

**YANGON UNIVERSITY OF ECONOMICS**

**DEPARTMENT OF COMMERCE**

**THE EFFECT OF INTERNAL COMMUNICATION ON  
EMPLOYEE ENGAGEMENT IN MPT**

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EMPLOYEE ENGAGEMENT IN MPT**

**This thesis submitted as a partial fulfillment towards the requirements for the  
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## **ABSTRACT**

This paper intends to study the effect of internal communication on employee engagement in MPT. This study is conducted with the objectives of identifying factors of internal communication and analyzing the effect of internal communication on employee engagement within MPT. This study conducts the relationship between communication climate, quality and reliability of information, organizational culture, public relation and leadership communication which are independent variables and employee engagement of vigor, dedication and absorption which is dependent variable. Data collection is done through a survey of 190 respondents who are employees within MPT in Yangon. Data is analyzed with SPSS software and presented by use of means, standard deviation, correlations and regression analysis. The result shows that a supportive communication climate within MPT brings employee engagement. Participative leadership communication brings pleasant relationships between leaders and subordinates with a result of employee engagement. Then, the transparency among organization and individuals within the organization brings engagement of employees. According to the findings of the study, it recommends that organizations need to build affecting factors on employees to make sure employees are engaged upon work and organization.

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## LIST OF ABBREVIATIONS

CDMA	Code-Division Multiple Access
GSM	Global System for Mobile Communication
H.F	High Frequency
ICT	Information and Communication Technology
KDDI	Knowledge Discovery from Digital Information
KSGM	KDDI Summit Global Myanmar
MCIT	Ministry of Communication and Information Technology
MPT	Myanma Post and Telecommunication
OECD	Overseas Economic Cooperation Fund
SNS	Social Networking Service
SPSS	Statistical Package for Social Science
WLL	Wireless Local Loop

# CHAPTER I

## INTRODUCTION

Myanma Posts and Telecommunications (MPT) is known as one of telephone operators in Myanmar and also a state-owned organization. MPT, now, jointly operates with KDDI Summit Global Myanmar. It is an organization which operates all over the country. MPT is a service oriented governmental organization where the immersing efforts of employees are necessary to operate in efficient and effective ways. The customers' satisfaction fully depends on the employees and the operations managed and ran by the employees. Then, it is crucial to maintain that employees bring the outcome according to the customers' expectation and beyond that expectation. Therefore, it is extraordinarily important to make employees engaged so that they make full-hearted effort in operations.

Unlike employee satisfaction which is the extent employees are happy upon the assigned work, employee engagement is the extent to which employees have passion about their jobs and commitment upon organization and that extent can bring extraordinary effort upon what employees have to work. Although employee engagement is not the same with employee satisfaction, employee engagement can bring higher employee satisfaction because engagement brings enthusiasm to employees' day to day work and role in the organization. Whenever employees get the target of their role in an organization, employees will feel satisfied because their target and organization's target become the same. Then, it can also bring high retention or lower turnover for organization. High engagement will bring higher productivity because employees will feel responsible to their duty. Engagement will make employees happy in the workplace, then it will bring qualified work, qualified work will make customers happy and the organization can achieve high profitability. Because of such advantages, employers love to make employees engaged.

Among the driving forces of employee engagement, there is communication ability of leaders (Albrecht, 2013). People love to work in the environment where they can trust the people they work for and the people they work with. Open and supportive communication between employees, leaders and organization can typically create such

an environment for employees. And ethical organizations will carefully consider their employees' wellbeing both physically and mentally by working to build trust among people through positive communication efforts, as well as acting with integrity and demonstrating respect among employees (Carroll, 2006). When organizations want to get great performance through employee engagement, communication is a critical matter (MacLeod & Clarke, 2011). Businesses with values ethicality and confidentiality deal with employees well and manage internal information openly in an efficient way. And also, it is not enough just to be concerned with external communication. It also needs concern with treating employees as another important public. (Mishra et al., 2014) Therefore, people need to notice a definite relationship between internal communication and employee engagement.

Internal communication is counted as an internal part of the organizational process that gives and disclose information to create a sense of unity and belief among employees. (Rothenberg, 2003). Building a sense of unity and belief through internal communication involves establishing and maintaining relationships vertically, horizontally, formally and informally between organization, supervisors and employees. Communication between strategic managers and stakeholders or employees is built to notice the organization's changing conditions, to understand fully the evolving conditions' real objectives, to give a feeling of belonging to the organization, while promoting commitment to work (Welch & Jackson, 2007). Communication exists whenever there are two people or more than two people. Then, relationships form after communication. According to earlier studies, relationships need to be favorable to achieve the organizational and individual goals because each individual, each team, and each department is interdependent in an organization. To have a favorable relationship, internal communication needs to be equal, transparent and clear. And noise needs to be reduced to a minimum level. With such a way, it is nearer to accomplish employee engagement.

### **1.1 Rationale of the Study**

Just like other relationships, poor internal communication can make organizations slowly destroy. The problem with poor internal communication is really difficult to notice before real damage occurs. Organizations face problems like vague of real meaning from management, employees that are afraid to ask the vague

conditions to their managers and leaders, the problem of untimely and inaccurate information, turnover of talented people whom organizations give high benefits, high customer complaints while there are employee training programs within organizations and lower efficiency of talented people (Slotosch, 2020).

Internal communication exists to deliver the right information to the right person at a right time. If there is not enough information to service customers, there are going to be a lot of problems in operation. Poor internal communication makes internal relationships suffer. Then, trust among employees gets destroyed. Many people are better than one person at innovative ideas. In other words, no trust between employees means no innovation or delay in innovation. Without innovation, there is no development in growth and capital of organization, which also means no further benefits for employees while benefits are basic responsibilities of organization for employees. Poor internal communication is also a killer of motivation in employees. And it makes it impossible to boost employee satisfaction. Absenteeism rate becomes higher as a way employees show their dissatisfaction to internal communication (Sean Nolan, 2019).

In Myanmar, the conditions are like other countries. Most managers and leaders still do not seriously accept the questions of their employees and patiently give feedback whether their questions are meaningful or not. There is also a vague workflow to communicate and feedback. In other words, there is no time, money and effort invested in internal communication, especially the feedback system. Thus, it notifies the biggest problem in Myanmar is that, although a lot of people know co-creating with employees can bring a lot of benefits to both individuals and organizations, people fail to notice the importance of building relationships among employees, and forget the importance of employee engagement and internal communication. The importance of timeliness and clearness of information gets neglected. The necessary information for operations is not informed enough by accountable employees. The shared information is still vague to employees. Those mentioned conditions can indirectly reduce dedication, then, absorption, after that, vigor of employees (Mbhele, 2016). This study emphasizes the effect of internal communication on employee engagements in MPT which has corporate communication structure because this study uses elements of corporate communication. Therefore, this study is able to assist the organizations to build

employee engagement through internal communication and is able to aid to become aware of the importance of internal communication.

## **1.2 Objectives of the Study**

The objectives of the study are as follow:

1. To identify the most influencing factor of the internal communication in MPT.
2. To analyze the effect of the internal communication on employee engagement in MPT.

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

To study the effect of internal communication on employee engagement, this study is made at MPT. According to the restrictions of time and money, the scope is an employee of MPT in Yangon with a population of 2,805. By calculating Taro Yamane Method, the sample is 190 participants with error 7%. This study goes with a descriptive research method. This study harnesses data in terms of both primary and secondary. The primary data is gathered by telephone interview and sample survey structure. This study uses simple random sampling. The study exerts a prepared questionnaire for primary data. The questionnaire is prepared, based on Likert scales which contain five points, ranging from strongly disagree to strongly agree. Then, the secondary data is gathered from previous research study, paper, journals, websites, and recorded data. This study uses multiple regression analysis to know how the independent internal communication variables impact on the dependent employee engagement variables.

## **1.4 Organization of the Study**

Five chapters are utilized to describe this study. They are: Chapter 1 which is introduction that consists of introduction of the topic, rationale why this study is conducted, objectives, scope and method of the study and organization of the chapters for this study; Chapter 2 which is theoretical background and conceptual framework for the study; Chapter 3 which is about the study of internal communication in MPT; Chapter 4 which present the effect of the internal communication on employee engagement in MPT; Chapter 5 which is about conclusions presented with findings, suggestions and needs for further studies.

## CHAPTER II

### LITERATURE REVIEW

This chapter includes the theoretical background of the study with subtitles of internal communication, models of communication and public relations, employee engagement, model of engagement, internal communication on employee engagement, previous research studies and conceptual framework of the study.

#### **2.1 Internal Communication**

Internal communication has been seen as an important and challenging concept which can deepen the relationships between organization and internal stakeholders. According to the study's perspective, internal communication tries to fill the gap between management and employees.

Internal communication is defined as “the intellectual transactions among individuals or groups which conduct at various levels and specialize in different areas with the intention to arrange and rearrange organizations, to put into practice according to arrangements, and to coordinate in daily activities”(Welch & Jackson, 2007). Mostly, internal communication is accepted as “a process in which employees are provided with information about their individual roles, as well as the overall objectives and goals of the organization” (Welch & Jackson, 2007). With operational point of view, internal communication can also be described as “the transit of intelligence between managerial people and employees within the organization either in formal way or in informal way” (Hayase, 2009). Therefore, by reading internal communication definitions, this can be noticed that “internal communication is a process of transactions between participants of an organization to exchange the information about individual roles and ideas and the overall objectives and goals of the organization in the purpose of motivation and engagement of employees”.

##### **2.1.1 The Role of Internal Communication**

Internal communication affects the efficiency in operations in organization and also affects the capability of organization to make employees engaged. Although there is a considerable gap in theories of internal communication, it is still acceptable internal

communication as an important process in the organization. And according to previous studies, poor internal communication has been accepted as a major concern for organizations.

As mentioned earlier, internal communication exists to make employees engaged by asking questions at ongoing conditions, giving suggestions to the situations within an organization's intranet, and sharing the current conditions to all people within the organization. Internal communication exists to encourage the people within communication by moving such small acts as a way to make a good communication climate and to make innovations.

Internal communication is also a communication. Therefore, internal communication exists to make people notice about the changing conditions of the organization like policy changes and update about the conditions of operations in organization. In this way, transparency is encouraged by internal communication within the organization. Not only transparency, feeling of belonging by employees to the organization can be created. The most important thing is that, in such a way, internal communication can make employees keep calm while facing crises.

Internal communication exists to give employees a holistic view of the organization by updating the updated conditions of organization. At the topic of internal communication, its basic fact is about promoting two-way communication to directly get the attention of receivers without going less importance of information. It makes that in employees' perception, their attributes and suggestions seriously matter to organization while feeling as a part of organization.

Internal communication plays a big role to build organizational culture realized by employees. With internal communication, the organization can interpret the values it wants the employees hold like what values stand within the organization, why missions are important. Therefore, internal communication can help learning while speaking to others, building support for leaders and promoting people involved. As a result, internal communication also exists to make another field in the organization to fulfill social needs of the people within the organization. Briefly, internal communication has two roles: to exchange information and to motivate and engage the employees.

## **2.2 Categorization of Internal Communication**

Internal communication can be categorized as formats and flows.

### **a. Internal Communication Formats**

Internal communication formats can be described as formal format and informal format. (Forssberg & Malm, 2001). Generally, formal internal communication is a type of written communication while informal internal communication being verbal communication or using informal channels like Facebook. Then, formal communication is mostly begun by administration while informal communication proceeds without distinct starters. (Forssberg & Malm, 2001). Formal communication comes from management as a form of policies, procedures and work instructions which are passed through the organizational hierarchical flow. Informal communication takes place among people within organization at every level in accordance with common interest among members of the organization. (Steinberg, 2007).

### **b. Communication Flow Directions**

Communication takes a motion to upward, downward, lateral as well as diagonal (Schermerhorn, 2012). Downward communication is defined as communication flow from the top of management to the various lines of frontline or to the operational structures. Downward communication flow is mostly seen in formal communication format. It is used to exchange information about the policies, strategy, procedures, mission and vision, to give instructions about operations, to provide performance appraisals to the employees and to issue the relationship between operations and the objectives to the people within the organization.(Adey & Andrew, 1990) (Mbhele, 2016). Downward and formal communication can both reduce the rumors related to the high level management's intention within the organization and to create a sense of security, reliability of messages and better involvement of the receivers (Pham, 2014).

Upward communication is a type of communication flowing from lower levels to higher levels of position in the organization. It lets people at high-level management aware and recognize the situation which is going on at the low-level position of the organization. It includes departmental meetings, staff meetings etc. (Adey & Andrew,



1990). And to continue upward communication, it needs that high-level management is able to accept both negative feedback and positive feedback. (Pham, 2014).

The third one is lateral or horizontal communication. It can be defined as flow of information or communication between employees who have the same level position in the organization (Mmope, 2010). This flow of communication can be seen both as work-related conversation and as social conversation among individuals in the organization. It can build participative environments in the organization (Pham, 2014).

The final one is diagonal communication which can be defined as the flow of information or communication between employees who are not at the same level of position within the organization. This form of information is mostly seen at projects which need experts from different levels of position within the organization for the purpose of the success of a specific project. In such communication, experts from a higher level of position have to share expert knowledge to the junior of them. (Adey & Andrew, 1990).

### **2.3 Internal Communication Dimensions**

Internal communication can be identified with four dimensions. They are frequency of communication which is times of contact, mode of communication which is way used to contact, content of communication which is intelligence wanted to deliver and directional where intelligence runs (Johlke & Duhan, 2016). Generally, frequency is the rate at which something occurs over a particular period of time. Meanwhile, frequency of internal communication is the amount of in-touch among individuals and between individuals and organizations. There is an assumption that a greater amount of contact produces benefits within a work environment. And sharing an excess amount of knowledge in communication can make employees over-absorbed and deliver communication overload. However, organizations ,which either communicate with employees too frequently or not frequently enough, can lead to information overload or misunderstandings while Communication overload is when there are multiple, simultaneous modes of interaction going on. It's when there is a flood of too many emails, phone calls, texts, instant messages, and social media updates (Karanges et al., 2014).

The place or channel to leave messages and information in the process of communication is called communication mode. Generally, there are four kinds of communication modes. They are electronic mode, written mode, face-to-face and telephone mode. Some previous studies identify communication mode as format: namely, formal mode and informal mode. Formal mode of communication follows hierarchical levels and its nature is impersonal while informal modes of communication do not follow any structure of organization and its nature is personal.

Communication content is the information and experience that are directed toward the receiver. It is also defined as the type of influence strategy used by the organizations and supervisors to guide employees' actions. The influence strategies exist to be compiled by a sender of information to the receiver. There are two types of influence strategy. One is directive strategy. The other is in-directive strategy (Johlke & Duhan, 2016). Directive influence strategies exist to deliver enlightenment by supervisors to subordinates with distinct guidelines for operations. In-directive ones exist to persuade subordinates to become a part of the process in decision making. However, in consonance with the influence strategies' nature, in-directive strategy is far way more adaptable than directive strategy (Karanges et al., 2014).

Communication transmission can move not only to one direction but also to two directions. Flowing to two ways is termed as a form of bi-directional. Flowing to one way is termed as a form of uni-directional. Uni-directional communication means there is no feedback system in the organization. Then, bi-directional communication means there may be a feedback system in addition to sharing information to employees (Karanges et al., 2014).

## **2.4 Factors of Internal Communication**

According to Mbhele, there are five factors which make internal communication easier to measure for the study. They are classified as follows.

### **a. Communication Climate**

Communication climate is the atmosphere of relationships between people when they become in touch. According to Mbhele (2016), communication climate is described as an employee's common reaction to the environment because of

communication both at organizational and personal levels. And satisfaction in a communication climate comprises the amount to which communication encourages and inspires the employees to reach organization goals and till the time when attitudes to communication are perceived to be positive by employees. By conclusion, the communication climate is the way the individual feels about each other like feeling supportive by others or defensive by others.

At organization, two kinds of communication climate can be identified. They are classified as defense and support (Ireland et al., 1978). Supportive one is an unfolded interchange of intelligence by sharing access to work-mates as a tradition of intelligence sharing (van den Hooff & de Ridder, 2004). According to Gibb (1961), a defensive communication climate is one in which an individual feels threatened or anxious when in communication with others (Forward et al., 2011).

Supportive communication climate brings efficiency in transmissions while defensive communication climate creates barriers in transmissions. Gibb outlined six conditions for each supportive and defensive communication climate to differentiate them. Supportive climate is characterized by description, problem orientation, spontaneity, empathy, quality and provisions. Defensive climate is characterized by evaluation, control, strategy, neutrality, superiority and certainty. In brief, to create an effective and efficient organization, communication climate is important to be satisfied by employees because according to Goldhaber, communication climate is based on perception of employees upon relationships and communication.

#### **b. Quality and Reliability of Information**

In some previous studies, quality and reliability is also counted as a part of the communication climate. Quality of information is the individual perception at the value of information based on usefulness. Those perceptions are based on timeliness, accuracy, adequacy and completeness. Timeliness means that the receiver gets the information when it is needed. Furthermore, quality of information can accomplish not only effectiveness and efficiency in operations with motivation to work.

Reliability of information is accuracy of information, meaning the perception of people on the trustworthiness of the sender and channel used by the sender. In other words, reliability on intelligence is the perceived view of employees on the intelligence

they receive, in terms of the actual expression they mean and the transparency within the working place (Hayase, 2009).

### c. **Organizational Culture**

Organizational culture is defined as sharing experiences among people of a group, which has two or more than two members, which are launched over time and become as a face of that particular group. Organizational culture comprises the hope, occurrence, philosophy, and moral that make organization members behave, and is appeared in organizational members as self-image, inspiration, associations with the external environment, and future hope. There are two types of organizational culture elements: namely, visible and invisible elements. Visible elements are dress codes, activities and so on. Invisible elements include social norms, standards, and values and so on. These values and principles let people perceive how to behave within that group whenever they become in touch. According to Grunig et al, there are two types of culture in organization; namely, authoritarian and participative. (J. E. Grunig & Dozier, 2003).

Authoritarian Culture is based on power, precisely positioning power. Under authoritarian culture, decisions are made by top level management without involving other employees. Under this culture, employees are seen as workers who must obey the decisions of top management. Authoritarian culture lets the organization operate as a close system that resists the ideas and changes coming from internal and external environments. (J. E. Grunig & Dozier, 2003)

Participative culture is characterized by the nature of teamwork. Such culture encourages collective responsibility by promoting the same target within the team. Unlike authoritarian culture, this culture accepts employees as resources, encourages involvement of employees in decision making and it operates an open system to listen to the changing conditions from internal and external environments. (J. Grunig et al., 1995)

### d. **Public Relation**

In this study, public relationships are called advancing the interconnection between organization and employees of the organization. (J. Grunig et al., 1995). Public

relation also means the connection among organization and internal public who are known as employees. And also according to human relations view, public relations mean between organization and its employees. The success of the organization is based on its relationship with the experienced employees because with human relation view, employees having skills and knowledge have direct relationship with the organizational success (Botan & Hazleton, 2010).

According to social exchange view, the aim of communication is more than exchanging information by emphasizing on human relation building. For this study, the aim of communication is both for the exchange of knowledge and for growing relationships by building cultural association and making employees engaged in order to create communities according to social terms (Steinberg, 1995).

Public relations can be classified with four kinds of model which are practiced as an individual and as a group; namely, press agent or publicity relation, public information relation, two-way asymmetrical relation and two-way symmetrical relation. Press-agentry model is to make new stories or new events to attract media and to gain public attention. One-way communication means there is a message to the receiver from the sender which the sender wants the receiver to persuade to make action. Public information model is also one-way communication to inform but it doesn't intend to persuade the receiver. It is mostly used by government organizations. The mentioned two models of public relation are one-way communication that only delivers information related to organization to the public but does not accept information back from the public.

Two-way asymmetrical models use research to develop messages that can persuade the public to do what the sender wants. It is also called scientific persuasion. Two-way symmetrical model searches for the mutual understanding for both organization and public, in other words, for both receiver and sender. It bargains and negotiates for conflict resolution to change in ideas, attitudes and behaviors of both. (J. Grunig et al., 1995) & (Boutroux, 2013). This study is based on stakeholder theory which accepts employees as important stakeholders. With such perspective, only two-way communications are relevant for this study (Mbhele, 2016).

#### **e. Leadership Communication**

Leadership communication is ability which makes the connection between superiors and employees pleasant. Leadership communication is, in other words, communication skills of leaders. Leader is a person who guides, orders, persuades, or inspires other people (Mmope, 2010). And according to Buchannan and Huczynski (1997), leadership means “a social process in which one individual influences the behavior of others without the use of threat or violence.”

From the above definitions, it can be noticed that communication skill is essential for leaders because “leadership communication is the controlled, purposeful transfer of meaning by which leaders influence a single person, a group, an organization, or a community.” (Barrett, 2009). The previous studies reflect that the participative leadership communication has overwhelming effect on organizational and team effectiveness compared to other leadership communication while participative leadership is “joint decision making or at least shared influence in decision making by a supervisor and his or her employees.” (Somech, 2005).

#### **2.5 Employee Engagement**

Employee engagement is based on the concepts such as job satisfaction, employee commitment, role expansion, proactive behavior, job involvement and organizational citizenship behavior (Kompaso & Sridevi, 2010). According to Katz and Kahn (1996), employee engagement is applying creative and participative action suppressing the demand by the role of employees to operate according to organizational objectives.

According to Kahn (1990), the definition of employee engagement is the utilization of employees’ selves beyond their work roles. In other words, people operate and demonstrate themselves physically, cognitively, as well as emotionally while performing according to their role (Robertson-Smith, 2009). The cognition aspect of employee engagement is employees’ perception about the organization, its leaders and working conditions. The emotion aspect is about how employees feel about each of those three factors (vigor, dedication, absorption) and whether they have positive or negative perceptions about the organization and its leaders. The physical aspect involves about the labor of individuals to finish their tasks or roles.

According to Kahn's definition, people's role in the workplace varies according to cognition, physical and emotion with different levels; namely, personal, work and organization (Simpson, 2009).

#### **a. Personal Engagement**

Engagement at personal level is revealing the preferred self of an individual in the work role by connecting work, other people and personal. (Khan, 1990). People are unique. Therefore, people express various extent of themselves in the presence of cognition, emotion and physics within the role performance. According to the role of employees, engagement construction differs based on realization of job involvement, organizational commitment and intrinsic motivation which exists from the day-to-day experience and behavior of particular work situations (Luthans & Peterson, 2002).

Personal engagement includes "the behaviors left by which people act like their real selves during conducting their roles" (Khan, 1990). When employees satisfy the work they are responsible, they personally engage in physical, emotional as well as cognitive terms. Such employees are more high-yielding compared to others (Luthans & Peterson, 2002). To engage personally, meaningfulness, safety as well as availability are psychologically needed to accomplish (Khan, 1990). Personally engaged employees sacrifice for benefits of other (Mbhele, 2016).

Meaningfulness refers to an individual's own ideas, standards or perceptions on the value of a work goal, purpose or experience based on expectations. Availability refers to individual's resources to engage cognitively, emotionally and physically. Individuals who are available feel capable about their role. Safety refers to the individual's preferences at the work on the conditions of consequences. In other words, safety is concerned with the level of feeling safe without fear of victimization or damage. When a person discovers meanings at his or her work role, detects safety and has resources for his or her role, personal engagement will appear (Khan, 1990).

## **b. Work Engagement**

Job (work) engagement is “engagement which is characterized by vigor or energy, involvement or dedication and efficacy or absorption.” (Maslach et al., 2001). And work engagement also is the work-concerned state of mind which is beneficial and accomplished. Vigor or energy, dedication or enthusiasm and absorption or concentration describe work engagement (Schaufeli & Bakker, 2004). Therefore, the work engagement continues cognition or concentration and enthusiasm or affection.

Characteristics, operations as well as interconnections of tasks describe the work engagement (Khan, 1990). According to it, even if employees are personally engaged, whether the work is challenging or not, whether the work is autonomy or not, whether the work needs creation or not, those conditions influence the work engagement. How the employees perceive their roles, their identities, their status, dignity, individual sense of belongings and how the given role fits with a preferred self-image influence the work engagement (Mbhele, 2016).

## **c. Organizational Engagement**

Organizational engagement means the extent to which workers are committed and support the organization in the achievement of the organizational goals or organizational commitment which is a psychological state that shows employee’s attachment with the organization they are working for. Dimensions of organizational engagement are communication, outlook, recognition, resources, and role clarity, working relationships, organizational purpose, organizational culture, leader-follower relationships and job relevance (Welch, 2011). Organizational engaged employees devote to the organization those employees operate for and want to work longer in the organization (Mbhele, 2016).

Organizational engagement is mental attachment or binding between each internal person and organization. Organizational engaged employees attach to the organization with a feeling of belonging as a part of the family” (Macey & Schneider, 2008). In conclusion, organizational engagement happens when employees are pleased with their work environment, condition and perception about their organization and direct supervisor (Mbhele, 2016).



## **2.6 Dimensions of Employee Engagement**

Engaged employees always feel optimism with their work roles. It can be reflected by vigor or energy, dedication or enthusiasm and absorption or concentration (Schaufeli & Bakker, 2004).

### **a. Vigor**

The first one is vigor, physical engagement, which is also known as discretionary effort. It is the willingness to put extraordinary effort on a job persistently even when facing difficulties in the process. These employees operate beyond their roles to make the organization they devote effective and efficient (Khan, 1990). The key element of vigor is vitality or energy of oneself. This is opposite of burnout and opposite of physically and emotionally exhaustion. Someone with full of vigor cannot be burned out because there are energetic resources to replace exhausting physical and emotional conditions (Robinson, 2020).

### **b. Dedication**

The second one is dedication, called emotional engagement, which is willingness to sacrifice. Specifically, dedication is touch involvement in their job role which reaches to psychological attachment which is greater than the usual level. This dimension of employee engagement is about the experience related to significance, curiosity, admire, and challenge while conducting the job role (Schaufeli & Bakker, 2004). Employees who dedicate to work eagerly strive to get satisfaction themselves by conducting their work tasks and feel proud of such challenging work. There are five words to measure dedication, namely; challenging, inspiration, enthusiasm, pride and meaningfulness. (Mbhele, 2016)

### **c. Absorption**

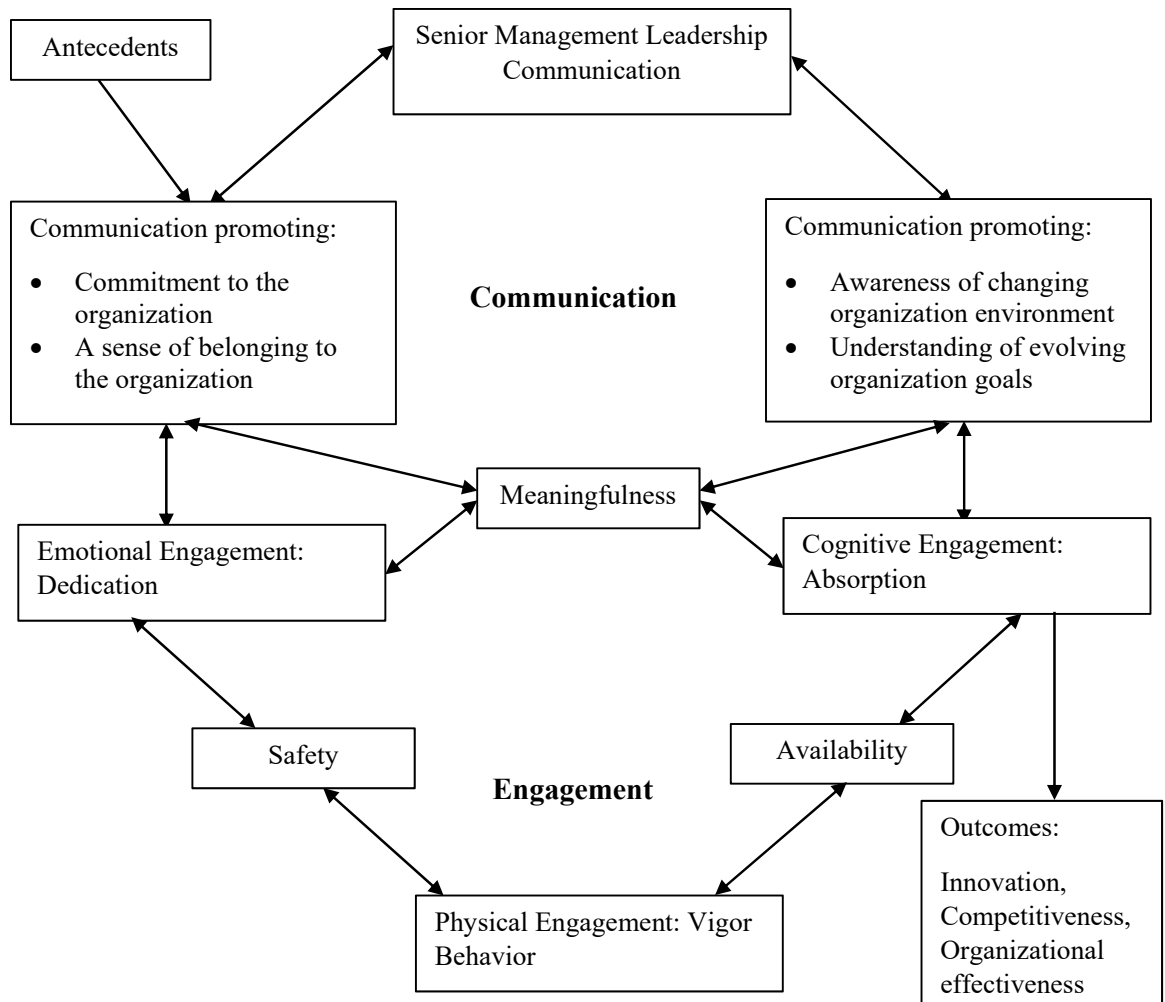
The final dimension is absorption, called cognitive engagement, which is concentration upon work. Absorption is attentiveness at the work without concerning the passing time. Cognitively engaged employees are difficult to get away from work (Schaufeli & Bakker, 2004). There are three words to define absorption; namely, concentration, engrossment and preoccupation with work in the meaning of that

absorbed employees are immersed in work without noticing passing of time. Absorption is like flow which is characterized by focus on work, clear mind, mental and physical union, effortless in time, and enjoyment of using time on work (Schaufeli et al., 2002).

## 2.7 Conceptual Framework of Previous Studies

The previous conceptual frameworks with the variables are shown in figure (2.1), Figure (2.2) and figure (2.3).

**Figure (2.1) a Model with Internal Communication Concept and Employee Engagement Concept**

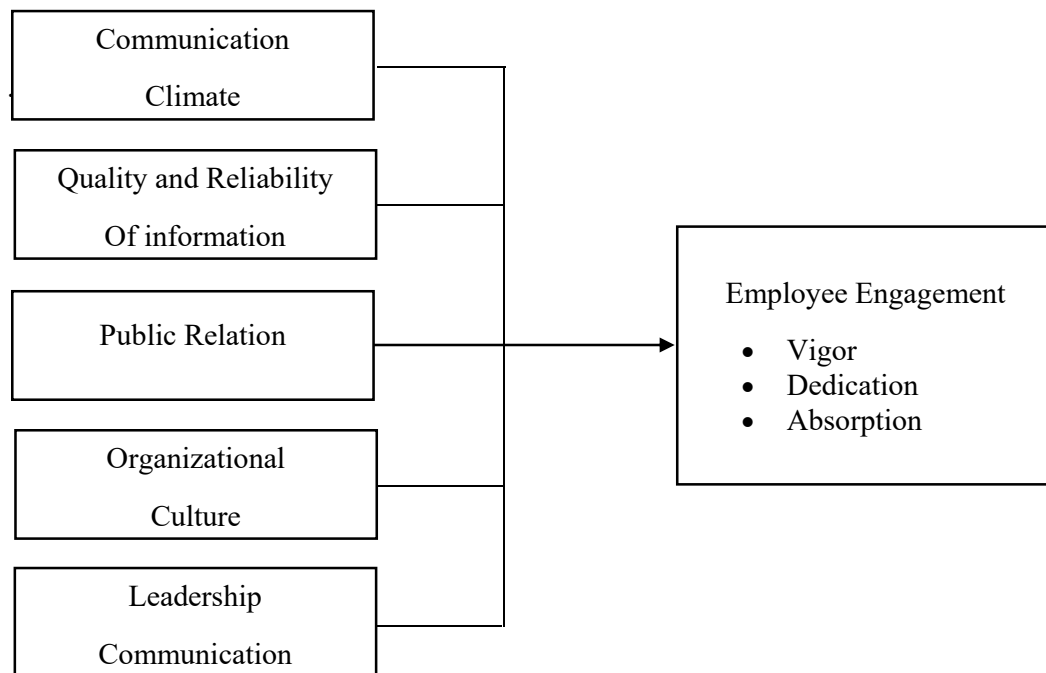


Source: The Evolution of the Employee Engagement Concept: Communication Implications (Welch, 2011)

Internal Communication is one of parts in the organization in which engagement or disengagement occurs (Bakker et al., 2011). Employee Engagement is influenced by internal communication which is an organizational practice that reflects the values of organization to all employees and involves the employees to get the goals of the organization. As an outcome, employees undergo engagement. Senior management communication and open and effective communication strategies are recognized as an important role in building employee engagement (Bakker et al., 2011).

According to previous studies, internal communication correlates with employee engagement. This conceptual model appears to give corporate communication theory a contribution with the point of view of employee engagement and the role of internal communication in employee engagement. This concept concludes that communication is a form of employees' psychological need which has an impact on employee engagement. Characteristics of internal communication have influence on engagement of employees to create commitment and a feeling of belonging and to grow awareness and comprehension within organization.

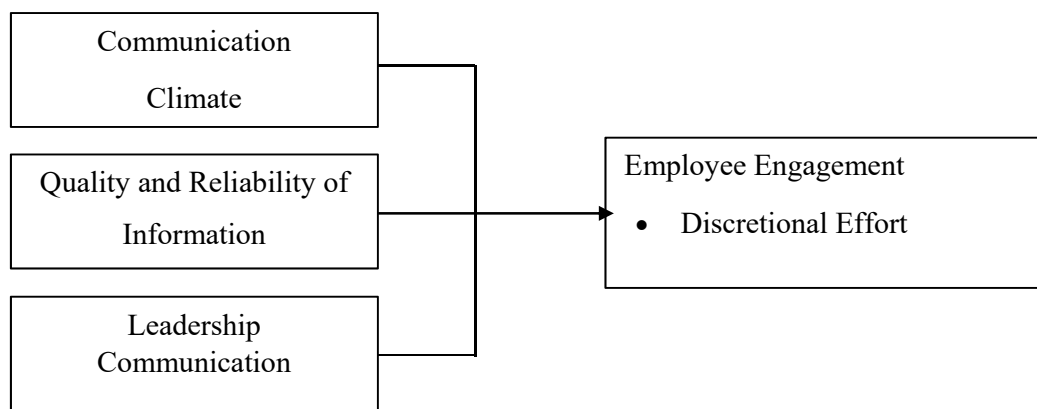
**Figure (2.2) Conceptual Framework of Previous Study at a South African Government**



Source: (Mbhele, 2016)

This previous study identified the relationship between internal communication in which variables are communication climate, quality and reliability of information, public relation, organizational culture and leadership communication and employee engagement which factors are vigor, dedication and absorption. This study concludes that internal communication plays an important role in employee engagement as the factors of internal communication have positive relationships with employee engagement.

**Figure (2.3) Conceptual Framework of Previous Study at Organizations**



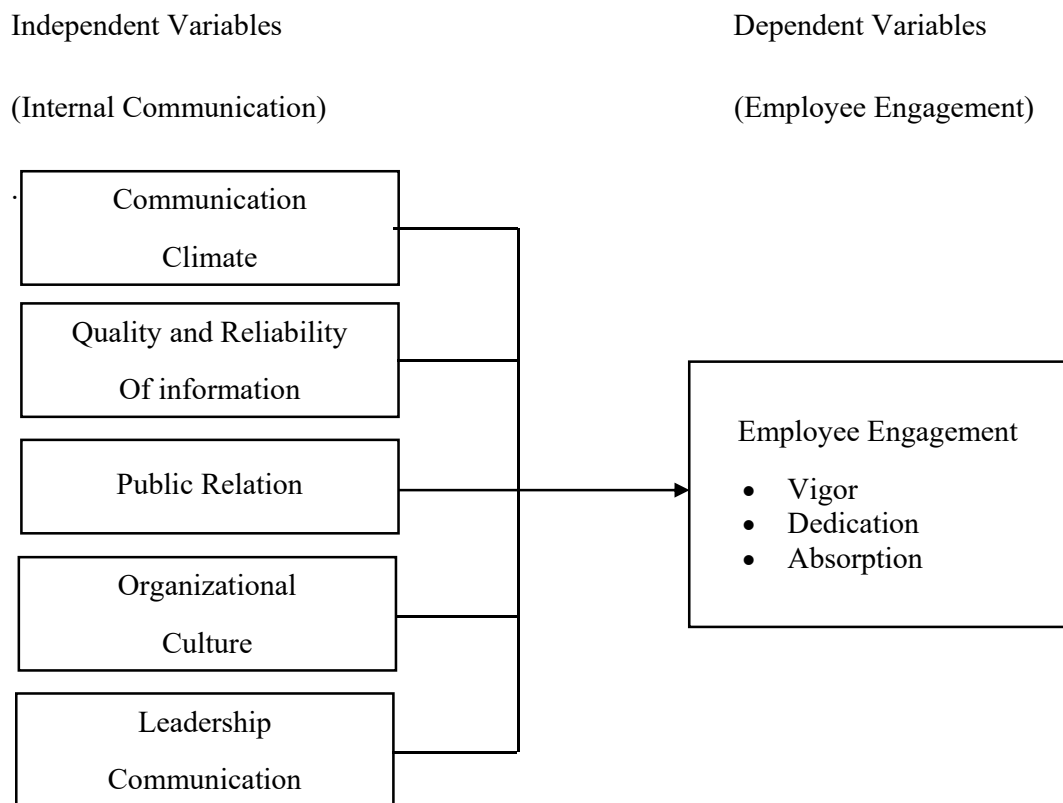
Source: Internal Communication in Organizations and Employee Engagement (University of Nevada, Las Vegas) (Hayase, 2009)

The title of the previous research study for figure (2.3) is "Internal Communication in Organizations and Employee Engagement". That previous study analyzes the relationship between internal communication which elements are communication climate, quality and reliability of information, and leadership communication and employee engagement which element is discretionary effort. The results indicate that organizations could utilize the internal communication to make employees engaged while the study reminds that the study is made at university with university students which share different organizational backgrounds.

## 2.8 Conceptual Framework of the study

The objectives of the study are to identify the most influencing internal communication factor of MPT and to analyze the effect of the internal communication on employee engagement in MPT. The conceptual framework of the study is built based on the previous studies that show the relationship between internal communication and employee engagement. For this study, independent predictors or variables stay components of internal communication or factors. They are a communication climate which is an atmosphere of communication, quality and reliability of information by the perception of respondents, organizational culture of MPT, public relation between organization and internal public or employees and leadership communication of superiors. The dependent variable is employee engagement which is identified by vigor or energy, dedication or enthusiasm and absorption or immersion.

**Figure (2.4) Conceptual Framework of the study**



Source: Adapted from Mbhele, (2016)

## **2.9 Working Definitions of the Study**

Working definition of independent variables: communication climate, quality and reliability of information, public relation, organizational culture and leadership communication, and dependent variable: employee engagement which elements are vigor, dedication and absorption, are defined on the basis of the literature and previous studies.

### **i. Communication Climate**

Communication climate is the way the individual feels about each other like feeling supportive by others and defensive by others.

### **ii. Quality and Reliability of Information**

Quality and reliability of information is the perception of the usefulness of information based on timeliness, accuracy, adequacy and completeness and the perception on the trustworthiness of the sender.

### **iii. Organizational Culture**

Organizational culture is the fundamental trust, assumptions, esteem, moral and interacting ways which contribute within the organization.

### **iv. Public Relation**

Public relation is about, between organization and employees, developing strategic relations with the intention of mutual benefits.

### **v. Leadership Communication**

Leadership communication is communication skill of leaders who can persuade, support, inspire and influence.

### **vi. Employee Engagement**

Employee Engagement is the approach that stimulates people to devote themselves to their role performance energetically, persistently and involvedly.

vii. Vigor

Vigor, physical engagement, is enthusiasm and eagerness to do a job even at the encounter of difficulties.

viii. Dedication

Dedication, emotional engagement, is psychological concentration on the work role more than usual level.

ix. Absorption

Absorption is cognitive engagement which is concentration upon work.

## **CHAPTER III**

### **INTERNAL COMMUNICATION OF MPT**

This chapter is composed of three sections. Firstly, Myanma Posts and Telecommunications (MPT) is explored. Secondly, the organization structure of Myanma Posts and Telecommunication is presented. Thirdly, Joint operations between KSGM and MPT are studied. Finally, it is about a performance appraisal system which is operated by the MPT in the hope of achieving employee engagement.

#### **3.1 History of MPT**

The telephone services in Myanmar started in 1884. It was eight years after the invention of Sir Alexander Graham Bell in 1876. From 1884, for telegraph and telephone services, open wire lines and open wire carrier systems were set up in many towns. Then, MPT started a project called Yangon Automatization which started in 1956 and ended in 1962. After that project, 80 exchanges with 4 crossbars were built in the country. And the number of telephone lines increased more and more in recent years. In 1960, the low capacity microwave transmission system was launched for communication of long distance. At that time, H.F radio communication was mainly used for the telephone and telex services.

In 1978, MPT started the first telecommunication development project in Yangon and Mandalay with the intention to encourage and advance the telecom services. This project had brought dialing functions to the telecommunication sector in Myanmar. After completion of the first project, MPT advanced the second development project from 1985 to 1987. The results of these two projects granted socio-economic conditions to become stronger. The fund for these two projects came from the World Bank as a credit.

Together with the process of the first development project in 1987, the application of eight digital automatic exchanges was started with the assistance of the Japanese Government. So did the implementation of satellite earth stations and the set of new international gate way switches with OECF Japanese Yen Loan. However, after a year later, both projects were terminated without a supported network.



Since the start of telecommunication in Myanmar, MPT was a sole provider of services until 2015. MPT notices the fact that telecommunication infrastructure can advance every aspect of a country in economics, education etc. With the intention to support the growth of the country, MPT operates continuous development in the telecommunication industry with the support of leaders of the country.

Since the demand for telecommunication services increased because of the market oriented economy, there were new upgrade functions to be advanced. Initiating from 1991, domestic satellite earth stations were built to advance long distance telephone services. In 1993, cellular mobile telephone systems were first launched in Yangon. So did Mandalay in 1996. Then, in early 1995, MPT had disclosed about Wireless in Local Loop (WLL) in Yangon, Mandalay and in the delta area. In 1997, Myanmar initiated CDMA radio telephone system as new technology in SEA. However, it had limits in funds to advance the network. Then, MPT was kept developing both for domestic and for oversea communication.

In 2010, MPT launched GSM commissions both in Yangon and Mandalay. Then, MPT advanced to digital from analog exchanges. Then, MPT advanced internet services nationwide. In 2014, MPT agreed to operate jointly with KSGM to advance communication technology and progress Myanmar forward with up-to-date technology. MPT has accomplished growth during the past years. However, it is still difficult to fulfill every demand while upgrading the existing services.

### **3.2 Organizational Structure of MPT**

MPT is the first and leading telecommunications company in Myanmar with over 23 million users. MPT delivers services both to people and to business. And it also has been leading the development of the telecommunications industry in Myanmar for over 130 years. Now, it operates a nationwide network infrastructure, with the widest mobile network coverage of 96% throughout Myanmar. MPT intends to make telecommunications services more accessible nationwide through its wide network of retail outlets and points of sale. And MPT conducts the operations with over 8,000 workforce jointly with KSGM. And “MPT is committed to continually driving the development of the telecommunications sector, and moving Myanmar forward.” On June 30, 2016, MPT was ranked as the most loved Brand in Myanmar among 42 key

brands according to a brand research in Myanmar by Millward Brown, a British multinational market research firm.

“Moving Myanmar Forward” is the vision of MPT. In other words, MPT wants to make Myanmar more developed with ICT and provides best-class services to users. Their mission statement is Myanmar developer, technology leadership and lifestyle engagement. MPT wants to develop Myanmar by keeping people, uniting Myanmar and connecting Myanmar to the world. And MPT wants to lead in technology with the widest network, with the best network, the only convergent one and with the best technology. MPT wants customers to make easy use of their services and improves the life of customers.

Organizational structure is a system applied to describe a ranking in an organization based on relative status and authority. It can define the job, the function of the jobs and the flow of the reports within the organization. Therefore, the structure is developed to establish how to operate and assist to obtain organizational goals for future growth (Friend, 2019). There are seven types of corporation structure: namely, hierarchical organizational structure, functional organizational structure, horizontal or flat organizational structure, divisional organizational structure, matrix organizational structure, team based organizational structure and network organizational structure (Williams, 2017). Among them, MPT changes its organizational structure to functional structure according to joint operation terms (Yoshiaki, 2018). Functional organization structure is one which divides the organization into departments based on their function headed by a functional manager and employees are grouped as per their role.

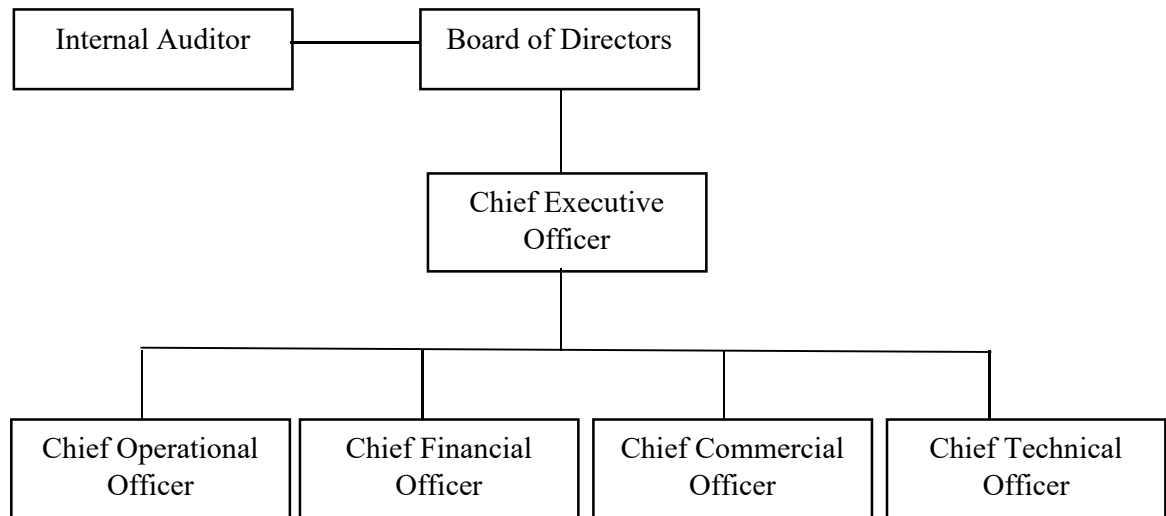
At the functional structure of an organization, employees are sorted and create a team based on their job function. Then, the figure of organizational structure exhibits the rate of job role with descending order from board of directors to frontlines. Each functional department is constructed with a mentor responsible. This type of organizational structure supports the organization to maintain the efficiency and effectiveness of their performance and to uniform their performance. As a result, the employees from functional organization structure are very skilled. Because they perform the same work as specialization, they conduct the work excellently by delivering the output of high productivity (Usmani, 2020).

The advantages of functional organizational structure are the following: employees are made up of a team according to their knowledge and skills while allowing them to get high performance. The functional structure encompasses fixed roles to develop the operations easily. The hierarchy is clearly defined in this structure, as a result, few communication channels. Communication has no friction in the department. To make sure differences in work, roles and responsibilities are described clearly. This structure makes emotional and physical safety. This structure shows a clear career growth path. This structure creates unity among employees (Usmani, 2020).

Meanwhile, the disadvantages of functional organizational structure are the following: employees can lose enthusiasm because of repetitive work. If the appraisal system is not acceptable, conflict between employees can happen. However, every department has its own interest which they have to give special attention to. Although communication is great within the department because of organizational structure, inter-department communication is poor. So does teamwork between departments. Employees can have little concern about the situations outside their departments. And because of many hierarchies in organization, the decision making process is slow. There can be personal feelings in making decisions and it is really difficult to control and maintain the best condition. And the targets of employees are mostly departmental goals rather than organizational goals (Usmani, 2020).

There are not only advantages but also disadvantages at this kind of organizational structure. However, MPT chose to use this structure with the belief that this structure can help to compete with other international telecommunication companies. Like other functional organizational structures, it goes to the following hierarchies; board of directors, executive, internal audit, operational department, commercial department, financial department and technical department (Yoshiaki, 2018).

Figure (3.1) Organizational Structure of MPT



Source: (Yoshiaki, 2018)

### **3.3 Joint Operation with KSGM (KDDI Summit Global Myanmar Company Limited)**

As mentioned above, MPT is the incumbent telecom operator in Myanmar. MPT is under the administration of Governmental Ministry (MCIT). In July 2014, MPT signed a partnership with KDDI & Sumitomo to join forces in order to make access to mobile telecommunication easier for everyone in the country, to extend network coverage and to provide more people with a quality network using advanced technologies under the name of KSGM (KDDI Summit Global Myanmar Company Limited) which is a company established in Myanmar via the investment of KDDI Corporation, one of Japan's major telecommunications companies and Sumitomo Corporation, another of Japan's major corporations. With this joint operation, MPT is able to offer services in Japanese quality within the country.

KDDI is the market leader of the telecom industry in Japan. And it widely expertizes to deliver best customer services, to maintain best customer care and to advance latest technology. It has great knowledge in telecom markets. Then, Sumitomo Corporate Group operates in various fields as a range of globe. And this Sumitomo is the main ally of MPT and of Myanmar telecom industry for over 50 years.

KSGM expects there will be a high growth rate in the Myanmar Market because the population of Myanmar is over 50 million. Myanmar is undeveloped compared to surrounding countries, so there are a lot of things to make development. Compared to other countries, literacy rate is high and people are diligent and hardworking. By entering the Myanmar market, KSGM expects high profit while contributing to the growth of Myanmar with communication infrastructure. This joint operation brings new employees, equipment, additional funds and ways like additional marketing power and professional ways in doing overseas business. Then, joint operation tries to transform organizational design, human resources, resolutions and approval, payment, accounting, purchasing and order placements, contracts, internal control and renovation with new styles of vision and mission, strategies, business plan, and decision making.

### **3.4 Internal Communication of MPT**

Every position of organization is taken into account by internal communication. It exists to make sure employees know vision and mission and to align everyone within the organization with the value of the organization.

According to the official website of MPT, MPT has been set up employee-focused culture with the intention of mutual growth both for individuals and for organization since 1884. Now, MPT is trying to add a corporate culture of employees which rewards innovations, open thinking and encourages the employees to seek new ideas with the beliefs of setting the employees and the organization apart from other organizations. Specifically, MPT is trying to build a participative culture which accepts employees as resources of the organization and encourages involvement of employees by giving rewards to the achievement of targeted goals.

MPT has its own working platform and cloud to make operations more effective and to link the organization and its employees. Having its own platform helps the organization to easily share the information to most positions of the organization. Mostly, the organizations have much information to store. If organizations do not have their own platform, the information will be stored at multiple platforms. As a result, finding information becomes a complex job. Having its own platform makes the employees easier in such tasks with a one-stop place for all information. It can share not only formal announcements from the organization but also informal conversation.

Although it has its own platform, it isn't accessible to all levels of organization. For those employees, the superiors have to use Gmail, SNS, phone calls, voice mail, video call and face to face conversation to be in touch with them. In this way, MPT tries to build two-way symmetric relations and create a transparent culture within the organization to reduce rumors and to make sure that employees do not feel in inequality because getting more information from the organization means that employees are at higher positions.

As mentioned in the first paragraph, MPT values strong leadership. And MPT wants to make employees grow together with the organization. Therefore, MPT trains its employees, especially the leaders, to have personal effectiveness and efficiency. Leaders get trained to get interpersonal effectiveness which is the capability of an individual to influence others with commitment, ability and awareness of leaders. Negotiation skills, problem solving skills and creativities are added to leaders, too.

Leaders also get training to listen for intention and feeling of both customers and employees, to acknowledge concerns of both customers and employees, resolve problems of both customers and employees and, then, build customer satisfaction and employee satisfaction. As an organization which builds participative organizational culture, MPT builds participative leadership communication in which both employees and leaders participate in decision-making by practicing delegation and empowerment. To make sure to improve internal people and organization, the bonus and promotion is based on the appraisal which focuses on targeted goals, competency and skills.

## CHAPTER IV

### ANALYSIS OF THE EFFECT OF INTERNAL COMMUNICATION ON EMPLOYEE ENGAGEMENT IN MPT

The purpose of this chapter is for studying and analyzing quantitative data which is gathered with questionnaires and presentation the results of the study titled “The Effect of Internal Communication on Employee Engagement in MPT”. This study is conducted through surveys with prepared questionnaires which are distributed to the respondents through the mails and SNS. In questionnaires, there are two parts for respondents to answer for analysis. The first part presents demographic information of respondents in MPT. The second part is for the analysis of the objective of the study which is to analyze the effect of internal communication on employee engagement in MPT. And the result data is presented with tables and narratives.

#### 4.1 Research Design

Descriptive research method is utilized in this study. According to this method, the data is measured by a five-point Likert Scale in which 1 exists for strongly disagree, 2 exists for disagree, 3 for neutral, 4 for agree and finally 5 for strongly disagree. The effect of internal communication on employee engagement within MPT is explored with the analysis of multiple regression. This study population is 2,805 employees of MPT in Yangon. Because of the restriction of resources caused by COVID-19 Pandemic, this study used the sample of 190 respondents with 7% error according to Taro Yamane Method.

For this study, both primary and secondary data is utilized. The primary data is gathered by simple random sampling and by phone interview. Mail is utilized to reach respondents for questionnaires. At the prepared questionnaire, two parts exist. One part exists for demographic profile. And second part is about internal communication. Information about employee engagement is also asked in this second part. Before the data analysis, information gathered is prepared on the excel spreadsheet. Then, that sheet is put into the SPSS software. After that, the data file is created and is statistically analyzed. Then, the results are used to conclude, find and recommend. The secondary

data is gathered from previous research study, recorded data, published information from organization, paper, journals, recorded data and websites.

## 4.2 Demographics Information of Respondents

The demographic profile of employees is conferred in this section. In the questionnaire, the respondents are requested to display the demographic information which are age, gender, the years they have been working in MPT and job level or position.

### 4.2.1 Respondents with Age Data

According to the survey, the numbers of respondents which are presented with age data are described in the following table (4.1).

**Table (4.1) Age of Respondents**

Age	Quantity of Respondents	Percentage (%)
20-30	26	13.7
31-40	36	18.9
41-50	63	33.2
51 and more	65	34.2
<b>Total</b>	190	100

Source: Survey Data (2020)

Based on the table (4.1), among respondents, 13.7 percent are internal public who have lived for 20 to 30 years. 18.9 percent are internal public who have lived for 31 to 40 years. 33.2 percent are internal public who have lived for 41 to 50 years. Finally, 34.2 percent are more than 51 year old employees. Among them, the highest percent of respondents are more than 50 years. Therefore, according to this data, the significant amount of employees already have great life experience which can give heritage to the younger generation while the 20 – 30 year old youths who have to continue the success of organization for a long time is the smallest amount.



#### 4.2.2 Gender of Respondents

According to the survey, the numbers of respondents which are displayed with gender are described in the following table (4.2).

**Table (4.2) Gender or Sex of Respondents**

<b>Sex</b>	<b>Quantity of Respondents</b>	<b>Percentage (%)</b>
Male	58	30.5
Female	132	69.5
<b>Total</b>	190	100

Source: Survey Data (2020)

Based on the table (4.2), among the internal public, females are much more than male. In other words, among 190 respondents, 69.5 percent are female employees and 30.5 percent are male employees. Therefore, the nature of work at head office is more suitable to female employees.

#### 4.2.3 Years of Work Experience in MPT

According to the survey, numbers of respondents which are listed with the years they have been working are described with the table (4.3).

**Table (4.3) Respondents with Years of Work Experience in MPT**

<b>Years of Work Experience in MPT</b>	<b>Quantity of Respondents</b>	<b>Percentage (%)</b>
1-10 years	34	17.9
11-20 years	38	20.0
21-30 years	90	47.4
31 years and more	28	14.7
<b>Total</b>	190	100

Source: Survey Data (2020)

According to the table (4.3), most employees of MPT in Yangon have work experience from 21 years to 30 years because out of 100%, 47.4% of respondents are them. Least employees have over 30 year experience. Others are 17.9% and 20% of respondents who have from 1 to 10 years and 11 to 20 years. In other words, MPT has a low turnover rate. And there are a lot of experienced individuals responsible for the work roles at MPT.

#### 4.2.4 The Job Positions of Respondents

According to the survey, numbers of respondents which are displayed with the job level or position are described in table (4.4).

**Table (4.4) the Level of Job Positions of Respondents**

<b>Positions</b>	<b>Quantity of Respondents</b>	<b>Percentage (%)</b>
Senior Management	3	1.6
Manager	8	4.2
Assistant Manager	33	17.4
Staffs	146	76.8
<b>Total</b>	190	100

Source: Survey Data (2020)

In this study, the position is categorized into four: senior management, manager, assistant manager and staff. Among them, the majority of respondents are 146 staff because most parts of the organization are built with staff who are also known as frontier. It fills 76.8% of total respondents. The left 23.2% of respondents fills with 17.4% assistant manager, 4.2% manager and 1.6% senior management.

#### 4.3 Assessment on Reliability

For the analyses, six variables are identified to see the effect of internal communication on employee engagement in MPT. Many ways are available to test reliability. The internal consistency is a need to develop valid data. The internal consistency of the scale expresses whether the measure is consistent with variables which intend to be measured. Among other measurement scales, the most commonly

used measure of scale reliability is Cronbach's alpha coefficient in how well data in the set are relatively correlated to one another (Sekaran, 2003). For Cronbach's Alpha, there is a commonly accepted rule that Cronbach's Alpha of 0.6-0.7 shows acceptable reliability and 0.8 or higher shows good reliability. However, the Cronbach's Alpha 0.95 or more are not desirable, meaning the data may be entirely redundant.

**Table (4.5) Reliability Test on Respondents from MPT**

<b>Variables</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Communication Climate	10	0.835
Quality and Reliability of Information	10	0.712
Public Relation	8	0.862
Organizational Culture	9	0.795
Leadership Communication	6	0.728
Employee Engagement	15	0.729

Source: Survey Data (2020), SPSS Output

According to table (4.5), it can be known that Alpha of organizational culture is 0.862 which is highest among the variables. And communication climate's Alpha is 0.835 which can be accepted as good reliability. Others are more than 0.7 Alpha. Therefore, all of the variables which are intended to measure have internal consistency and reliability to compute.

#### **4.4 Analysis of Internal Communication Factors in MPT**

In relation to the impact on dependent variable employee engagement, the independent variables: communication climate, quality and reliability of information, public relation, organizational culture and leadership communication, are studied. For the study, a five-point Likert Scale prepared questionnaire is used to get response from the employees. The five points exercised in the questionnaire for this study can be labeled with positive state, neutral and negative state. For negative states, it is named with strong disagreements and disagreements with number 1 and 2. For neutral states, it is labeled with number 3. Finally, for agree state, it is named with strongly agree and agree with number 4 and 5.

#### 4.4.1 Communication Climate

This subsection presents the levels of respondents' agreement on communication climate's impact on employee engagement. Means and standard deviation for all communication climate scales are described in table (4.6).

**Table (4.6) Descriptive Measurement of Communication Climate**

No.	Statements	Mean	Std. Deviation
1	Your superior cause you sense free to speak up with him/her.	3.6737	.71184
2	Your superior really recognizes your job trouble.	3.7421	.72142
3	Your superior stimulates you to let him/her inform when things are not doing right at the job.	3.9895	.74882
4	Your superior encourages you to deliver new intelligence to his/her thought, even when that new intelligence may be bad news.	3.6421	.84723
5	Your supervisor makes you think that the intelligence you inform him/her is really crucial.	3.8263	.82060
6	Your superior bears disagreement or quarrel and to confer a fair comment met with all points of view.	3.7947	.80011
7	Your superior keeps your benefits in thought when he/she speaks up to his/her boss.	3.6421	.81540
8	Your superior is a really capable and talented manager.	3.7211	1.01370
9	Your superior is free-spoken and sincere with you.	3.7053	.90704
10	You can freely speak to your superior if you disagree with him/her.	3.6737	.95886
Overall Mean		3.7411	

Source: Survey Data (2020), SPSS Output

According to the result in table (4.6), the highest mean is 3.9895 which is close to scale 4 that means "agree to the statement". According to these data, the superior working in MPT encourages employees to let him/her know when things are going wrong on the job. But in the above table, all means are close to "Agree to Statements". Even the lowest mean is 3.6421 which means the superior encourages the employees to deliver new intelligence to his/her thought, even when that new intelligence may be

bad news. The overall mean is 3.7411, therefore, it can be said that the respondents or employees agree on the influence of communication climate on employee engagement.

#### 4.4.2 Quality and Reliability of Information

This subsection presents the levels of respondents' agreement on quality and reliability of information on employee engagement. Means and standard deviation of all information quality and information reliability scales are described in table (4.7).

**Table (4.7) Descriptive Measurement of Quality and Reliability of Information**

No.	Statements	Mean	Std. Deviation
1	You think that people in this organization speak what they think of and think of what they speak.	3.1947	.94223
2	People in this organization are stimulated to be straightforward and sincere with each other.	3.4158	.90312
3	People in this organization candidly exchange intelligence and point of view.	3.6474	.96328
4	You are always notified about how well organizational targets and aims are being met.	3.6947	.83664
5	Your organization succeeds in giving benefits and recognition to good performance.	3.5474	.98956
6	You are informed with all sorts of intelligence you require.	3.6579	.88121
7	You receive intelligence from the sources that you perceive reliable.	3.6842	.83904
8	You are informed in advance about changes that have an impact on your job.	3.6842	.96240
9	You are content with clarification you get from management about why situations are solved as they are.	3.5211	.87715
10	Your job descriptions are described in clear language.	3.7895	.98017
Overall Mean		3.5837	

Source: Survey Data (2020), SPSS Output

According to the result in table (4.7), the highest mean is 3.7895 which is close to scale 4 that means “agree to the statement”. According to these data, the job requirements of employees in MPT are specified in clear language. However, according to the results of the above table (4.7), the lowest mean is 3.1947 that is close to scale 3

which means neutral about the statement. So, employees feel neutral about people in this organization speaking what they think of and think of what they speak. The overall mean is 3.5837, therefore, it can be said that the respondents or employees agree on the influence of quality and reliability of information on employee engagement.

#### 4.4.3 Public Relation

This subsection presents the levels of respondents' agreement on public relation on employee engagement. Both means and standard deviation of all public relation scales are described in table (4.8).

**Table (4.8) Descriptive Measurement of Public Relation**

No.	Statements	Mean	Std. Deviation
1	Communication purpose in this organization is to grow mutual understanding among organization, management and individuals.	3.8474	.80532
2	Communication purpose in this organization is to make a difference in attitudes and behavior of leadership and employees.	3.6895	.86886
3	Communication purpose in this organization is to assist leadership to respond to the troubles of other employees.	3.8316	.85018
4	This organization persuades two-way communication with feedback system.	3.6211	.83797
5	The goal of communication in the organization is to stimulate employees to act as the organization wants to make them act.	3.5632	.84435
6	Communication in this organization is a centrally written form.	3.8632	.83711
7	Communication only goes from superiors to employees.	2.9789	1.10294
8	I rarely acquire feedback when I share intelligence or ideas to the leadership.	3.2684	1.05738
Overall Mean		3.5829	

Source: Survey Data (2020), SPSS Output

According to the result in table (4.8), the highest mean is 3.8632 which is close to scale 4 that means “agree to the statement”. According to these data, communication

in this organization or MPT is mainly written format. But in the above table, the lowest mean is 2.9789 which means communication in this organization is not mainly one-way from leadership to employees. If it links to the mean 3.6211, it can accept most communication between leadership and employees in the organization can be said to be two-way communication. The overall mean is 3.5829, therefore, it can be said that the respondents or employees agree on the influence of public relation on employee engagement.

#### 4.4.4 Organizational Culture

This subsection presents the levels of respondents' agreement on organizational culture on employee engagement. Not only means but also standard deviation of all organizational culture scales are described in table (4.9).

**Table (4.9) Descriptive Measurement of Organizational Culture**

No.	Statements	Mean	Std. Deviation
1	The organization celebrates its accomplishment with employees.	3.6632	.92708
2	The participative organizational culture encourages creations among employees.	3.9263	.89964
3	Leaders at this organization greatly feel concern about employees and look after them.	3.6000	.79549
4	Leaders in this organization believe in sharing empowerment and delegation with lower-level employees.	3.4474	.95112
5	The organization is usually eager to discuss with employees to mutually understand.	3.5947	.86003
6	As an employee, there is bias in decision making based on personal view.	2.9158	1.22723
7	Your idea forms a difference in the day-to-day decisions that have an impact on your job.	3.3684	.97647
8	Most employees trust in mutual vision and strive toward it.	3.8368	.87270
9	Most decisions are conducted after a thorough meeting between all people who will have a major impact.	3.7474	.78973
Overall Mean		3.5667	

Source: Survey Data (2020), SPSS Output

According to the result in table (4.9), the highest mean is 3.9263 which is close to scale 4 that means “agree to the statement”. According to these data, the employees agree that the participative culture of organization promoted innovation among employees. Meanwhile the lowest mean is 2.9158 which means employees feel neutral about personal influence on decisions of the department. The overall mean is 3.5667, therefore, it can be said that the respondents or employees agree on the influence of organizational culture on employee engagement.

#### 4.4.5 Leadership Communications

This subsection presents the levels of respondents’ agreement on communication climate’s impact on employee engagement. Means as well as standard deviation of this factor are described in table (4.10).

**Table (4.10) Descriptive Measurement of Leadership Communication**

No.	Statements	Mean	Std. Deviation
1	Your supervisor motivates and assists you when you have an unfavorable or difficult task.	3.5737	.80497
2	Your supervisor provides you support in unfavorable situations.	3.6737	.90199
3	You get credit for helpful plans and advice.	3.4947	.82133
4	Leadership discusses with you to understand your thoughts before making a decision that has an impact on you.	3.4684	.96310
5	You are given chances to improve your ability.	3.7632	.81760
6	Your supervisor believes in your skills to conduct a difficult task.	3.7105	.81998
Overall Mean		3.6140	

Source: Survey Data (2020), SPSS Output

According to the result in table (4.10), the highest mean is 3.7632 which is close to scale 4 that means “agree to the statement”. According to these data, the employees provided opportunities to develop your skills. Nevertheless, among the resulting means, the lowest is 3.4684 which means leadership rarely discusses with employees to understand the thoughts of employees before making a decision that has impact on



employees. The overall mean is 3.6140, therefore, it can be said that the respondents or employees agree on the influence of leadership communication on employee engagement.

#### **4.5 Level of Influence of Internal Communication Factors on Employee Engagement**

After measuring the five internal communication factors with mean and standard deviation, this section continues to analyze the influence of these factors on employee engagement according to the overall mean value.

**Table (4.11) Level of Influencing Factors on Employee Engagement**

<b>Internal Communication Factors</b>	<b>Overall Mean</b>
Communication Climate	3.7411
Quality and Reliability of Information	3.5837
Public Relation	3.5829
Organizational Culture	3.5667
Leadership Communication	3.6140

Source: Survey data (2020)

Among the five factors of internal communication, communication climate has the highest overall mean value of 3.7411. According to the analyzed numbers, the most influencing factor among five factors of internal communication is communication climate. The second most influencing factor is leadership communication with an overall mean value of 3.6140. The third most influencing factor is quality and reliability of information with an overall mean value of 3.5837. The fourth factor is public relation with an overall mean value of 3.5829. The lowest influencing factor is organizational culture with the overall mean value of 3.5667.

#### **4.6 Analyzing the Employee Engagement in MPT**

This section presents the levels of respondents' agreement on employee engagement which are data measured by the five-point Likert Scale questionnaires. All analyzed means and standard deviation of employee engagement are presented in table (4.11).

**Table (4.12) Descriptive Measurement of Employee Engagement**

No.	Statements	Mean	Std. Deviation
1	When you open your eyes in the morning, the first thing you think is going to work.	2.9158	1.09509
2	You keep preserve, even when situations are worst.	3.7158	.83143
3	You can persist working for a very long time energetically.	3.9474	.80827
4	While you operate, you are very resistant to stress.	3.7737	.68726
5	You think you can work vigorously.	3.9316	.77018
6	To you, your job is challenging.	3.8421	.79437
7	Your job inspires you.	4.0053	.77321
8	You are enthusiastic about your job.	4.0158	.77988
9	You are proud of the job that you do.	4.0789	.77602
10	Your work is full of meaning and purpose.	3.9474	.70326
11	When you are working, you forget everything else around you.	3.7842	.78394
12	Time flies easily when you start working.	3.9263	.81963
13	The work makes you feel overwhelmed.	3.8526	.80302
14	Since the moment you start working, it becomes detached from work.	3.9263	.71628
15	You are pleased when you can work intensely.	3.9053	.79780
Overall Mean		3.8379	

Source: Survey Data (2020), SPSS Output

According to the analyzed result in table (4.11), the highest is 4.0789 which reflects the agreement. Thus, employees sense gratified for their role at work. However, the lowest mean is 2.9158 which when employees get up in the morning, they rarely feel like going to work. Unlike the other mentioned variables of the study, employee engagement is identified with three parts. They are called energy, enthusiasm as well as concentration. For the vigor or energy, the mean value is 3.6569 which is more than 3.5 and close to 4. Therefore, based on the response of the employees, they are energetically engaged. And for the factor of dedication, the overall mean is 3.9779, meaning respondents are emotionally engaged. Finally, the factor of absorption, the overall mean is 3.8789, resulting respondents are cognitively engaged. Briefly, the

overall mean is 3.8379, it is also close to 4, therefore, it can be said that the respondents or employees agree on employee engagement.

#### **4.7 Relationship between Internal Communication Factors and Employee Engagement**

In this section, the relationship between independent variables and dependent variables are determined by correlation. The dependent predictor or variable is acted by employee engagement. Then, independent ones are internal communication factors. Correlation matrix exists to show relationships between variables calculated with Pearson's coefficient. This coefficient gives the links between engagement and other variables and gives the basis to the multiple regression analysis.

The correlation coefficient exists between -1.0 and +1.0. If its ranges are between them, it is significant at 1% and 5% level. If the correlation coefficient is close to 1, it can regard that the variables are positively related. Otherwise, the value of the correction coefficient is close to -1, it can accept that the variables are negatively related. At the moment the correlation coefficient is 0, its indication is the variables are not related.

**Table (4.13) Correlation Matrix among Factors Affecting and Employee Engagement**

	EE	CC	QR	PR	OC	LC
Employee Engagement	1					
Communication Climate	.621**	1				
	.000					
Quality and Reliability of Information	.549**	.721**	1			
	.000	.000				
Public Relation	.619**	.590**	.679**	1		
	.000	.000	.000			
Organizational Culture	.603**	.632**	.779**	.767**	1	
	.000	.000	.000	.000		
Leadership Communication	.623**	.762**	.809**	.656**	.758**	1
	.000	.000	.000	.000	.000	

Source: Survey Data (2020), SPSS Output

Note: \*\*. Correlation is significant at the 1% level.

\*. Correlation is significant at the 5% level.

Based on the information from the table (4.12), internal communication factors positively connect to employee engagement. The coefficient about relation among internal communication factors and employee engagement is significant at 1% level. Communication climate and employee engagement connect on 0.621 units. Quality and reliability of information correlates to employee engagement with 0.549 units. Public relation correlates to employee engagement to 0.619 units. Organizational culture correlates to employee engagement with 0.063 units. Finally, leadership communication and employee engagement connect according to 0.623 units. Briefly, all internal communication components have a significantly positive relationship with employee engagement.

#### 4.8 The Effect of Internal Communication on Employee Engagement

The purpose of multiple regression analysis is to make an analysis for studying the relationship between independent variables and dependent variables, in this study, between the variables of internal communication and employee engagement. In other words, it can show the influence of one variable to another (Hair et al., 2012). This multiple regression analysis is made to analyze the objective which is to study the effect of internal communication on employee engagement of MPT in Yangon. In this study, internal communication components stand as independent predictors or variables. Employee engagement stands as a dependent predictor or variable. The multiple regression results are displayed in the following table (4.13).

**Table (4.14) Multiple Regression Analysis on Relationship between Internal Communication and Employee Engagement**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	1.152	.202		5.691	.000
Communication Climate	.265**	.073	.306	3.650	.000
Quality and Reliability of Information	-.120	.077	-.159	-1.567	.119
Public Relation	.291**	.082	.293	3.525	.001
Organizational Culture	.129	.088	.146	1.454	.148
Leadership Communication	.173*	.083	.215	2.087	.038
n = 190 Adjusted R <sup>2</sup> = 0.493 F = 37.737 ( p-value = 0.00)					

Source: Survey Data (2020), SPSS Output

Note: Statistical significance indicate \*\* at the 1% level and \*at the 5% level.

After multiple regression analysis, it needs to determine the strength of relationship between independent variables; communication climate, quality and reliability of information, public relation, organizational culture, leadership communication and dependent variable; employee engagement. R squared values stretch between 0 and 1 or between 0% and 100%. Then, R squared 100% means all the movements of independent variables cause effects in all the movements of dependent variables (Hayes, 2020).

R-squared is utilized only with one explanatory component. With many variables, the value of R-squared must be adjusted to fit with the model because an added variable only raises the value of R-squared. Thus, to make sure only all variables which enhance the model include, adjusted R-squared is counted.

Then, the adjusted R squared ( $R^2$ ) value of 0.493 means 49.3% of the total variance in employee engagement is accounted for by communication climate, quality and reliability of information, public relation, organizational culture and leadership communication. According to the result of the ANOVA, the F-value of 37.737 and p-value of 0.000 in this study indicates that the independent variables statistically predict the dependent variable and the data is fit to model. In other words, each variable is a significant predictor of the dependent variable (employee engagement).

The b value exists to prove the link between employee engagement and internal communication factors. These coefficients give a conclusion whether the connection is positive or negative. The regression equation of the model built by the coefficients of the independent variable which is given by the unstandardized coefficients B column is:

$$EE = 1.152 + 0.265CC - 0.120QR + 0.291PR + 0.129OC + 0.173LC$$

Where,

EE = Employee Engagement

CC = Communication Climate

QR = Quality and Reliability of Information

PR = Public Relation

OC = Organizational Culture

LC = Leadership Communication

And the beta value shows the average amount by which dependent variables increase when the independent variable increases by one standard deviation when all other independent variables are constant. The Standardized Beta Coefficient column indicates the contribution that an individual variable makes. The Beta weight is the average amount which makes employee engagement increase by one standard deviation of the predictor while holding the rest predictors constant. Those are standardized to compare them because the beta shows which independent variables contribute mostly to explain the relationship between dependent variables and the independent variables.

According to the result of the table (4.14), firstly, public relation contributes the most to the explanation of employee engagement at 1% significant level because the coefficient of public relation is 0.291, meaning employee engagement increases 0.291 unit if the public relation increases by 1 unit. The more transparent the sharing intelligence between internal public and organization, the more employees devote to organization. Secondly, it is the communication climate which contributes the employee engagement at 1% significant level because the coefficient of communication climate is 0.265, meaning the employee engagement increases 0.265 unit, if the communication climate increases by 1 unit. In other words, employees change as engaged ones if they get support from others. Thirdly, leadership communication has a significant effect on employee engagement at 5% significance level because the coefficient of leadership communication is 0.173, meaning the employee engagement increases 0.173 unit if the leadership communication increases by 1 unit. In other words, employees engage if they admire their leaders. This kind of implication is true only when other variables are kept constant. The multiple regression analysis also gives the results for quality and reliability of information and organizational culture. However, the results explained that these two factors do not affect employee engagement.

In conclusion, there are five internal communication factors analyzed in this study. Among them, the most influencing one is sorted out as communication climate.

Then, all five components positively connect with employee engagement. Among these five components, only three ones affect employee engagement. In other words, the more employees become engaged, the more communication climate, public relation or leadership communication increase.



## CHAPTER V

### CONCLUSION

The intention of this chapter is to conclude and explain about the outcomes of the study from the previous chapter. Both recommendations and needs for further study are described in this chapter.

#### 5.1 Findings and Discussions

This study is to inquire about the internal communication weight of employee engagement. Employee engagement is important for an organization to ensure increased productivity with improved revenue by making employees loyal to the organization to ensure quality work from employees. Employee engagement progresses retention rates of organization by pressing down absenteeism.

After analyzing the collected data of 190 respondents, data are run with SPSS software. The descriptive statistics is applied to explore for this study. According to the outcomes of this analysis, among the respondents, the mass are female. And according to the data, most of the employees who responded are more than 50 year old. Then, employees stayed at MPT for 30 years. Then, most of the respondents are staff. And second most respondents are assistant managers. Employees are old and have a lot of working experiences at MPT. It is because MPT is a government organization which has a pension plan. That is why the turn-over rate is low and has a lot of experienced people. Like other organizations, MPT is made up of mostly staff members who conduct as front liners. Most operations of MPT in Yangon seem to be comparable with females who are more competitive than males.

According to the results of the previous chapter, MPT has a supportive communication climate although the information cycled within the organization is only slightly qualified and reliable. In other words, employees feel supported by their superior colleagues and subordinates. MPT is able to create a two-way asymmetric relationship between organization and employees. MPT values transparency among the organization. However, based on employees' perception, intelligence sharing sources are not reliable. Then, this organization develops participation within it. And leaders in this organization have great communication skills. Then, individuals take part in the

process of decision making. Therefore, there is an outcome which MPT values because MPT uses a lot of resources to train employees and leaders for building a participative organization culture. Thus, there are many engaged individuals. It is the result of MPT's mutual growing culture for both organization and people within the organization.

This study applies five factors of internal communication to understand the effect on employee engagement based on the employee perception. Although all employees accept the fact that the influence of internal communication factors weighted on employee engagement, communication climate is most perceived to be an influencing factor. Therefore, employees feel supported by others in the organization compared to other conditions. And leadership communication is second most perceived as an influencing factor. Then, leaders of MPT have great communication skills. In other words, values of MPT to make participative culture both as organizational culture and as leadership communication becomes practical uses in operations.

In this study, there are five internal communication factors analyzed. Among these five factors, only communication climate, public relation and leadership communication were significant and had an effect on employee engagement within MPT in Yangon. The other two internal communication factors: quality and reliability of information and organizational culture had no significant relationship and effect on employee engagement within MPT in Yangon.

According to the regression analysis, it showed that public relation was the most affecting factor on employee engagement within MPT and also has a significantly positive relationship with employee engagement. Transparency within the organization grows engaged individuals. Hence, there is two-way transparency in public relations. According to the analysis, there is mutual understanding between organization and employees for the benefits of both parties. That means MPT has really mutual growth for both organization and employees. And only few people seldom get feedback from the higher-ups. So, MPT still has a weak feedback system. And the communication in MPT are mostly written forms by using organization's mail platform. Communication of MPT is not one-way communication in which management uses the information obtained to customize the communication strategies to meet with the concerns of employees without actually changing behavior. And the goal of communication in the

organization was perceived to persuade employees scientifically to behave as the organization wants the employees to behave.

According to the regression analysis, it shows that communication climate is the second most affecting factor on employee engagement within MPT. Communication climate positively makes a connection with engagement. In other words, if individuals feel supported by others more and more, they will engage more and more. In the results of the analysis, the fairness of the supervisor, the way supervisor listens to subordinate employees, the way the supervisor has the best interest of subordinate employees, the supportive atmosphere among employees and subordinate employees' perspective on supervisor's expertise are perceived to be good. The feeling of support by others brings employee engagement in MPT.

According to the regression analysis, it shows that leadership communication is the third and final affecting factor on employee engagement within MPT and has a significantly positive relationship with employee engagement. Therefore, the better communication skills leaders have, the more employees become engaged. Although the supervisor backs employees up and supports the employees in difficult situations, the supervisor rarely consults with employees to get employees' suggestions before making a decision that affects employees. And employees rarely get credit for helpful plans and advice. However, the supervisor motivates and assists employees when employees have an unfavorable or difficult task. The supervisor believes in the skills of employees to conduct a difficult task. Employees of MPT are provided with opportunities to develop skills.

Leadership communication is a crucial tool which intervenes among individuals who vary in the way they think and describe the environment and the way they sense and make a connection with each other. In MPT, leaders get training to be efficient and efficient in operations and participative in decision-makings. Although leadership communication can be concluded at good participative condition, the decision making process is not participative enough. According to the training purpose of MPT to leaders, leaders are supportive and good listeners to employees.

## 5.2 Suggestion

This study intends to verify the effect of internal communication weighted on employee engagement in MPT. The effect of internal communication on employee engagement is analyzed to 190 respondents with survey questionnaires through mail to know whether the factors of internal communication affect employee engagement or not. MPT is an organization which operates all over the country while this study chooses Yangon as a region because the head office of MPT exists in Yangon.

Communication climate is the way people feel by others. Communication climate of MPT reflects as a supportive one. In MPT, all people within an organization show empathy in communication. They express respect not only to the worth and value of people but also to competence and abilities of people. It is a condition the climate MPT has to maintain. To feel more supportive in a communication climate, it needs not to express judgment to employees. In other words, it is important that superior not to question employees' values and motives. It is really vital for supervisors to present the position as an opinion not to present as a demand to make other people in the way they want. And it is crucial to find solutions to the problems, not to find people to blame. Whenever an individual is in communication, it needs to be free of deception without hidden motives. Then, equality in organization is a must in daily-life operation. It means building mutual trust and respect rather than inherently inferior. However, it does not mean to neglect hierarchical difference but to attach little importance compared to problem solving.

Public relation is about transparency between organization and employees. MPT builds mutual understanding between organization and employees by targeting mutual growth between organization and employees. It is a state to maintain. To have a two-way symmetric relation, it is important to give access to information to employees. And it is important for access to reach to all employees at every level and every place of the organization. To have creative solutions and innovative ideas for organization, it needs to delegate and empower the employees together not only with responsibilities and accountabilities but also with information. And it needs to encourage two-way symmetric communication with proper communication channels to build interpersonal communication which means sharing information, listening carefully, answering carefully the doubts and while keeping in mind about both parties'

interest, operating. In brief, leaders and subordinates need to be easily reached by their subordinates both in formal and informal communication channels for efficient flow of information. It is also important to know which channel for which situation to make the credibility and seriousness of the information notice for the receiver.

Communication skills of leaders are also vital for employee engagement. In MPT, leaders get training not only to work efficiently and effectively but also to encourage the employees to participate in decision-making. Therefore, it is important to build trust between leaders and employees by explaining the real reasons behind the request to operate. Leaders should encourage the employees to see leaders as a possible resource in accomplishing results. It also needs to share credit for ideas for both leaders and employees.

### **5.3 Needs for Further Study**

This study observes the two concepts, namely: internal communication and employee engagement for future development especially in the public service. And the statistical outcomes of this study affirm the effect by internal communication weighted on employee engagement. This study is operated in Myanmar Post and Telecommunication within Yangon. This study is focused on the profit making business sector like most of the previous studies. Therefore, more research with these concepts is conducted in the service sector.

This study can be considered as a reference that can reflect the further studies to service study in relation to internal communication and employee engagement for the earlier mentioned concepts. This study is made within the period of COVID-19 Pandemic. Because of this reason, this study is made only within Yangon although MPT operates all over the country and the questionnaires are sent to respondents through mail and social media. As a result, this study may not generalize the whole MPT conditions. In order to get more ideas about internal communication and employee engagement, another comparative study should conduct. Moreover, this study is made by targeting only one organization in public service. Therefore, further study should explore individual-level employee engagement and organization-level employee engagement in the service sector covering the overall country.

The statistical results of the study show that there is a participative communication climate within MPT. Although there is supportive leadership communication within MPT, employees still rarely get credit for helpful ideas and suggestions. Although there is two-way communication within MPT, the format mostly used is written and formal type, as a result, it takes time to interact between people within the organization. As a result, there need more communication channels to be studied for the effectiveness of all level's communication.

The methodology of this study is only quantitative and secondary public information. Then, future studies should utilize qualitative methods. After that, there should be focus groups by adding interviews instead of simple random samples. This would put more perspectives to the respondents' neutral stances resulting from the quantitative method. Qualitative methods would come up with a better comprehension why employees recognize the seriousness of internal communication related to both organization and individual levels. And methods of qualitative also could deliver to the expectation of employees from communication perspectives. Then, further studies should expand the scope and factors of internal communication to produce further interesting findings.

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## APPENDIX

### STATISTIC RESULTS

**(i) Model Summary Table**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 <sup>a</sup>	.506	.493	.38841

Source: Survey data (2020)

**(ii) ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.466	5	5.693	37.737	.000 <sup>b</sup>
	Residual	27.759	184	.151		
	Total	56.225	189			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Leadership Communication, Public Relation , Communication Climate , Organizational Culture, Quality and Reliability of Information						

Source: Survey data (2020)

## APPENDIX

### QUESTIONNAIRE SURVEY

#### **The Effect of Internal Communication on Employee Engagement in MPT**

I am a student of Master of Commerce in Yangon University of Economics. I want to study the effect of internal communication on employee engagement in MPT. This questionnaire is used only for the study as a requirement to submit for the Master of Commerce (MCom). And the information of the respondents and the information from the questionnaire is only for the academic purpose and it won't be in any other things. Thanks for your time to answer the questionnaire.

#### **I. Demographic Information**

1.1 What is your age?

20-30

31-40

41-50

51 and more

1.2 Your gender is male or female?

Male  Female

1.3 How many years have you been employed in MPT?

1-10

11-20

21-30

31 and more

1.4 What is your current job level?

Senior Management	Manager	Assistant Manager	Staffs

## II. Information of Internal Communication on Employee Engagement

**Please choose 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree.**

### 2. Communication Climate

		1	2	3	4	5
2.1	Your superior cause you sense free to speak up with him/her.					
2.2	Your superior really recognizes your job trouble.					
2.3	Your superior stimulates you to let him/her inform when things are not doing right at the job.					
2.4	Your superior encourages you to deliver new intelligence to his/her thought, even when that new intelligence may be bad news.					
2.5	Your supervisor makes you think that the intelligence you inform him/her is really crucial.					
2.6	Your superior bears disagreement or quarrel and to confer a fair comment met with all points of view.					
2.7	Your superior keeps your benefits in thought when he/she speaks up to his/her boss.					
2.8	Your superior is a really capable and talented manager.					
2.9	Your superior is free-spoken and sincere with you.					
2.10	You can freely speak to your superior if you disagree with him/her.					

### 3. Quality and Reliability of Information

		1	2	3	4	5
3.1	You think that people in this organization speak what they think of and think of what they speak.					
3.2	People in this organization are stimulated to be straightforward and sincere with each other.					
3.3	People in this organization candidly exchange intelligence and point of view.					
3.4	You are always notified about how well organizational targets and aims are being met.					
3.5	Your organization succeeds in giving benefits and recognition to good performance.					
3.6	You are informed with all sorts of intelligence you require.					
3.7	You receive intelligence from the sources that you perceive reliable.					
3.8	You are informed in advance about changes that have an impact on your job.					
3.9	You are content with clarification you get from management about why situations are solved as they are.					
3.10	Your job descriptions are described in clear language.					

4. Public Relations

		1	2	3	4	5
4.1	Communication purpose in this organization is to grow mutual understanding among organization, management and individuals.					
4.2	Communication purpose in this organization is to make a difference in attitudes and behavior of leadership and employees.					
4.3	Communication purpose in this organization is to assist leadership to respond to the troubles of other employees.					
4.4	This organization persuades two-way communication with feedback system.					
4.5	The goal of communication in the organization is to stimulate employees to act as the organization wants to make them act.					
4.6	Communication in this organization is a centrally written form.					
4.7	Communication only goes from superiors to employees.					
4.8	I rarely acquire feedback when I share intelligence or ideas to the leadership.					

5. Organizational Culture

		1	2	3	4	5
5.1	The organization celebrates its accomplishment with employees.					
5.2	The participative organizational culture encourages creations among employees.					
5.3	Leaders at this organization greatly feel concern about employees and look after them.					
5.4	Leaders in this organization believe in sharing empowerment and delegation with lower-level employees.					
5.5	The organization is usually eager to discuss with employees to mutually understand.					
5.6	As an employee, there is bias in decision making based on personal view.					
5.7	Your idea forms a difference in the day-to-day decisions that have an impact on your job.					
5.8	Most employees trust in mutual vision and strive toward it.					
5.9	Most decisions are conducted after a thorough meeting between all people who will have a major impact.					

6. Leadership Communication

		1	2	3	4	5
1	Your supervisor motivates and assists you when you have an unfavorable or difficult task.					
2	Your supervisor provides you support in unfavorable situations.					
3	You get credit for helpful plans and advice.					
4	Leadership discusses with you to understand your thoughts before making a decision that has an impact on you.					
5	You are given chances to improve your ability.					
6	Your supervisor believes in your skills to conduct a difficult task.					



7. Employee Engagement at Work

		1	2	3	4	5
<b>Vigor</b>						
1	When you open your eyes in the morning, the first thing you think is going to work.					
2	You keep preserve, even when situations are worst.					
3	You can persist working for a very long time energetically.					
4	While you operate, you are very resistant to stress.					
5	You think you can work vigorously.					
<b>Dedication</b>						
6	To you, your job is challenging.					
7	Your job inspires you.					
8	You are enthusiastic about your job.					
9	You are proud of the job that you do.					
10	Your work is full of meaning and purpose.					
<b>Absorption</b>						
11	When you are working, you forget everything else around you.					
12	Time flies easily when you start working.					
13	The work makes you feel overwhelmed.					
14	Since the moment you start working, it becomes detached from work.					
15	You are pleased when you can work intensely.					

*Thanks for your precious time for answering it.*

*Have a nice and happy day!*