					
1. The organization concerns about employee's customs, cultures and values.					
2. All employees at different ethnicity include in problem solving and decision making.					
3. The company has fair representation of the ethnic groups.					
4. Ethnic diversity has enabled the company enter new markets.					
5. Opportunities for growth and advancement exist equally in organization.					
Education					
1. The difference in education background does not encourage conflict.					
2. The organization gives equal treatment when it comes to the diversity of education background.					
3. Working with employees with different educational background help me increase my performance.					
4. The organization provides paid study leave to employees who further their education.					

5. Education diversity in the company has led to increased innovation.					
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III. Employee Engagement

Vigor	1	2	3	4	5
1. At my work I feel like bursting with energy.					
2. At my job I feel strong and vigorous.					
3. When I get up in the morning, I feel like going to work.					
4. I can continue to work for long periods of time.					
5. At my job, I am mentally resilient.					
6. At my job, I always persevere, even when things do not go well.					
Dedication	1	2	3	4	5
1. I find the work that I do meaningful and purposeful.					
2. I am enthusiastic about my job.					
3. My job inspires me.					
4. I am proud of the work that I do.					
5. My job is challenging enough.					
Absorption	1	2	3	4	5
1. Time flies when I am at work.					
2. When I work, I forget everything else around me.					
3. I feel happy when I work intensively.					
4. I am immersed in my work.					
5. I get carried away when I work.					
6. It is difficult to detach myself from my job.					

IV. Employee Performance

	1	2	3	4	5
1. I always meet the targets assigned to me and deliver results on time.					
2. I always add value to my department and organization.					
3. I always try to explore and learn new techniques to deliver more than my boss's expectations.					
4. I often meet targets during challenging situation.					
5. My attendance at work is above the norm.					
6. I fulfill all the requirements of my job.					
7. I could management more responsibility in my job then is typically assigned to me.					
8. I perform well in my overall job by carrying out tasks as expected.					

9. I am competent in all areas of my job, handling tasks with proficiency.					
10.I intentionally expend a great deal of effort in carrying my job.					

Thank you so much for your precious time and enthusiastic participation.

APPENDIX II
STATISYICAL OUTPUT

I. The Effect of Workforce Diversity on Employee Engagement (Vigor)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.782 ^a	.612	.602	.40093	1.441

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.378	4	7.8445	103.562	.000 ^b
	Residual	19.932	246	.081		
	Total	51.310	250			

a. Dependent Variable: Employee Engagement (Vigor) Mean

b. Predictors: (Constant), Total Workforce Diversity Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std.Error	Beta			Tolerance	VIF
1 (Constant)	1.410	.224		1.826	.070		
Gender Diversity	.136	.088	.133	1.551	.123	.423	2.363
Age Diversity	.363	.063	.403	5.741	.000	.607	1.647
Ethnic Diversity	.369	.087	.365	4.226	.000	.492	2.034
Education Diversity	.395	.071	.465	8.471	.000	.700	1.428

a. Dependent Variable : Total Employee Engagement (Vigor) Mean

II. The Effect of Workforce Diversity on Employee Engagement (Dedication)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.774 ^a	.599	.593	.40559	2.091

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.748	4	7.687	175.562	.000 ^b
	Residual	20.563	246	.083		
	Total	51.311	250			

a. Dependent Variable: Employee Engagement (Dedication) Mean

b. Predictors: (Constant), Total Workforce Diversity Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.455	.219		.040		
	Gender Diversity	.286	.050	.285	5.771	.000	.423
	Age Diversity	.453	.086	.434	5.235	.005	.607
	Ethnic Diversity	.380	.079	.398	4.795	.000	.492
	Education Diversity	.357	.047	.261	7.662	.000	.700

a. Dependent Variable : Total Employee Engagement (Dedication) Mean

III. The Effect of Workforce Diversity on Employee Engagement (Absorption)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.683 ^a	.566	.556	.21372	1.757

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.384	4	2.096	145.885	.000 ^b
	Residual	9.592	246	.039		
	Total	17.976	250			

a. Dependent Variable: Employee Engagement (Absorption) Mean

b. Predictors: (Constant), Total Workforce Diversity Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std.Error	Beta			Tolerance	VIF
1 (Constant)	2.549	.186		3.815	.000		
Gender Diversity	.252	.038	.265	1.438	.010	.423	2.363
Age Diversity	.243	.038	.345	2.986	.000	.607	1.647
Ethnic Diversity	.296	.034	.378	2.133	.000	.492	2.034
Education Diversity	.395	.077	.465	8.471	.000	.700	1.428

a. Dependent Variable : Total Employee Engagement (Absorption) Mean

IV. The Effect of Workforce Diversity on Employee Engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Waston
1	.811 ^a	.658	.657	.2048	.742

a. Predictors: (Constant), WDEU Mean, WDA Mean, WDE Mean, WDG Mean

b. Dependent Variable: Total Employee Engagement Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.051	4	5.012	477.666	.000 ^b
Residual	10.410	246	.042		
Total	30.461	250			

a. Dependent Variable: Total Employee Engagement Mean

b. Predictors: (Constant), WDEU Mean, WDA Mean, WDE Mean, WDG Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.549	.186		3.815	.162		
Gender Diversity	.252	.038	.265	1.438	.001	.449	2.263
Age Diversity	.243	.038	.345	2.986	.000	.607	1.647
Ethnic Diversity	.296	.034	.378	2.133	.000	.492	2.034
Education Diversity	.395	.071	.465	8.471	.000	.700	1.428

a. Dependent Variable : Total Employee Engagement Mean

V. The Effect of Employee Engagement on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Waston
1	.831 ^a	.690	.677	.3839	1.970

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

b. Dependent Variable: Total Employee Performance Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	26.672	3	8.890	53.083	.000 ^b
Residual	16.032	247	0.064		
Total	42.704	250			

a. Dependent Variable: Total Employee Performance Mean

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

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.647	.266		2.433	.000		
Vigor	.366	.059	.473	2.212	.001	.449	1.902
Dedication	.383	.071	.497	1.160	.000	.607	2.479
Absorption	.171	.063	.312	2.715	.000	.492	2.662

a. Dependent Variable : Total Employee Engagement Mean