

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE**

**FACTORS AFFECTING EMPLOYEE ENGAGEMENT IN TEA POWDER  
AND TEA MIX FACTORY HOLD BY MEC**

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**FACTORS AFFECTING EMPLOYEE ENGAGEMENT IN TEA POWDER  
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This Research Paper is submitted to the Board of Examiners in partial Fulfillment of  
the Requirements for Degree of Master of Commerce.

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**MASTER OF COMMERCE**

This is to certify that this dissertation entitled “**Factors Affecting Employee Engagement in Tea Powder and Tea Mix Factory Hold by MEC**” submitted as the requirement for the Degree of Master of Commerce has been accepted by the Board of Examiners.

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## **ABSTRACT**

The focus of this research is on employee engagement in Tea Powder and Tea Mix Factory owned by Myanmar Economic Corporation (MEC). It aims to examine the employee engagement of Tea Powder and Tea Mix Factory and to analyze the factors that affect employee engagement of Tea Powder and Tea Mix Factory (Pyinmabin) held by MEC in Yangon. The sample size of 114 employees in tea mix factory was interviewed with structured questionnaires. Reward and recognition factor has a strongly correlation with employee engagement in factory. It is discovered that the rest of the employees have potential to be engaged person to the workplace and factory focused on reward and recognition to retain employees. The factory should provide with the appropriate support because employees who obtain greater organizational support seem to be quicker to engage to their jobs with higher levels of engagement. According to the result, organizational justice is influencing on the engagement of employee and job characteristics, communication and company practices don't contribute to employees' engagement. Therefore, the factory should create flexible and convenient job characteristics to motivate employees to be engaged ones. Moreover the factory should build up the favorable communication setting getting more of their position to have understanding among upper levels and lower level employees. Finally, the factory should manage their employees in fair and ethical HR policies, procedures and practices to be affected the employee engagement.

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## **LIST OF ABBREVIATIONS**

MEC	Myanmar Economic Corporation
UMEHL	Union of Myanmar Economic Holdings Limited



# **CHAPTER (1)**

## **INTRODUCTION**

For most companies, employee engagement has been one of the significant events. Owing to difficult economic situations, more organizations are struggling to survive and engaging employees is the only tool for winning the organization a competitive gain in the market. Employee engagement ought to get a great deal of warning from coexisting organizations because disengaged employee would result in important loss to organization. Lazy, unwilling and effortless employees can have a bad effect on the organization's growth (Allam, 2007). Besides, a weak employee engagement levels can affect productivity, consumer service and performance (Mone, 2011). Employee engagement is a fundamental principle in the attempt to recognize and communicate the essence of the corporation and its workers, not just qualitatively but also quantitatively. It is possible to describe a dedicated employee as somebody who is really interested in his or her job and takes good action on the image of the company.

Nowadays employee engagement is the same as employee experience and employee satisfaction. Employee engagement can be expressed as how the employees show full responsibility for their jobs, emotional connection and concentrate on long term targets (Zainal Ali, Ganesan and Faggeh, 2017), and physically, emotionally and cognitively do their work (Taj and Sanneh, 2015). Engagement became an academic vocabulary in Academy of Management Journal article “Psychological Terminology of Personal engagement/ disengagement as the organization members’ harnessing”. Besides he has stated engagement as role related, reflecting the point to which an individual is psychologically present in a particular organizational role.

Engagement of employee has appeared as a critical question, driven of business nowadays. It almost affects the employee confidence, productivity and reasons for keeping in the company. Organizations are using their engaged employees as a tool of strategic competence. A highly engaged employee will consistently outdo and set new examples. Engaged employees contribute to the foundation line of any business and their engagement is reflected in their services to consumers. Therefore engaged employees are helping to cause more support and consumer’s trustworthiness which in turn gives organization a great profitability. Macey and Schneider (2008)

said that engagement of employees is a good focused effort and energy so it has both attitudinal and behavioural components.

Nowadays every business is intending to enhance its profits. Therefore to face the difficulties, a business will try to intend the causes influencing employee engagement. Almost all businesses have to include all parties and incorporate their activities to start an efficient network of processes and functions to manufacture goods and offer services that fulfill the requirement of consumers. As a Tea Powder and Tea Mix Factory, to be a competitive one, require a good trade, businesses are working hard to perform a humanistic, meaningful and engaging work environment for their employees. For creating such an environment, organizations are improving various aspects of their work, focusing specially on the employee engagement. Since there is almost the same difficulty in the organization, this study focuses on surveying and suggesting enhancement to the employee engagement matters.

## **1.1 Rationale of the Study**

Engagement is a philosophy that organizes constant growth, transition and flexibility at the mercy of what it implies. Administrators would like to increase the commitment of employees because it tends to better achievement, decreases employees coming in and going out and upgrades the employees' health and happiness (Schneider and Macery, 2008). In all of industry, Tea Powder and Tea Mix Factory is more difficult to increase customer satisfactions. In Tea Powder and Tea Mix Factory, the business must state and promise on their products distributed to the customers. And then they must test their products, tea powder and tea mix, are the healthful and piquant ones in the foreground. However, the taste, brand name, trademarks, logo and packaging of their products need to satisfy by the customers. The design, packaging, labels, brand name, logo and color of their products must fit with the culture of their target customers.

Among businesses, a business has brands that are separate and unique in packaging, images, label, and so forth. In Myanmar Economic Corporation (MEC) companies, Tea Powder and Tea Mix Factory is difficult to play a long-term and to proactive the markets share. Nowadays, tea mix companies in Myanmar are growing important and more and more competitive as billows. There have many competitions both at local and global. Therefore, the businesses are more difficult to achieve

customer satisfactions and retain their customers. Therefore, the business that performs employees' engagement will be effective and competitive advantages.

Myanmar Economic Corporation (MEC) may be one that is similar to government body. MEC is started by the Ministry of Defense's Directorate of Defense Procurement. In MEC companies, tea powder and tea mix factory operate tea powder 56 tons each year and tea mix 20 million each year for commercial branches and tea mix 40 million each year for army personal. Nowadays, there have many papers about the factors affecting to the engagement in any field. But now there have no one in MEC companies with linked with the title of factors affecting employee engagement because of secrecy of the corporation. And therefore, I choose this title to research about the factors affecting employee engagement in Tea Powder and Tea Mix Factory owned by Myanmar Economic Corporation (MEC) in the purpose of every one will see the company's employee engagement style and the factors that are affecting employee engagement and then the paper will be a unique one with other fields. Although there have many Tea Mix Factories in Myanmar, this study get attention on the Tea Powder and Tea Mix Factory in MEC because MEC is a secret about their operation and no one can see Tea Powder and Tea Mix Factory's employee engagement style. Of course, this factory illustrates that employee participation in the factory is little weak and it will predispose to perform employee engagement in this factory and to retain employees successfully.

Due to the studying about factors affecting employee engagement of this company, there will be seen almost all of not only operational strengths but also weaknesses. And then, as a factory will see the unique techniques and ways to formulate their operation in later years. If the factory focuses the factors that are affecting employee engagement, it can manage their operations as well as their employees. The major rationale is that how the business can maintain its successful work-styles and competitive advantages by applying employee engagement. The study will provide many benefits both for employees and companies and researchers and academic. For employees, this study will show about employee engagement that is essential in their company and they can serve their operation in a unique way. For company, the findings will also help to know the operational strengths and weaknesses in organization. For researchers, this study would have been able to understand about the methods and current issues through the research. In the academic field, the test results will also assist in leading to greater observation. This



paper is focusing on the tea mix factory and then how major employees' engagements are affected. Finally, the recommendation is stated in all of conditions for factors affecting employee engagement and advises to succeed in the competitive market places.

## **1.2 Objectives of the Study**

This study is composed of following two main objectives;

1. To examine the employee engagement of Tea Powder and Tea Mix Factory (Pyinmabin).
2. To analyze the factors affecting employee engagement in Tea Powder and Tea Mix Factory (Pyinmabin).

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

The study intends to identify factors affecting employee engagement in Tea Powder and Tea Mix Factory. Data is gathered from this factory. In Myanmar Economic Corporation (MEC), Tea Powder and Tea Mix Factory was selected. In this paper, the target respondents have to be any levels of employees of Tea Powder and Tea Mix Factory.

The analysis uses a form of descriptive research that is carried out with primary and secondary data. The aim of this study is to examine the factors affecting employee engagement in selected Tea Powder and Tea Mix Factories. The primary data was gathered from field survey and face to face interviews with employees by applying structured questionnaires. As the target respondents, 114 employees were asked by the survey questionnaires. For Each Beverages Company, 71% employees were selected by Taro Yamane's sampling method to ask about the factors affecting employee engagement. Secondary data was gathered from the previous research papers, employee engagement book by authors, and data from the Tea Mix Factory and internet website.

## **1.4 Organization of the Study**

Five chapters are components of this study. Chapter one is introduction of the study that states rationale of the study, objectives of the study, scope and method of the study and organization of the study. In chapter two, theoretical background of the study and then followed by the profile of Tea Powder and Tea Mix Factory;

Myanmar Economic Corporation (MEC) and employee engagement styles in Tea Powder and Tea Mix Factory in chapter three. Chapter four contains research methodology and analysis of factors affecting employee engagement of Tea Powder and Tea Mix Factory. And then, finally, chapter five is conclusion founded researches findings, discussions and suggestions and then recommendation and needs for further study for the thesis will be placed.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter includes an essential review of experts' opinion on the study area. It includes theories, past studies and empirical studies, summary of literature, conceptual framework and operational framework.

#### **2.1 Theoretical review**

There are a number of causes that influence the employee engagement. Some of them are job development chances, leadership, impression, authority, equal chances and fair treatment, work assessment, recompense, health and safety, work satisfaction, communication intimacy, cooperation and organizational policies. The latest research reviewed only six such as Job Characteristic, Reward and recognition, Organizational Support, Organizational Support, Communication and Company Practices that are among the considered critical by several studies in order to find out the point to which they determine working employee engagement.

#### **2.2 Concepts of Employee Engagement**

Engagement to employee is seen as positive attitudes and behaviors those improve organizational efficiency, in a manner that they interact together and support one another. It is about employees' feelings of satisfaction and faithfulness working for the organization, being a great supporter of the organization to its consumers, users and partners, applying more attempts to complete their job. In addition, engagement is about using staff ideas and knowledge to develop products and services produced by their organization. Therefore it is about being modern at work.

Various studies have differently described employee engagement. The International Survey Research describes employee engagement as a mechanism by which a company increases its employees' obligation and willingness to achieve better business outcomes. They conclude that employee engagement is a mix of the conceptual, productive and interpersonal commitment of an employee to an organization. Brown (2005) described engagement as an outside blend of happiness, inspiration, task and assistance due to the motion of employees up the pyramid of engagement.

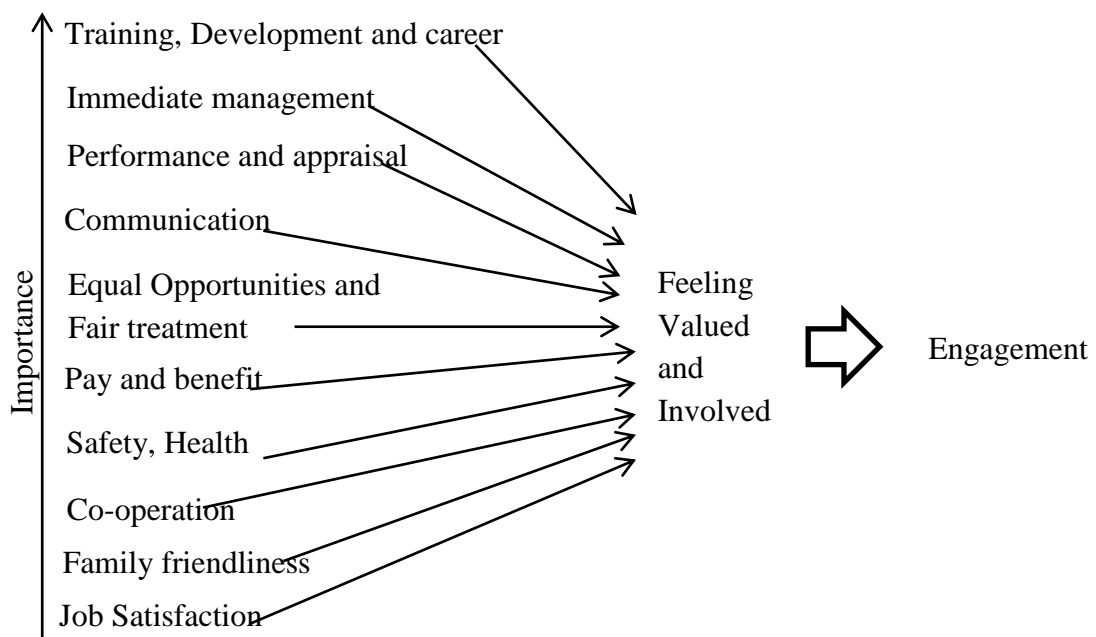
The first phase of the analysis was the study of what HR experts meant when they applied the word engagement. The obvious view of behaviours shown by the engaged employee came into view.

- Organizational belief
- Better working desire
- Understanding the ‘bigger picture’
- Full of respects and help
- Go the extra mile
- Developments up to date in the field.

Engagement has obvious overlaps with the more widely studied principles of engagement and attitudes of organizational citizenship, but there are distinctions too. In addition, engagement is two-method: businesses have to work to engage the individual, who does have a choice of the level of engagement to bring the employer in response.

IES defines employee loyalty as: the employee's positive attitude towards the company and its ideals. An employee pretty much knows the company's context and works for the benefit of the organization with subordinates to maximize efficiency inside the job. The organization must strive to build and foster interaction, which requires a two-way employer-employee link.

**Figure 2.1 IES’s diagnostic tool**



Source: IES Survey, 2003

Khan (1990) identified the involvement of employees in the relationship between personal commitment and disengagement. He sees that in participation, during role performances, people employ and state themselves mentally, cognitively and emotionally. He also sees that in disengagement, people withdraw and protect visually, mentally and emotionally during role performances, themselves. There are three factors which can be seen as the important features of employee engagement. They are physical, cognitive and emotional features. They are affected based on the basis of the psychological experiences of the self-in-role (Khan, 1990). That is, the psychological conditions contribute to one's behavior in the daily experiences.

Employee engagement is defined by Robinson, Perryman and Hayday (2004) as a positive perspective retained by the worker and towards the factory and its interest. Engagement is both about the aspect bringing employee to try hard in the job and the process of how individuals give their best attempt to do (Saks, 2006). Accordingly, this process is a two-way relationship that involves the employer as well as employees. Employees will feel valued, want to stay and contribute to the success of the organization if they feel that employers value them. The employers will support enough facilities and better working environment when they feel that the employees are dutifully engaged in the work.

### **(1) Importance of Employees' Engagement**

There is a deep relationship between the engagement of employees and efficiency. Engaged workers develop an emotional attachment with the organization. It affects their mindset towards the customers of the company and leads to customer satisfaction and quality of service. In contrast, participation forms excitement, patience and compatibility with the company's goals, so developing the confidence of employees in the factory. In a dynamic company such as telecommunication companies can foster employee faithfulness by engaging them. In this way, companies can effectively change employees to the firm's brand ambassadors.

In order to maintain previous ability, engaging employees is required and is a crucial part of the issue of staff morale because dissatisfied workers are more financially viable to leave their job. Forbes explained that it is more lucrative for employees who are focused in their actions to be energized and remain aristocratic to their employer. In the work research, an employee engagement (Hagen and Morsheda, 1998) have often asked the employees "Should they have the opportunity each day to

do what they do best" and then one fifth of the employees strongly agrees with this question. Therefore, for any organization, engagement is essential, that looks for to keep valued employees.

Employee engagement is a company's backbone. It is the result of the contract for psychology and the experience that exists between employee and employer. The basis of the commitment of employees is respect, trust and performance. Engagement is energetic because of changes over the course of an employee's tenure at work and total career as a consequence of several events and factors. Employees decide if they want to be engaged. Thus ever though employee engagement requires an emotional connection it also involves a rational component. Even though a lot of workplace may seem to be similar, they are as special as the individuals who belong to them which in turn affect what it means for employees to be engaged with the organization.

**(a) Drivers of Engagement**

There are various forms of engagement drivers. As a manager, he will use some of these drivers to influence his employees' engagement. The impact of these drivers does not happen in isolation. The company's context and culture will lighten or intensify their impact on employee engagement. If one accepts the engagement as many believe is "one step up" from responsibility, it is clear in the organization's interests to understand the driver of all is a sense of feeling valued and involved. It has some key component:

- Participation in making decision
- The size to which workers are capable to tell their opinions and managers listen to these views and values their contributions
- The chances employees have improving their jobs
- The amount to which the organization is concerned for employees' health and happiness

**(b) Manager-Employee Relationship**

The manager-employee relationship is the most important driver of employee engagement; this relationship has been tied to employees' satisfaction or dissatisfaction with their work or workplace and their subsequent decision of whether to stay in the workplace or go elsewhere. How you communicate with your employees and what you communicate to them are central issues in the relationship that lies at

the heart of the psychological contract we mentioned in our definition of engagement. Therefore, you as a manager have the interesting challenge of forming genuine yet professional relationships with your employees that the company would benefit from, the employee, and you.

## **(2) Theories of Employee Engagement**

There are several kinds of theories related to engagement of employee. William Kahn's Personal Engagement Theory and Saks' Social Exchange Theory are the major theories.

As the theoretical structure for personal involvement of Kahn (1990), individuals express themselves in the positions they occupy physically, mentally and cognitively; individuals, when concentrating amongst themselves to carry out their roles, are more passionate and pleased with their functions; and individuals diverge in their level of commitment to their vocations. And then, Kahn suggested that individuals vary their levels of personal involvement according to the significance of a position, the presumed safety of a circumstance, and their affordability depends on the materials they feel they have. Conversely, by divesting and concealing his or her ultimate fate, thoughts and experiences, a person can become disengaged and protect himself.

On the next one, Saks (2006) stronger theoretical rationale to explain in Social Exchange Theory, work engagement will be seen. The theory of social exchange provides a broader basis for why employees decide to be more involved or alienated in the job. SET claims that people with a strong belief system of exchange are more able to suspect duty bound to restore the organizational benefits they have received. It can also be found that the association between annual variations and interaction can be greater for individuals with a powerful philosophy of trade. Employee engagement thus involves of a cognitive and social interaction between workers and organizations that may be adverse or optimistic at work behavior.

## **2.3 Determinants of Employee Engagement**

Employee engagement aspects in this paper consist of job characteristics, reward and recognition, organizational justices, organizational support, communication and company practices.

## **(1) Job Characteristics**

The principle of job characteristics allows employee efficiency and career progression to be increased by changing the work itself. The theory states that if a manager can do it successfully, he can create the conditions for an employee to develop in his role. The employee will be motivated, will do to a high level and be satisfied by his role. Five core work features are available (skill variety, task identify, task significance, autonomy and feedback). Three important psychological states are influenced by them, such as experienced relevance, experienced accountability for performance and appreciation of the real outcomes. In exchange, they affect job results such as occupational satisfaction, delinquency, motivation for work, etc. To generate a motivational potential score (MPS) for a career, the five core job traits can be merged (Hackman and Oldham, 1980).

Psychological significance can be done through characteristics of the mission that include stimulating jobs, diversity, allowing the use of different talents, conscious preference, and the chance to develop notable results Kahn (1990). There were five main job characteristics related to the job characteristics model of Hackman and Oldham (1980), in particular. Of course, Job features, especially feedback and autonomy, have been consistently linked to burn-out (Maslach, Schaufelli, & Leiter, 2001). The Job Category makes an enormous difference in the rate of engagement (Robinson, Perryman, & Hayday, 2004). Therefore, in supportive positions, all level managers and experts have higher levels of commitment than their colleagues.

## **(2) Reward and Recognition**

Reward and recognition are the important set of employee engagement process. In any discussion of employee engagement, incentives and appreciation are keys. Recognition may take the nature of not only monetary, but also non-monetary prizes, or a clear recognition of a job well done (Yee, 2012). They convey in a profound way what kinds of actions and achievements the company needs when an organization or a boss promotes or honors an employee or squad. The company is enhancing exactly what sort initiative and what kinds of activities it will want to find replicated by other workers by awarding this appreciation. Acceptance and incentives are also a tactic used by corporations to make workers happy and satisfied.

Reward is classified on project completion or convening performance goals as exogenous or endogenous recompense. While tangible rewards are measurable and might be in the form of special reimbursement, financial rewards often incorporate



plaudits. The former includes basic wages and variable salaries; the latter can include life insurance, medical insurance and pension pensions (Gummadi & Devi, 2013). When workers are barely remembered for a sense of accomplishment, or when praise is granted poorly, loyalty will decline. After workers have acknowledged their success with greater rewards and appreciation, employees are likely to be happy in their minds and maybe this workplace was fit for them (Saks, 2006).

### **(3) Organizational Justices**

Organizational Justice Theory focuses on how employees consider the behavior of the organization and how this behavior is related to employees' attitudes regarding the company (Greenberg, 1987). It consists of three main forms. They are-

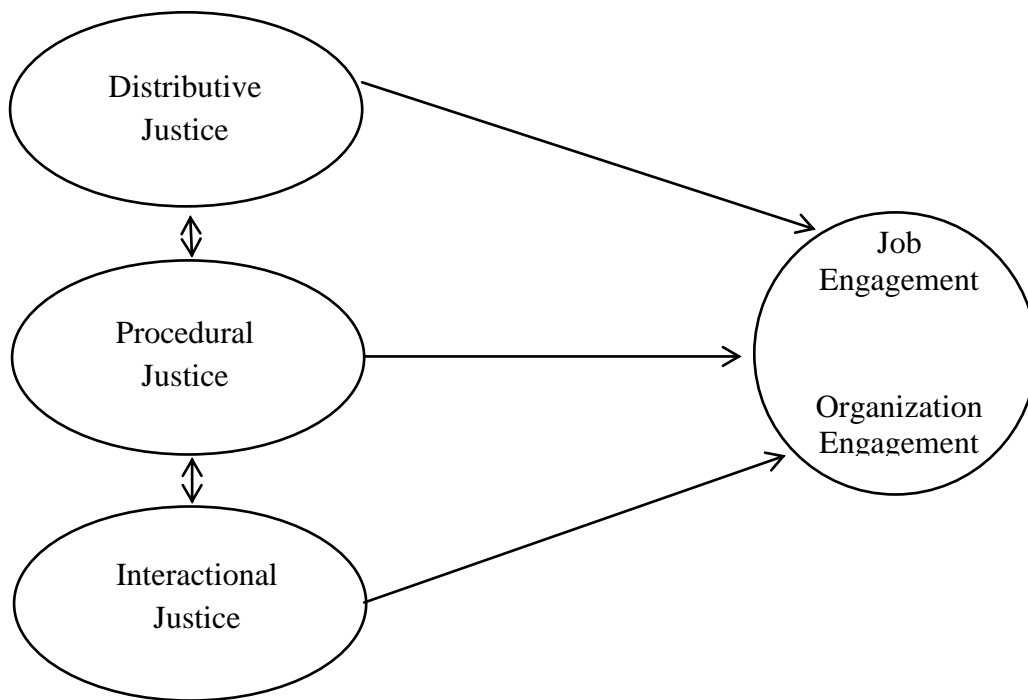
- a. Distributive,
- b. Procedural, and
- c. Interactional.

**(a) Distributive justice** – This occurs when workers believe that outcomes are fair (Colquitt, 2013). Such findings are either tangible, such as compensation, or intangible, such as positive feedback. When workers believe that they are being paid or treated equally, distributive justice results in (Adams, 1965).

**(b) Procedural justice-** It focuses on the equality of decision-making that contributes to the effects of distributive justice. Employees see it because they believe like they can express their opinions on the operation. Employees also agree that when they are coherent, exact, and moral and lack of favoritism, procedures are equal.

**(c) Interactional justice** – It concentrates on the manner in which when decisions are made, a person is handled. When employers offer reasons for decisions and treat workers with integrity, empathy and responsiveness, individuals believe they are treated equally (Colquitt et al, 2013). When workers in their company have high awareness of fairness, they are likely to feel grateful for being equal.

**Figure 2.2 Organizational Justice and Employee Engagement**



Source: Piyali Ghosh, 2014

#### **(4) Organizational Support**

The theory of organizational support (OST) indicates that workers form a generic understanding of the degree to which the company values its efforts and cares for their well-being. Supportive environments encourage participants to experiment and try new things and even fail without fear of the results. The volume of love and services that workers expect to be given by their institution and their immediate boss is a significant element of health. And afterwards, workers with greater supervisor support can become more involved in their work.

#### **(5) Communication**

Employee communication is described as the sharing of news and ideas between the management of an organization and employees and vice versa. It is necessary for an organization's success that there are a lot of different routes available to communicate with the employees as well as the consumers. Social media has upgraded the scope of communication. If the managers frequently connect with workers, they are more involved with the business. and have a better positive attitude

towards their work. Effective communication helps employees know how they can join their goals with the organization.

#### **(6) Company Practices**

A huge component of employee satisfaction is making the staff pleased about the work they do. According to (Harter et al, 2006), in an organization, engaged employees perform better when provided with resources forgetting the job done, adequate working conditions, support from organization, career opportunities, sufficient rewards and recognition, respect and positive psychological climate. Antecedents are different from job related or organizational engagement however these are built from them. Job characteristics are factor that provides individuals motivation and incentive to be present physically and mentally at their work and show more engagement (Harter et al. 2006).

### **2.4 Empirical Studies**

This part states the different studies on the analysis of the relationship between job characteristics and employee engagement, reward and recognition and employee engagement, organizational justice and employees' engagement and organizational support and employees' engagement, communication and employee engagement, company practices and employee engagement and discussed as follows.

#### **(1) Job Characteristics and Employee Engagement**

A job cannot be designed only by using elements that encourage effectiveness (Werther & Davis, 1993). Thus an organization ought to be able to support a job requirement that helps meet individual requirements by job design. Job design is the process of defining job procedures which are required for each job (Noe et al, 2015). Organizations require jobs that are in demand give satisfaction with their workers such that employees will be inspired to work. One way taken in designing job is to do job characteristics (Noe et al, 2015).

Saks (2006) discovered that employees who are given enriched and challenging jobs will feel grateful by interacting better behaviors. May et al (2004) noticed that the link between job improvement and engagement was closely correlated to its subjectivity. Derara (2014) and Yasmin (2011) found that employees who assigned to better job characteristics are probable to exchange with greater levels of engagement to their organization.

## **(2) Reward and Recognition and Employee Engagement**

The secret to employee happiness is reward and appreciation. Employees that don't feel recognized or appreciated are less faithful to their employers than their appreciated team members, whereas employees that feel recognized are more engaged, leading them to be more productive. Employers need to include the opportunities for their managers and staff to reward and appreciate each other, then consciously promote and improve healthy attitudes by using those tools until it becomes commonplace.

The principle of reward and equity of the employee was considered one of the main factors affecting the degree of involvement of the workforce (Gummadi & Devi, 2013). Yee (2012); Gummadi & Devi (2013); Derara (2014); and Maslach, Schaufelli, & Leiter, (2001) found that employee involvement increases when they receive appreciation for their accomplishments. Otherwise, if the companies do not have recognition plans for achieving goals, workers participation will gradually decrease in companies.

## **(3) Organizational Justice and Employee Engagement**

Organizational justice may be defined as "justice refers to knowledge of employees about fair treatment got from an organization and their organizational justice". For every kinds of company, fair practices are viewed as a primary aspect of employee interactions. The companies are willing to take responsibilities as they have a wide range of understanding of equality in their enterprise. Maslach et al (2001), Saks (2006) and Derara (2014) revealed that justice in workspace is the critical figure in which employee participation encourages workers to be effective in the company. A loss of equality will offend and facilitate communication with a good sense of honesty.

## **(4) Organizational Support and Employee Engagement**

Employees' work engagement level will directly affect company's performance. The understanding level of organizational support will affect employees' responsibility on their organizations and their work engagement. Based on the triangular model of responsibility raised by Schlenker (1994), Britt (2001) redefined work engagement as perceived duty and influence of job performance. The presence of a positive relationship between the perceived organizational support and the participation of workers was supported by different results from several surveys.

## **(5) Communication and Employee Engagement**

Effective communication is significant to employees, managers, senior leaders, and other stakeholders. Kim, Pan and Park (1999) said “Communication refers to ways of expressing oneself to communication pattern that can be understood”. Communication is a powerful instrument that can have a big impact on any organization's success. Effective communication can boost the engagement of employees, boost productivity and drive business growth. The foundation stone for an engaged workforce is communication. The employees of a corporation reflect its most significant investment and determine the organization's success or failure. For any organization nowadays, one of the most difficult challenges is finding ways to speak effectively to its staff. If organizations are run through efficient communication and friendly work ethics, staff will be willing to quit but will be very involved in losses.

## **(6) Company Practices and Employee Engagement**

Engagement is positive experiences which leads to optimistic consequences in organization such as productivity, proficiency, commitment, less absenteeism and also increase in overall performance of organization. Goals of any organization are connected to employee’s personal goals, commitment towards organization, performance and participation (Denison et al. 2004). Employees with engagement are happily involved and motivation is experienced at work. Such employees’ shows full commitment and concentration at work (Bakker. 2011). Organization with fair justice practices have more employee engagement , as employees feel obliged towards the organization and return the favor through high engagement levels. The results of employee involvement are the product of an employee-organization partnership.

### **Previous Research Studies**

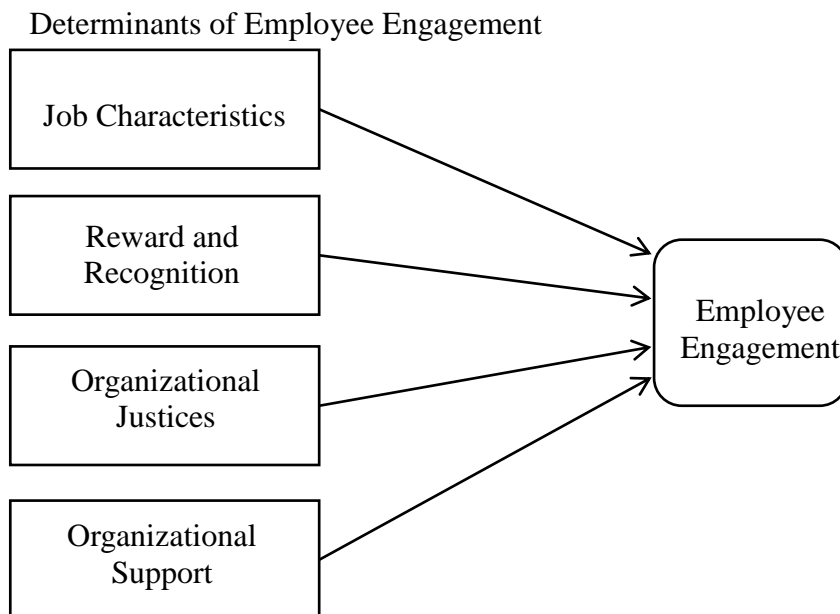
There are various studies in analyzing factors affecting employee engagement. This paper focused on two previous studies.

The first paper is factors affecting employee engagement at private banks in Addis Ababa, Ethiopia that is identified by Segenet Nigusse (2018). The description on the determinants of the engagement of employees was constructed by this study. Its determinants are known to be the largest metrics to measure employee engagement in the selected banks. Thus, it is estimated that workers in a better job position would be actively involved. Likewise, workers who receive appreciation are also observed to have a significant relationship with their companies. Fair manners and support of

companies will also lead to increase employee engagement in their work. The respondents who participated in the study were selected from sample branches of the bank the three private banks (Abyssinia, Enat and Bunna ) located in Addis Ababa City branches (located in Addis Ababa) were considered in the study. This study focused on the 252 sample employees on the total populations of 4092 employees who were conducted in selected three private banks in Addis Ababa City. This paper used descriptive statistic, correlation model, and regression model. Segenet Nigusse showed the four major determinants are strongly affected employee engagement in this paper. Figure (2.3) illustrates the framework of this previous study.

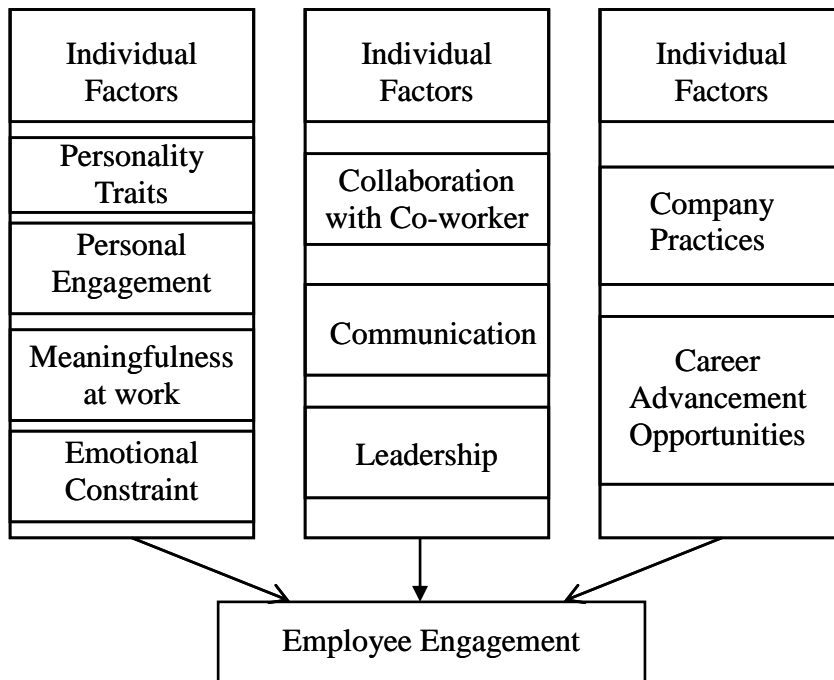
The second paper is exploring employee engagement for understanding employee perspective shown by Kavita Hans Helsinki (2015). This paper stated that the three main factors such as individual factors, interpersonal factors and organizational factors were influencing the employee engagement. And the conceptual frame-work of this study is stated in Figure (2.4). If categorized, the identified factors can be divided into following three main groups (shown in Figure 2.4 below) and include the personal, interpersonal and organizational factors.

**Figure 2.3 Conceptual Frame Work (1) of the Previous Study**



Source: Segenet Nigusse' (2018)

**Figure 2.4 Conceptual Frame Work (2) of the Previous Study**

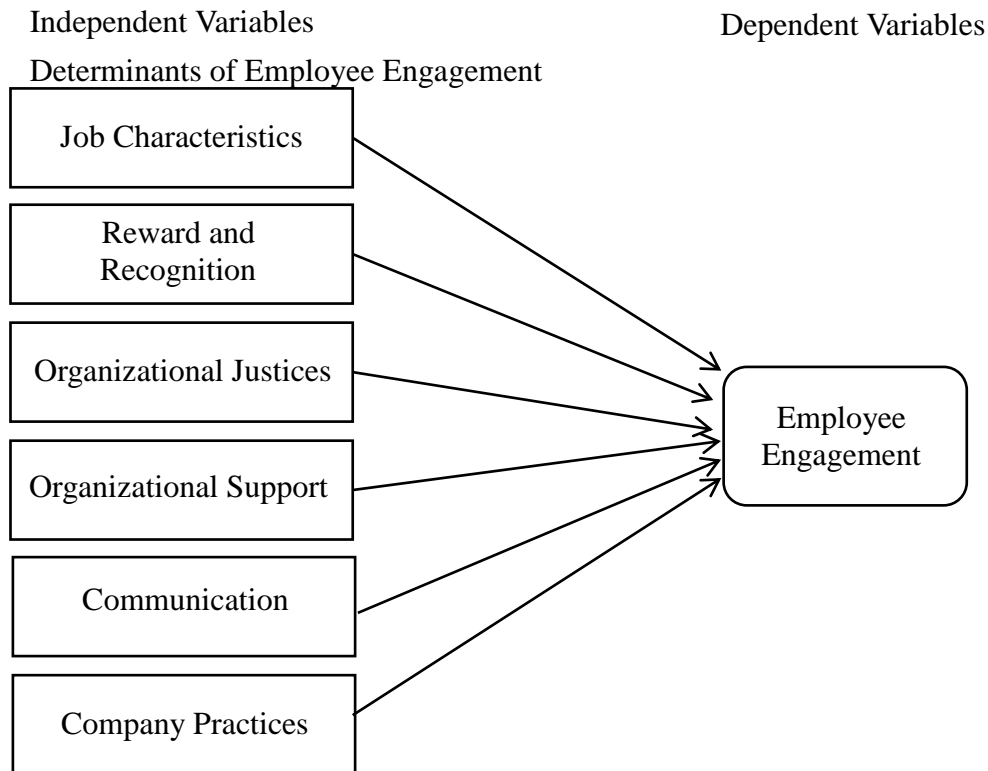


Source: Helsinki' (2015)

## 2.5 Conceptual Frame Work of the Study

By addressing the topic of objectives, theories, and empirical studies, the conceptual framework of this study was organized. Therefore, this framework emphasizes on the factors affecting employee engagement in Tea Powder and Tea Mix Factory held by Myanmar Economic Corporation (MEC). The framework was adapted from Segenet Nigusse (2018). The independent variables are job characteristics, reward and recognition, organizational justices, organizational support, communication and company practices and the dependent variables is employee engagement. Based on the previous research papers, and literature review, the conceptual frame work was developed. And there is a statement that the factors which are strongly influencing employee engagement.

**Figure 2.5 Conceptual Framework of the Study**



Source: Own Compilation (2020)

### **Working Definition**

- (1) Job Characteristics; Jobs are also redesigned so that the employee is active in the whole product making process.
- (2) Reward and Recognition; the type of additional compensation for workers who carry out the tasks and achieve their goals in their job description.
- (3) Organizational Justices; Perceptions of fairness in the workplace among workers.
- (4) Organizational Support: The views of workers on the degree to which their company cares about their well-being and values.
- (5) Communication; Sending and receiving messages between interrelated individuals within a given context or environment in order to achieve individual and common objectives.
- (6) Company Practices; The gathering of laws, ethics or ideas that reflect a company's most successful or wise course of action.



## **CHAPTER III**

### **BACKGROUND INFORMATION OF TEA POWDER AND TEA MIX FACTORY**

This chapter states the background information of the Myanmar Economic Corporation, Tea Powder and Tea Mix Factory (Pynmabin). The context information consists of a statement of vision, a statement of purpose, priorities, product and system capability forms, employee numbers, and organizational structure.

#### **3.1 Background of Myanmar Economic Corporation (MEC)**

The Economic Corporation of Myanmar (MEC) is a holding company owned and operated by the Army of Myanmar. In February 1997, MEC was established under Section 8-A by Lt. General Tin Hla to create productive heavy industries that could provide the Army with access to supplies of essential materials (e.g. cement and rubber), although the operations of MEC are prohibited in secrecy. In total, under the umbrella of the MEC, there are 35 subsidiaries operated by the Ministry of Defense Quartermaster's General Office, with private shares held exclusively by active military personnel. The MEC's major business lines are transport, trading, services, and mining. By a hand-paper produced by the Myanmar Economic Corporation, it has fully running operations including 5 steel plants, a bank, a cement plant and an insurance monopoly and other upcoming projects. Its headquarters are situated in Yangon's Ahlon Township on Ahlon Lane. The vision of the Myanmar Economic Corporation (MEC) is to "support the economic development of the nation in order to promote people's living standards and eradicate poverty." And the mission of MEC is "Providing the consumer-based market economy with quality products, services and innovation".

#### **3.2 Background of Tea powder and Tea Mix Factory (Pynmabin)**

Tea Powder and Tea Mix was started on 30 March 2012 by Director, U Nyi Nyi Win and finished in 25 January 2013. And then the Director retired on 31 March 2016 and transferred to the hand of Director, U Min Nyo Saw. And the last Director was filled in 13 June 2016 to now. The factory's machines started the engines on 26 January 2013 and FAC was formed in 26 July 2013. As the raw materials, instant powder, refine sugar, Non Dairy Creamer, Maltodextrin, Whole Mix Powder, And so

on., This factory installed Tea Powder Making Machines, Mixing Machines and Auto-packaging Machines. On 30 March 2013, Chun Long Precision Machinery (TAIWAN) installation was established. In extraction, Vacuum Pump, Extraction Tank and Motor were installed in 2013. In Spray Dryer, Unloading Motor, Air Compressor, Draught Fan and Pelivery Pump were installed in 2013. And the Feed Tank, Feed Pump and Rotary Disc Atomizer were installed in 2017. As mixing Machines, Mixing Machine and Mixer Machine were installed in 2013 and updated in 2018. For automatic Sachet Packing, Packing Machine was installed in 2014 and Auto three Packing Machines were installed in 2017 and 2018 and Auto Form Filling Sealing Machines were conducted in 2013. For Boiler, Boiler 4.2 Tons (CKSB) was conducted in 2013 and Boiler 2 Tons (CKSB) was updated in 2017. As Chiller, Chiller motor was installed in 2013 and finally for the Air Compressor, Air Compressor was installed in 2014 and Cooling Tower Fan Motor, Generator, ATS (panel) and Transformer were installed in 2013.

The objectives of Tea Powder and Tea Mix Factory are to purvey as a tea mix and tea powder for the Army Commissariat, to get market shares with the ShwePheeOo Tea Mix brand and for saving foreign currency by replacing foreign imports. Tea Powder and Tea Mix Factory (Pyinmabin) is located Milestone 18/4 of Yangon – Pyay Highway Road, Pyinmabin, Mingalardon, Yangon. The main plant is 4.28 acres wide. According to Yangon City Development Committee, Department of Urban Planning Land Management (862/2010) on 18 November 2010, areas of 16.96 Acres were transferred to Sweetened Condensed Milk Factory.

### **Types of Products and Capacity in Tea Powder and Tea Mix Factory (Pyinmabin)**

In Tea Powder and Tea Mix Factory (Pyinmabin), depending on market demand, a number of tea products are manufactured. Furthermore, The Tea Mix Factory manufactures four types of tea products. The goods and capability of the Tea Mix Factory are shown in Table 3.1 below.

**Table 3.1 Types of Products and Capacity in Tea Powder and Tea Mix Factory (Pynmabin)**

<b>No.</b>	<b>Types of Products</b>	<b>Capacity</b>	<b>Units</b>
1.	Tea Powder	56 Million	Ton/Year
2.	3 in 1 Instant Tea Mix	59.32 Million (20g) 10.61 Million (20g)	Sachets/Year
3	Ready to Drink SUN Milk-powder	3.936 Million (15g) 4.3 Lakh	Sachets/Year
4	ShwePheeOo Instant Lemon Tea	5.5 Lakh (20g)	Sachets/Year

Source: Tea Powder and Tea Mix Factory (Pynmabin), (2020)

Table (3.1) points out the types of products and their capacities of tea products and the factory have four main tea products. Factory produces tea powder 56 tons per year. And it produces 3 in 1 instant tea mix (20g) 59.32 million sachets per year for only army personal and 3 in 1 instant tea mix (20g) 10.61 million sachets per year for commercial ranking. And also, factory manufactures ready to drink SUN milk powder (15g) 39.36 million sachets per year for only Maternity Food and Hospital Food. And then, factory produces ready to drink SUN milk powder (15g) 40 Lakh sachets per year for commercial way. And finally, the factory introduces a new product, ShwePheeOo instant lemon tea (20g) 5.5 Lakh per year for commercial ranking.

### **Product Manufacturing Condition**

In Tea Powder and Tea Mix Factory (Pynmabin), variety of tea products are manufacturing in budget years and the appropriation and production of these products (budget year 2019-2020) are shown in following Table 3.2.

**Table 3.2 Product Manufacturing Condition in Tea Powder and Tea Mix Factory (Budget Year 2019-2020)**

No.	Products	appropriation	production	unit
1.	Tea Powder	-	-	-
2.	3 in 1 Instant Tea Mix ( Only Army Personal)	59.80 Million	59.32 Million	Sachets/Year
3.	3 in 1 Instant Tea Mix ( Commercial)	12.00 Million	10.61 Million	Sachets/Year
4.	Ready to Drink SUN Milk- powder (Only Maternity Food + Hospital Food)	3.948 Million	3.936 Million	Sachets/Year
5.	Ready to Drink SUN Milk- powder ( Commercial)	3.0 Lakh	4.3 Lakh	Sachets/Year
6.	ShwePheeOo Instant Lemon Tea ( Commercial)	-	5.5 Lakh	Sachets/Year

Source: Tea Powder and Tea Mix Factory (Pynmabin), (2020)

Table 3.2 shows that the appropriation and production tea products manufactured by Tea Powder and Tea Mix Factory (Pynmabin) in (2019-2020) budget year. According to table, tea mix for army personal can be produced in 59.32 million sachets on the appropriation sachets of 59.80 million and in the same way, tea mix for commercial is produced 10.61 million sachets on the appropriation of 12 million sachets. Tea Mix Factory can produce Sun milk powder for Only Maternity Food and Hospital Food in 3.936 million on the appropriate number of 3.948 million sachets. Sun milk powder for the commercial ranking is produced in 4.3 Lakh on the appropriation of 3 Lakh and lemon tea can be produced in 5.5 Lakh.

### **Numbers of Employees in Tea Powder and Tea Mix Factory**

There are 170 employees in Tea Powder and Tea Mix Factory (Pyinmabin). Among them, 5 officers are military retired staff. 10 employees are officers and 160 subordinates are employees. The employee list in Tea Powder and Tea Mix Factory (Pyinmabin) is described in Table 3.3.

**Table 3.3 Number of Employees in Tea Powder and Tea Mix Factory**

<b>No.</b>	<b>Department</b>	<b>Officer</b>	<b>Employee</b>	<b>Total</b>
1.	Director's Office	1	2	3
2.	Administration Department	4	43	47
3.	Production Department	5	115	120
	Total	10	160	170

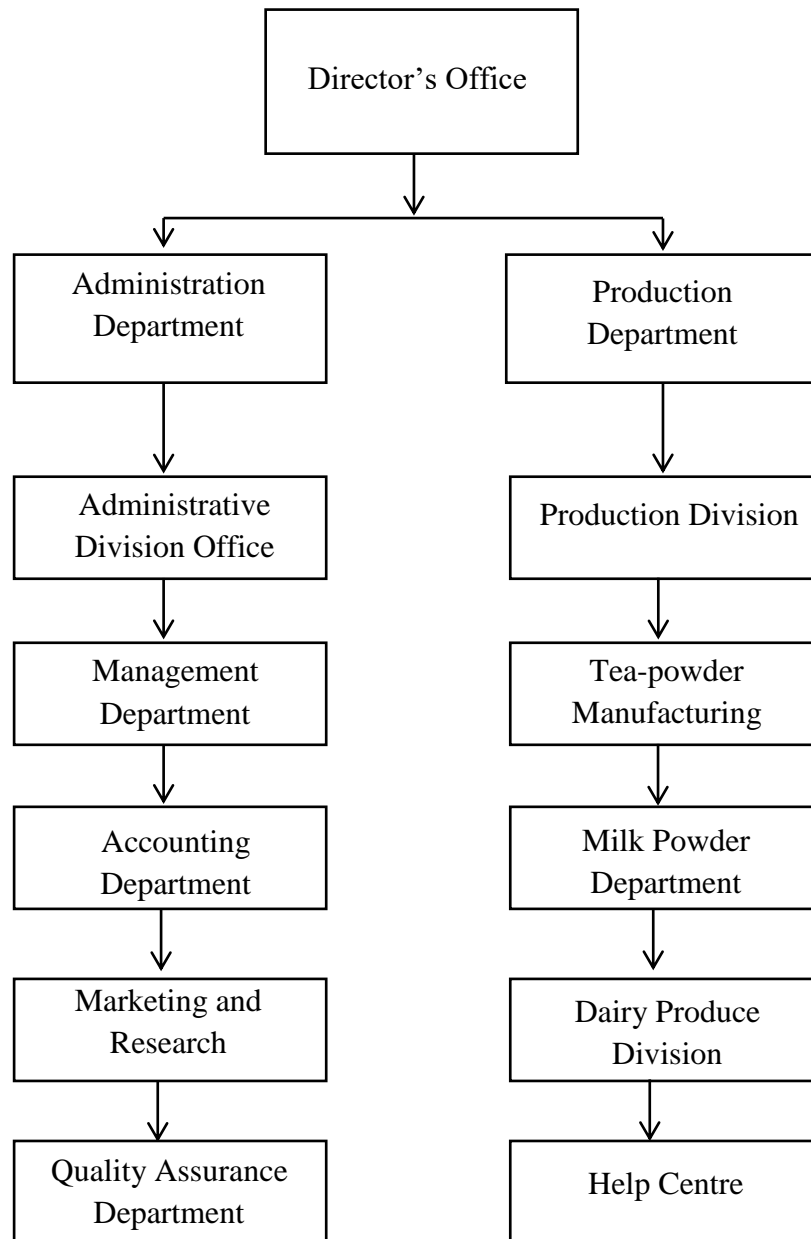
Source: Tea Powder and Tea Mix Factory (Pyinmabin), (2020)

The Office of the Director has 2 staff, according to Table 3.3; 1 is the Director, and 1 is his assistant. In the Department of Administration, there are 47 total staff, 4 officers and 43 employees. Likewise, there are 5 officers and 115 workers in the Production Department, out of a total of 120 employees. And therefore, the number of employees in Tea Powder and Tea Mix Factory (Pyinmabin) are 10 officers and 160 employees of total 170 employer and employees.

### **Organization Structure of Tea Powder and Tea Mix Factory**

There are two main departments such as Administration Department and Production Department in Tea Powder and Tea Mix Factory (Pyinmabin). These two departments are controlled by Director's Office. Under the Administration Department; Administrative Division Office, Management Department, Accounting Department, Marketing and Research Department and Quality Assurance Division are situated.

**Figure 3.1 Organization Structure of Tea Powder and Tea Mix Factory (Pynmabin)**



Source: Tea Powder and Tea Mix Factory (Pynmabin)

Under the Production Department, Production Division, Tea Powder manufacturing Department, Mix Powder Department, Dairy Produce Department and Help Centre are located. Organization structure of Tea Powder and Tea Mix Factory (Pynmabin) is shown in Figure 3.2.

## **CHAPTER IV**

### **ANALYSIS OF FACTORS AFFECTING EMPLOYEE ENGAGEMENT IN TEA POWDER AND TEA MIX FACTORY**

The demographic characteristics of respondents were identified in this chapter, reacting to the survey results, including an overview of factors affecting employee engagement in tea powder and tea mix factory held by MEC. Descriptive statistics are used in this study and correlation and regression analysis are then often used to analyze variables influencing employee engagement in the factory of tea powder and tea mix.

#### **4.1 Research Design**

This study is to analyze the factors affecting employee engagement in selected food factory, tea powder and tea mix factory owned by MEC. To analyze the factors affecting employee engagement, descriptive statistics, correlation and regression analysis are used and systematic questionnaires are then used. In this study, the questionnaire comprises the determinants that affect the employee engagement. This questionnaire is only to ask the employee levels to know about the factors and how they affect to the employee engagement in tea powder and tea mix factory.

The standardized questionnaires include the widely used Five-Point Likert Scale (1= strongly disagree, 2= disagree, 3= natural, 4= agree, and 5= strongly agree), which covers five steps from 1(lowest) to 5 (highest). Koobgrabe (2008), shown in Appendix, measures the statistical data (mean).

#### **4.2 Reliability Assessment**

To assess the reliability, the variables included job characteristics, reward and recognition, organizational support and organizational justice, communication and company practices and employee engagement. Internal accuracy is part of a study's reliability, which is a requirement for valid action to be taken (Saunders et al., 2012). The alpha of Cronbach is a reliability coefficient that shows how well objects are positively associated with each other in a group. A widely known thumb is that the alpha value of 0.6-0.7 by Cronbach indicates acceptable reliability, 0.8-0.95 indicates strong reliability, and 0.95 and higher are not inherently ideal, since this indicates that things can be accepted entirely.

**Table 4.1 Analyzing the Reliability Statistics**

<b>Items</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Job Characteristics	6	.750
Rewards and Recognition	8	.829
Organizational Justice	6	.734
Organizational Support	5	.877
Communication	4	.815
Company Practices	5	.747
Employee Engagement	12	.865

Source: Survey Data (2020)

It could be observed that organizational support is the highest at 0.877, according to Table 4.1, indicating that this is good reliability because it is higher than 0.8. The alpha value of Company Practices, Rewards and Recognition, Communication, Job Characteristics are 0.7 and 0.8 at 0.747, 0.829, 0.815 and 0.750 indicating that this is reliability. And the alpha value of Organizational Justice is 0.734 indicating that this is also reliability and that's greater than 0.7. These variables are therefore internal accuracy and reliability to evaluate the factors affecting the employee engagement in Tea Powder and Tea Mix Factory by MEC.

### **4.3 Demographic Profile of Employees in Tea Powder and Tea Mix Factory**

Table 4.2 presents the background information of the respondents who had strongly participated in this study. 114 questionnaires for only employees were circulated and sent back to the investigator.



**Table 4.2 Demographic Profile of Employees**

<b>Particular</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Total</b>	<b>114</b>	<b>100</b>
Gender		
Male	60	52.6
Female	54	47.4
Age (years)		
18-25	12	10.5
26-35	32	28.1
36-40	28	24.6
41-50	30	26.3
Above 50	12	10.5
Education Level		
primary passed	10	8.8
high school passed	58	50.9
Diploma	9	7.9
First Degree	36	31.6
Second degree and above	1	0.9
Position		
Skillful 1	1	0.9
Skillful 2	5	4.4
Skillful 3	16	14.0
Skillful 4	29	25.4
Skillful 5	63	55.3
Service Years (Experience)		
Less than 1	4	3.5
1-5	26	22.8
5-10	57	50.0
Above 10 years	27	23.7

Source: Survey Data (2020)

52.6 per cent are male, as shown in Table 4.2 and total 60 employees. 47.4% are female and total 54 employees. It seems that gender balance is less likely at Tea Powder and Tea Mix Factory and most of employees are males. In the factory, employees have different level age. In this study, level of total respondents is classified into five groups; primary passed, high school passed, diploma, first degree and second degree holder and above. In this table, 8.8% of employees are primary passed levels and 50.9% of employees are high school level. And then, 7.9% of employees have diploma certificates. 31.6% of employees hold first degree, and 0.9% second degree holders and above levels in employees of this factory.

Position status of employees is classified into five groups; Skill-1, Skill-2, Skill-3, Skill-4 and Skill-5 levels respectively. The statements are shown in table. In table, position status of respondents is that 19.3% of employees are upper levels of employees and other 80.7% are lower levels of employees. Service years of respondents are separated into four main groups such as less than 1 year, 1 to 5 years, 5 to 10 years and then finally 10 years and above. As a result of table, service year 5 years to 10 years are 50.0% and above 10 years' experience employees are 23.7%.

#### 4.4 Determinants of Employee Engagement

This part is the Section B of structured questionnaire and analysis on the factors that affect employee engagements. Factors that affect employee engagement are job characteristics, reward and recognition, organizational justice, organization support, communication and company practices. Each question has its own statement and respondent were asked about these factors and responses are stated as follows:

##### (1) Job characteristics on Employees Engagement

Job characteristics level of responds was studied and the respondents were asked about level of job characteristics which were stated by six factors. These are shown in Table 4.3.

**Table 4.3 Job Characteristics on Employee Engagement**

No.	Statement	Mean	Standard Deviation
1.	Having Job Autonomy	3.51	1.01
2.	Making it easier to determine how to do the job	3.27	0.93
3.	Completing a piece of work with an obvious start and end	3.82	0.60
4.	Affecting the lives or well-being of other people	3.96	0.70
5.	Knowing about how well doing on job by managers or co-workers job	3.83	0.9.
6.	Doing the job it-self provides with information about work performance.	4.15	0.61
	<b>Overall Mean</b>	<b>3.76</b>	

Source: Survey Data (2020)

The Table described the effect of employee engagement. By result, employees in tea powder and tea mix factory held by MEC perform job characteristics because its mean score is above 3. According to determinants of job characteristics, their mean scores are between 3.27 and 4.15 (Koobgrabe et al, 2008). Therefore, for all statement employees are satisfied on their job characteristics.

**(2) Reward and Recognition on Employees Engagement**

A lack of rewards and appreciation can result in burnout, while engagement requires recognition and reward (Maslach, 2001; Kahn, 1990). Reward and appreciation, therefore, can play their own role in the participation of employees.

**Table 4.4 Reward and Recognition on Employee Engagement**

No.	Statement	Mean	Standard Deviation
1.	Raising wage is available.	3.47	0.99
2.	Opening promotion	3.41	1.08
3.	Getting job protection.	3.86	0.65
4.	Having a supervisor's praise.	3.51	0.98
5.	Opening training and development opportunities.	3.23	0.73
6.	Having appreciation from the individuals who work together.	3.81	0.70
7	Getting appreciation from the media.	3.58	0.75
8	Getting public respect.	3.36	0.92
	<b>Overall Mean</b>	<b>3.53</b>	

Source: Survey Data (2020)

As seen in the Table, the majority of respondents agreed on the presence of a pay rise and the availability of employment protection for them was above 3 mean scores in their respective workplaces. Respondents were asked if a promotion is open to them, whether or not they earn recognition from managers, and whether or not they have opportunities for training and development. In relation to these claims, the mean scores are also above 3 and the participants agreed on the observations, respectively. The respondents stated that in their jobs, the presence of a reward or token of gratitude, the presence of some sort of public recognition, and they obtain respect

from the individuals for whom they work. The overall level of consensus on the incentive and recognition was therefore strong.

### (3) Organizational Justice on Employee Engagement

Organizational justice was among the variables in this study that were considered to be a determinant factor for employee engagement. The statement of mean value is stated in Table 4.5.

**Table 4.5 Organizational Justice on Employee Engagement**

No.	Statement	Mean	Standard Deviation
1.	Receiving the outcome to reflect the effort	3.96	0.81
2.	Receiving the outcome to complete the work	3.78	0.70
3.	Receiving the outcomes for Making a commitment to the organization	3.85	0.60
4.	Not allowing to express views and feelings in decision-making process	3.54	0.86
5.	Applying the consistent procedures in the organization	3.60	0.81
6.	Upholding ethical and moral Standards procedures in organization	4.00	0.74
	<b>Overall Mean</b>	<b>3.79</b>	

Source: Survey Data (2020)

As stated in Table, employees in tea powder and tea mix factory held by MEC agreed organizational justice because its mean score is above 3. According to determinants of organizational justice, their mean scores are between 3.54 and 4.00 (Koobgrabe et al, 2008). Therefore, for all statement employees are satisfied on their organizational justice.

### (4) Organizational Support on Employee Engagement

The organizations' perceived support could have a significant impact on the engagement of the employees. The statement of organizational support is shown in Table 4.6.

**Table 4.6      organizational support on Employee Engagement**

<b>No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Supporting goals and values	3.64	0.64
2.	Helping problem	3.84	0.74
3.	Caring about wellbeing	3.71	0.65
4.	Showing great concern for employee	3.73	0.94
5.	Caring about opinions	3.78	0.61
	<b>Overall Mean</b>	<b>3.74</b>	

Source: Survey Data (2020)

Table 4.6 shows most of the respondents either agreed or strongly agreed to their organization's support for the achievement of their goals and values. Their mean scores are between 3.64 and 3.84 (Koobgrabe et al, 2008). Therefore, for all statement employees are satisfied on their organizational support level.

#### **(5)      Communication on Employee Engagement**

Communication refers to a way in which people communicate with each other in a way that is understood by each party. Communication is simply a way or an approach, according to Nwagbara (2011), through which messages are passed from one individual to the other.

**Table 4.7      Communication on Employee Engagement**

<b>No.</b>	<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Applying the Mode of communication in performing the job.	3.94	0.70
2.	Receiving the Feedback system from the immediate supervisors	3.74	0.82
3.	Performing the employees engagement in decision making	3.67	0.77
4.	Conducting the communication to engage employees	3.91	0.60
	<b>Overall Mean</b>	<b>3.81</b>	

Source: Survey Data (2020)

The mean and standard deviation of descriptive statistics were used to summarize the study results, according to Table 4.7. Mode of communication was rated highest with a mean score of 3.94, a standard deviation of 0.70, followed by Employees engagement by immediate supervisor in decision making with a mean score of 3.67, a standard deviation of 0.77. Feedback system from the immediate

supervisors had a mean score of 3.74, a standard deviation of 0.82 while communication that engage employees to work had a highest mean score of 3.91, a standard deviation of 0.60. Finally, they concluded that good communication is related to having the opinions of workers or employees understood and when everyone communicates their complaints on how organizations are managed through efficient communication and friendly work ethic, employees would be less likely to leave instead.

#### (6) Company Practices on Employee Engagement

**Table 4.8 Company Practices on Employee Engagement**

No.	Statement	Mean	Standard Deviation
1.	Being transparent the performance and appraisal system	3.46	1.15
2.	Doing actions on survey results of previous years	3.64	0.99
3.	Fairly paid for work by organization	3.52	1.02
4.	Having health benefits at organization	4.05	0.79
5.	Having retirement benefits at organization	1.31	0.82
	<b>Overall Mean</b>	<b>3.20</b>	

Source: Survey Data 2020

Most of the respondents either agreed or strongly agreed on the business practices of their organization in Table 4.8. Their mean scores are between 1.31 and 4.05 (Koobgrabe et al, 2008). Therefore, for all statement employees are satisfied on their company practices level.

#### 4.5 Employee Engagement

In this study, attempts were made to see the level of engagement of workers in the picked MEC factory. 12 attributes were used to measure the level of employee engagement and these statements were requested by Likert Scale Five-Point. The following table describes mean score and standard deviation of each category of each employee engagement. If mean value of employee engagement factors indicates above 3, it can be assumed that employees are highly engaged and when mean value indicates below 3, it can be assumed that employees are disengaged.

**Table 4.9 Analyzing Employee Engagement**

No.	Statement	Mean	Standard Deviation
1.	Really throwing to work.	4.06	0.55
2.	When doing work, time passes quickly.	4.22	0.56
3.	Staying until the work is completed.	4.13	0.52
4.	Getting excited when completing well at work.	4.23	0.55
5	Captivating to be a part of this organization.	4.04	0.69
6	Getting acquainted with developments in this company that are occurring.	4.02	0.69
7	Being a member of this group makes "alive" come true.	4.02	0.60
8	Getting inspired by the job	3.80	0.71
9	Feeling like a family member in organization	3.98	0.70
10	Feeling happy when working intensely.	3.98	0.68
11	Being proud of the work	4.18	0.52
12	Feeling for having a career development	3.89	0.61
	<b>Overall Mean</b>	<b>4.04</b>	

Source: Survey Data (2020)

Table 4.9 shows the level of employees' engagement in tea powder and tea mix factory held by MEC. The average mean value of employee engagement is 4.04, according to the table. As a consequence, employees of tea powder and tea mix factory are moderately engaged in each twelve employee engagement categories. Among them, the most engaged factor is getting excited when performing well on job and its mean score is 4.23. The secondly most employee engagement category is Time passes quickly when performing job and its mean score is 4.22. Staying until the job is done is the third most dedicated group of workers and its average score is 4.13. And then the last group concerned is inspired by the job and its mean score is 3.80.

#### **4.6 Analysis of Factors Affecting the Employee Engagement**

A numerical indicator of any form of correlation, meaning a statistical relationship between two variables, is the correlation coefficient. The correlation coefficient is believed to range from -1 to +1, where the perfect negative correlation is indicated by -1 and the perfect positive correlation is indicated by +1.

**Table 4.10 Determinants and Employee Engagement**

<b>Determinants</b>	<b>Employee Engagement</b>
Job Characteristics	0.588*** 0.000
Rewards and Recognition	0.692*** 0.000
Organizational Justice	0.554*** 0.000
Organizational Support	0.667*** 0.000
Communication	0.630*** 0.000
Company Practices	0.598*** 0.000

Source: Survey Data (2020)

Note; \*\*\* indicates 1% significant level

Table 4.10 shows that the relationship between determinants and employees' engagement. Variables include job characteristics, reward and recognition, organizational justice and organizational support, communication and company practices and employee engagement. According to Table, the correlation between Job Characteristics and employee engagement is 0.588 significant at 1% level. As a consequence, this means a reasonably good positive relationship between work characteristics and employee engagement. The correlation between reward and recognition and employee engagement at 1 percent level is 0.692 important, meaning a highly positive relationship between reward and recognition and employee engagement. At 1 per cent level, the correlation between organizational justice and employee engagement is 0.554 important, which indicates a reasonably positive relationship between organizational justice and employee engagement. At 1 per cent level, the correlation between organizational support and employee engagement is 0.667 important, which indicates a highly positive relationship between organizational support and employee engagement. The relationship between communication and employee engagement at 1 percent level is 0.630 important, indicating a very good relationship between communication and employee engagement. Finally, at 1 percent level, the association between business practices and employee engagement is 0.598 important, indicating a reasonably highly constructive interaction between management practices and the engagement of employees. As a consequence, at 1 percent, all variables are extremely positively correlated and important. Therefore, to



test the factors affecting employee engagement in Tea Powder and Tea Mix Factory, linear regression model is applied.

To analyze factors affecting employee engagement, multiple regression methods are used. The statistical analysis used to clarify the relationships between two or more independent variables and a single dependent variable is multiple regression analysis. In multiple analyses of regressions, job characteristics, reward and recognition, organizational justice and organizational support, communication and company practices used as independent variables and employee engagement is often used as a dependent variable.

**Table 4.11 Analysis of Factors Affecting Employee Engagement**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.851***	.215		8.603	.000
Job Characteristics	.022	.079	.031	.282	.778
Rewards and Recognition	.171**	.084	.254	2.033	.045
Organizational Support	.141*	.078	.213	1.796	.075
Organizational Justices	.152**	.071	.195	2.136	.035
Communication	.032	.090	.047	.352	.726
Company Practices	.088	.070	.154	1.272	.206
R Square				.565	
Adjusted R Square				.541	
F Value				23.207	
P Value				.000	

Dependent Variable; Employee Engagement

Source; Survey Data (2020)

Note; \*\*\*, \*\* and \* indicate 1%, 5% and 10% significance level, respectively

The factors contributing to the high level of involvement are shown in Table 4.11 of tea powder and tea mix factory employees. 0.541 value of the Adjusted R Square shows that 54.1 percent of the variables that govern employee engagement differ. The overall importance of this model is highly important at the 1 percent level, the value of F value and P value.

Pursuant to the result, rewards and recognition and organizational justices highly positively contributes to employee engagement and significant at 5% level. It can be inferred that employee motivation is substantially decreased, respectively, by reward and appreciation and organizational judges. And then, organizational support positively contributes to employee engagement and significant at 10% level. Employment attributes, contact and business activities do not contribute to the contribution of workers. And thus, the most affective factor to influence employee engagement is compensation and appreciation for the regression outcome, and work characteristics are the less affective factors for employee engagement.

## **CHAPTER V CONCLUSION**

The chapter presents the summary obtained from the analysis of factors affecting employee engagement in Tea Powder and Tea Mix Factory by Myanmar Economic Corporation (MEC). This summary comprises three sections which are the findings, suggestions and need for further study.

### **5.1 Findings**

This study is the analysis of factors affecting employee engagement in Tea Powder and Tea Mix Factory (Pynmabin) by Myanmar Economic Corporation (MEC). The two objectives are to examine the employee engagement and, to analyze the factors affecting employee engagement in Tea Powder and Tea Mix Factory owned by Myanmar Economic Corporation (MEC). The results are based on the survey result from the previous chapters. According to survey data, male respondents are more than female respondents. And, most of the employees are educated levels and they have the enough service years to understand the processing system of organization.

The first objective is to examine the employee engagement in Tea Powder and Tea Mix Factory and the study is based on the primary data and secondary data from Tea Powder and Tea Mix Factory (Pynmabin). Based on the result mean values, factors of employee engagement is practiced by the factory is in positive values that indicate the high engagement level of employees in the factory. As factors that impact employee engagement, work characteristics model has effect on employee engagement and its mean score is above three. And then, employees in factory assume that the job they work is satisfied by the others.

In addition, the factory conducts the working hour in three assignment 24-hour services. As an assignment, it takes 8-hours and that are rounded in the form of morning, noon and night. Assignment duty changes every week and employees do not need to do their work with constant working time. It means an employee who worked in the morning can be noon or night one after one week. Flexibly dividing working hours can also impact the degree of employee involvement.

The second objective is to analyze the factors affecting employee engagement in tea mix factory. As the data obtained from survey, if the factory offers many

compensation and encouragement to workers, they would have a critical impact on employee engagement. By getting fair wages, promotion, training, and respectful appreciation and recognition, workers are willing to take part in job activities and their engagement is gradually increasing. Therefore, the development of equal fair and equal appreciation and incentive schemes is essential because they're the best way to maximize the engagement levels in the factory.

Besides that, the organizational support recognized by the workers will have a vital impact on employee engagement. In order to increasing engagement, the factory will support their workers for achieving goals, handling problems, showing the workers' preferences and providing the welfare of workers. The quantity of treatment and support perceived from their employer and their direct boss will improve employee engagement. As the perceived organizational support creates the responsibilities for workers to look about the welfare the factory and help to meet its goals. Employees with greater potential support can be more involved in their factory operation processes. For the reasons that employees are prepared to act by attempting to perform their jobs whenever they believes that their manager is treating with consideration and caring about their quality of life. As a consequence, organizational justice is influencing on the employee engagement and its mean score is above three.

## **5.2 Suggestion**

Tea Mix factory brings a lot of pressure on individuals as well as equipment, and poor quality tea products cause weaknesses for the factory and thus need employee engagement that satisfied the workers in the organization. High employee engagement in the organization needs to be formulated. In this factory, it needs autonomy to the upper level of employees and frees them in ethical work place. And then, The study of previous chapters by research study, reward and recognition is the most influence factors and company must perform the more effective reward and recognition system.

In addition, the most critical consideration in employee engagement is providing compensation and appreciation. The company should consider the reward plan for employee because allowances have stronger effect than financial rewards. It is not enough to retain and encourage employee to become engaged employees. Reward and recognition is a more significant factor than recognition. The company should develop more significant recognition programs like praise, providing feedback

and suggestions from upper management levels. Employees treat friendly each other like a family member. They should have a warmly relationship with management levels. These are the suggestions about reward and recognition. The factory should continue to offer sufficient promotion and appreciation for workers to maximize the levels of engagement of employees.

As stated in study, the factory doesn't contribute in job characteristics, company communication and company practices. Therefore, the factory must perform more efficient job characteristics to motivate employees to be engaged ones. The communication factor is no significant factor, the factory must conduct the communication channel in their work and works should be done by linking upper levels and employees. Finally, the study shows that company practices are not important to the factory's employee engagement, the factory must set guidelines, ethics or ideas that represent a factory's most effective or wise course of action.

As a result, the factory should confirm that working people have all the materials they need to do their job by providing proper coaching to gain practical experience, creating compensation packages through numerous opportunities. If the factory should provide the proper guidance, workers who receive higher organizational support are more willing to interact with greater levels of activity in their employment the factory should provide the proper guidance.

The factory should be compassionate and caring about perceptions workplace support, by developing an understanding of responsibility towards workers in participation at the professional levels. To this final moment, if the factory aims to increase employee participation, they should try harder to rely on the perceptions of employees about the encouragement obtained from the factory. The factory should consider that employee engagement can contribute to better job attitudes, such as greater productivity and work satisfaction, service quality, and lower turnover rates. Therefore, every organization should also manage and control their employee engagement. To build a better work environment for promoting employee engagement, the factory requires to maintain a suitable and well-designed supportive relationships with their workers.

### **5.3 Needs for Further Studies**

This study emphasized the factors affecting employee engagement in Tea Powder and Tea Mix Factory (Pyinmabin) held by MEC. In this study, the selected factory is Tea Powder and Tea Mix Factory (Pyinmabin) because MEC is only the tea

powder and tea mix (ShwePheeOo) in Myanmar and total capacity of average 60 million sachets per years. The future study should analyze the influencing factors in food factories owned by Myanmar Economic Company, such as motivation, efficiency, shift, organizational behavior, organizational commitment and employee turnover (MEC). Based on the study's conclusion, job characteristics style and job satisfaction should be studied for further research. And then, the further study should be the leadership style and organizational dedication, and the further study should be supply chain management practices in factories only under MEC industries on organizational performance. Further study should emphasize on human resources practices, marketing leadership and logistics.

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## **APPENDIX I**

**YANGON UNIVERSITY OF ECONOMICS**

**DEPARTMENT OF COMMERCE**

**M.COM PROGRAMME**

### **Questionnaire to be filled by Respondents**

**The purpose of this questionnaire is to collect data for my M.Com thesis entitled “Factors Affecting Employee Engagement: The Case of Selected MEC Company”**

Dear respondents,

My name is Zin Nyi Kyaw Swe. I am a student at Department of Commerce, Yangon University of Economics. This questionnaire is prepared to assess the Factors Affecting Employees' Engagement: the Case Selected MEC Company (Tea Powder and Tea Mix Factory) in their day-to-day activities to bring about better change in the future. Thus, you are kindly asked to give us your genuine response to the following questions. The information you provide will be confidential and will be used for the study purpose only. Please put “√” in the box of your choice or write your response in the blank space provided.

**THANK YOU SO MUCH FOR YOUR COOPERATION**

**SECTION (A)**

**1. PERSONAL INFORMATION**

**1.1 sex** Male  Female

**1.2 Age (in year)**

1. 18 - 25  4. 41 - 50   
2. 26 - 35  5. 50 and above   
3. 36 - 40

**1.3 Level of Education**

1. Primary School  4. First Degree   
2. High School  5. Second Degree & above   
3. Diploma

**1.4 Occupation/ Position:** \_\_\_\_\_

**1.5 Year of Service**

1. Less than one year  3. 5 - 10 years   
2. 1 - 5 years  4. Above 10 years

**SECTION (B)**

2. Factors needed to measure the relationship among the variables of the study are presented below. Please indicate your level of agreement by putting “√” on your choice and a five point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

No.	Statement	1	2	3	4	5
<b>Job Characteristics</b>						
1	There is much autonomy in my job					
2	My job permit me to decide on my way how to go about doing the work					
3	My Job is a complete piece of work that has an obvious beginning and end					
4	The results of my job significantly affect the lives or well-being of other people					
5	My managers or co-workers job let me know about how well I am doing on my job.					
6	Doing the job itself provide me with information about my work performance.					
<b>Rewards and Recognition</b>						
7	A pay raise is available for me.					
8	A promotion is available for me.					
9	A Job security is available for me.					
10	I get Praise from my supervisor.					
11	Training and development opportunities available for me.					
12	I get respect from the people I work with					
13	There is some form of public recognition.					
14	There is a reward or token of appreciation.					
<b>Organizational Justice</b>						
15	The outcomes I receive reflect the effort I have put into my work					

No.	Statement	1	2	3	4	5
16	The outcomes I receive are appropriate for the work I have completed.					
17	My outcomes reflect what I have contributed to the organization					
18	I have been able to express my views and feelings during any procedural justice.					
19	The Justice procedures in the organization have been applied consistently.					
20	Those justice procedures of the organization have upheld ethical and moral Standards					
<b>Organizational Support</b>						
21	My organization is supportive of my division's goals and values.					
22	Help is available from my organization when having a problem in work.					
23	My organization really cares about my division wellbeing.					
24	My organization shows great concern for us.					
25	My organization cares about ours opinions.					
<b>Communication</b>						
26	Mode of communication is applied in performing the job.					
27	Feedback system from the immediate supervisors is started.					
28	Performing the employees engagement by immediate supervisor in decision making					
29	Communication that engages employees to work is conducted.					
<b>Company Practices</b>						
30	Performance and Appraisal system is transparent to employees					
31	Survey results of previous years led to actions by organization					
32	I am fairly paid for my work by organization					
33	I have health benefits at my organization					
34	I have retirement benefits at my organization					

**SECTION (C)**

3. Section (c) consists of questionnaire for the satisfaction of employee engaged with their organization.

No.	Statement	1	2	3	4	5
<b>Employee Engagement</b>						
1	I really “throw” myself into my job.					
2	Time passes quickly when I perform my job.					
3	I stay until the job is done.					
4	I get excited when I perform well on my job.					
5	Being a member of this organization is very captivating					
6	One of the most exciting things for me is getting involved with things happening in this organization.					
7	Being a member of this organization make me come “alive”.					
8	My job inspires me					
9	I feel like a family member in my organization					
10	I feel happy when I am working intensely.					
11	I am proud of the work that I do					
12	I feel the organization have a career development for me					

4. If you have any additional comment or suggestion.....

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**Thank you for filling the questionnaire.....**

## APENDIX II

### An Interpretation of the Likert Scales (Koobgrabe et al, 2008)

The Average Score Between	Interpretation of Respondent Option
4.21-5.00	The Highest
3.41-4.2	High
2.61-3.4	Moderate
1.81-2.6	Low
1.00-1.8	The Lowest
The Average Score Between	Interpretation of Respondent Option

## APENDIX III

### Regression Analysis of Factor affecting Employee Engagement

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.752 <sup>a</sup>	.565	.541	.26533	1.775

a. Dependent Variable: meanEE

b. Predictors: (Constant), meanCP, meanJC, meanOJ, meanRR, meanCM, meanOS

#### ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.803	6	1.643	23.207	.000 <sup>b</sup>
Residual	7.533	107	.070		
Total	17.336	113			

a. Dependent Variable: mean EE



### Statistical relationship between Determinants and Employee Engagement

Determinants	Employee Engagement
Job Characteristics	0.588*** 0.000
Rewards and Recognition	0.692*** 0.000
Organizational Justice	0.554*** 0.000
Organizational Support	0.667*** 0.000
Communication	0.630*** 0.000
Company Practices	0.598*** 0.000

Source: Survey Data (2020)

Note; \*\*\* indicates 1% significant level

### Regression Analysis of Factors Affecting Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.851***	.215		8.603	.000
Job Characteristics	.022	.079	.031	.282	.778
Rewards and Recognition	.171**	.084	.254	2.033	.045
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Company Practices	.088	.070	.154	1.272	.206
R Square	.565				
Adjusted R Square	.541				
F Value	23.207				
P Value	.000				

Dependent Variable; Employee Engagement

Source; Survey Data (2020)

Note; \*\*\*, \*\* and \* indicate 1%, 5% and 10% significance level, respectively