

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EMPLOYEE ENGAGEMENT AND EMPLOYEE
PERFORMANCE AT MYINT & ASSOCIATES
TELECOMMUNICATIONS LTD.**

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EMBA II – 17

EMBA 17th BATCH

MARCH, 2022

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ACADEMIC YEAR (2018 – 2022)

Supervised by

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This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA)

Supervised by

Dr. Yan Yan Myo Naing
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ACCEPTANCE

This is to certify that the thesis entitled “**Employee Engagement and Employee Performance at Myint & Associates Telecommunications Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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(Examiner)

MARCH, 2022

ABSTRACT

This study aims to examine the influence of job resources on employee engagement and to analyze the effect of employee engagement on employee performance of Myint & Associates Telecommunications Ltd. The study is conducted based on the survey with 140 employees. This study employed a quantitative research design by using self-administered questionnaires. Among the job resources factors, job autonomy and performance feedback have positive impact on employee engagement. Freedom in carrying out work activities, participating in making the strategic decision and providing timely and effective performance feedback can increase employee engagement. In addition, the result of the study describes that the level of employee engagement has positive significant effect on employee performance. Higher employee engagement will lead to higher employee performance. This study highlights the drivers of employee engagement and influence of employee engagement on employee performance, therefore, the management of Myint & Associates Telecommunications Ltd. should more focus on job autonomy and performance feedback than any other job resource factors to increase employee engagement. After that, the management can also increase employee performance through the employee engagement.

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LIST OF ABBREVIATION

B2B	Business to Business
HERO	Healthy & Resilient Organizations model
ICT	Information Communication Technology
IP	Internet Protocol
M&A	Myint and Associates
MANOVA	Multiple Analyses of Variance
MPT	Myanmar Posts and Telecommunications
NTI	Nippon Telegraph and Telephone
OD	Organizational Development
ODI	Organizational Development Intervention
PE	Performance
PLS	Partial Least Square
PMP	Performance Management Programme
SLA	Service Level Agreements
SPPS	Statistical Package for the Social Sciences
SVS	Supervisor Support
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

For businesses to survive in this fast-moving competitive world, it is required to respond to the changes in the economy, customers' behavior and a globalized world. The quicker the company can adjust to a changing economic environment, the more competitive it can stay. To gain a competitive advantage, it not only needs to focus on new technology or good strategies but the company must also focus on human assets; without their support and commitment, business functions will not be ready.

Employees are the keys for success in an organizational, they are the driving engine of the organization; thus, the use of effective employee engagement strategies can lead to higher employee involvement and commitment. Jack Welch, a former CEO from General Electric, ranks the engagement of employee as the first indicator of the organization's well-being (Vance, 2006). Employee engagement is basically "employees' ability and willingness to give their best work performance to help the company improve its overall business performance" (Cook, 2008).

Engaged employees are joyful, emotionally positive and have better health. Also, they can create personal resources and job resources by themselves and transfer individual engagement to others to create team engagement (Bakker & Demerit, 2008). The low engagement is caused from increasing job demands and the employees could not perform effectively if the firm was lack of supporting job resource in order to achieve their personal and organizational goal (Chung & Angeline, 2010). A job resource is one of the physical, psychological, social, or organizational aspects of the job, or any of the following: It functions to achieve the goals of the job and is related to the demand for the job. Reduces physiological and psychological costs and stimulates individual growth, learning, and development. (Bakker & Demerouti, 2007).

There are many studies which support engagement impact on the customer delight, the retention of the worker, increasing in productivity, giving the creativity lead to the bottom line (Bates, 2004; Corporate Leadership Council, 2004; Gibbons, 2006; Harter, Schmidt & Hayes, 2002; Schaufeli, Salanova, González-Romá & Bakker, 2002). As a result, employee engagement can be one of the strategic initiatives for a company to sustain organizational

success.

The review from Kular, Gatenby, Soane and Truss (2008) indicated that there are more “disengaged employees” than “engaged employees”. Gallup’s study from 120 countries around the world also indicated that only 11% of employees are found to be “engaged employees” while 62% were not “engaged employees” and 27% were “actively disengaged” (Gallup, 2010). Engaged employees are joyful, emotionally positive and have better health. Also, they can create personal resources and job resources by themselves and transfer individual engagement to others to create team engagement (Bakker & Demerouti, 2008).

According to conservation of Resources Theory, (Hobfoll,1989) “People should attempt to search for, sustain and hedge the resources and the intervention face when the resources are endangered or at the time of failing to obtain resources after being substantive resource investment. Thus, the role of resources (job and personal resources) play the fundamental one in the theoretical background. The present study was emphasized on job resources. Job resources means “those physical, spiritual, social and organizational elements of the job which either/or. To achieve the organizational goal by using the functional activities, diminishes the job requirement, and the associated the basic and mental costs, encourage individual growth, training and advancement” (Bakker & Demerouti, 2007).

Enhancing job resources (increasing leadership, enhancing team work, providing feedback and giving autonomy) can help in increasing the level of engagement. Employees become leaders, make decisions and take ownership while managers could become coaches, provide feedback and bring out their full potential. The company has recognized that the importance of employee performance would affect the company’s performance as well as the profitability of the company because of increasing intensive competition. To do it, it has been identified the diverse factors in shaping employee involvement in the job thus affecting the employee engagement and performance. This effort enabled the organization improving the quality of performance. Based on the above explanation, there is a need for this research to increase the level of engagement to get the full potential of their employees and help them to overcome change.

Myint & Associates Telecommunications Ltd. (M&A Telecoms) is the information technology arm of the MPRL E&P Group of Companies. M&A Telecoms is one of the leading companies in Myanmar emphasizing on Data Center Business, Information System and

Internet Service Providing to Business Sector (B2B). M&A Telecoms (Data Center Sector) is business partnering with Nippon Telegraph and Telephone (NTT) Communications.

Relating to the human resources management practices, M&A Telecoms clearly states essential job requirements, job duties, job responsibilities, and skills required to perform a specific role. A job description will cover how success is measured in the role therefore it is utilized in the evaluation of performance . In addition, to get and retain competent employees, M&A Telecoms mainly focus on recruiting, selecting, training and development. Performance improvement is important for M&A Telecoms. To improvement performance, performance appraisal is essentials. Performance appraisal system of M&A Telecoms is based on not only soft skills but also hard skills. This study examines employee engagement and employee performance at Myint & Associates Telecommunications Ltd.

1.1 Rationale of the Study

Employee engagement also, being expressed through work and other employee-role activities, is a construct more directly tied to the interactive component of an employee's work experience, particularly with managers and co-workers, and in reality, instantly impacts how the working activities or function would happen (Jones & Harter, 2005).

The engagement, alike commitment, is the sentimental element which comprises people's emotional respond to sensible and unconscious events, however it is directed in the unbiased properties of works, responsibilities, and working context which the same impact on task performance" (Kahn, 1990). In fact, the sentimental-based concerning to the organization has been related with the desired the job station's behavior (Costigan, Iiter & Berman, 1998).

Another viewpoint of the possible part of employee engagement which enable the careful examination is the turning nature of the demographic factor in the workplace. According to Frank, Finnegan and Taylor (2004), one of the fundamental challenges fronting many organizations in many decades and beyond do not maintain the engaged employee continuously. For example, Bhatnagar (2007) asserted that the insufficient knowledge amongst telecommunication industry in which their business on workplace engagement is the key to the sustain of talented worker in long-run, resulting in the organization experience the upside abrasion rate although it pays above the normal standard significantly. Therefore, it is taken into account the critical lacunae of academic

research and comprehensive understanding how to construct the workplace engagement.

To be engaged people, the giving of the sufficient participation, making the tactical decision freely, and trust is the basic understanding to the ascendant post-industrial values of self-realization and self-actualization. Pratt (1998) stated that the successful organization would actively engage in improving what the organization recognizes the employee's achievement.

From the perception of the managers, identification among the members express a less obtrusive, and the possible and effective means effect on the organizational supervision rather than other techniques which depend on the external drives" (Alvesson & Willmott, 2002). This means that the organizational recognition performs the action which employees would choose the direction of actions which comply with the affirmation of their identification. Gibbons (2006) reported that how the manger perform making the strategic decisions and procedure have the solid impact of the employee engagement.

Moreover, Brunand and Dugas (2008) asserted that the organization should give the optimistic memorandum or information to employee who prefer in term with the value. The research found that the organization identification on employees is related with employee performance and the organizational long-term success, however, unless the managers are recognized their employee's physical or mental efforts, they felt physical and emotional distress and burnout (Maslach & Leiter, 1997). Regular providing constructive feedback on their outcome is generally recognized as a positive and stirring experience in the working context providing constructive feedback (London 2003; Smither& London, 2009). Obviously, the manager required to carefully provide their subordinates feedback and identification, but they have to answer the questions "what" and how promotes high or low levels of the employee engagement.

Seijts &Crim, (2006) found that managers need to give timely and continuous feedback which is positive and affirmative one to subordinates about their monitoring behaviors and performance and consult them which area they need to improve, and provide pride of contribution of optimal performance. Concerning the context of employee engagement, Mone and London (2018) described that by the time most of the managers give the sufficient chance of training and development and assist career improvement activities, they would help enhance employee advancement and foster the employee engagement. Bakker & Demerout (2008) reported that workers need to give the

opportunities for learning in both internal and external environment so they require motivational or emotional support and the resources to achieve their developmental goals.

The government has promoted the growth of the telecommunication industry as they have allowed the telecom players to lead the fast of technical advancement and to keep abreast of the emerging economies of Asia Telecom industry. To do it, the organization has required more skilled, engaged and enthusiastic man power in an attempt to meet the competition. Thus, the employee engagement has become the major challenge for Telecom industry especially in Myanmar. To overcome this problem, the organization should emphasize the methods and techniques to increase the level of employee engagement and involvement in their job.

The study results will have consequences for the employees working at M&A Telecoms. The reason of the study focuses on M&A Telecoms because the organization is one of the most prominent telecommunication companies in Myanmar. Based on the work nature of telecommunications sector, employees of these companies needed to be engaged than any other sectors. Employees who remain loyal to the workplace and engage in the organization are sources of competitive advantages. In addition, concerning data center service, Myint and Associates Telecommunications Ltd. occupied the highest market share. This consideration point is also one of the factors choosing Myint and Associates Telecommunications Ltd. as my study focus.

In addition, Mone and London (2018) asserted that the sufficient resource possessed by employee would perform their job efficiently and encouraged to produce innovative and creative idea for improving the process flow of the organization's operational management and exercising the productivity growth are the critical driver of employee engagement. In spite of doing much theoretical and empirical research on the diverse employee engagement having the different sectors, however, there are relatively little empirical previous paper has been done the degree of the level of employee engagement in the telecommunication industry and the factors influencing them to be engaged in this industry's job.

This research will explore the effects of job resources on employee engagement and assess the effect of employee engagement on employee performance at the M&A Telecoms. Therefore, the analysis on the employee engagement and employee performance at M&A Telecoms is conducted in this study.

1.2 Objectives of the Study

The main objectives of the study include:

1. To examine the influence of job resources on employee engagement at Myint & Associates Telecommunications Ltd.
2. To analyze the effect of employee engagement on employee performance of Myint & Associates Telecommunications Ltd.

1.3 Scope and Method of the Study

This study focuses on the employee engagement and employee performance at Myint & Associates Telecommunications Co., Ltd. This study uses both primary and secondary data to achieve objectives. The data collection of time coverage is conducted from March 2021 to March 2022 in this study. Survey method is used to collect primary data by using self-administered questionnaires. Secondary data are collected from journals, thesis papers, research papers, reference books, text books, online resources and relevant websites. Simple random sampling method is used to select the respondents. Among 220 employees, 140 employees are chosen. The sample size is determined with Roasoft's sample size calculator. Other influencing factors such as reward and recognition, training and career development are ignored in this study. The other effect of employee engagement such as turnover intention, productivity, motivation, and so on are also ignored.

1.4 Organization of the Study

This study is composed of five chapters. Chapter one is introduction of the study that includes rationale of the study, objectives of the study, scope and method of the study and organization of the study to be discussed. Chapter two presents literature review that includes theoretical background of the study and review on previous studies. Chapter three describes the profile and work nature of Myint & Associates Telecommunications Ltd. Chapter four consists of analysis on job resources, employee engagement and employee performance of Myint & Associates Telecommunications Ltd. Chapter five is the conclusion of the study that includes findings and discussion, suggestions and recommendations and needs for the further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter describes the review of theoretical background relating to this study. The chapter starts with the factors of job resources and its components are explained with the sound theories. The second parts include the influence of job resource on employee engagement as well as impact on their performance. Finally, the previous studies and the conceptual framework of the study are explained in this study.

2.1 Job Demands–Resources Theory

According to (Bakker & Demerouti, 2014), Job Demand- Resources Theory explained how the working situations influence employees and the way in which employees actively impact their own working conditions. Moreover, it is vital model in which each individual level interaction affects the organization-level initiatives and the leader -member behaviors impact on the well-being and performance of team and individual.

Job demands mean the facets of work nature which sometimes cost energy like workload, performing the ambiguous task and conflicts. Whereas the work pressure due to high load and task complexity would be the qualified challenges of job demands which aids the performance well on the other hand the conflicts among the employees could cause interruption of job demands which undermine the organizational performance (LePine, 2005).

Moreover, job resources are the characteristics of work that support the employee members to deal with the job demands in order to obtain their objective or final outcomes. For instance, social support and skill variety could be the motivating factor of job characteristics which provide the meaningful things for employees and meet the employee's basic psychological needs: the needs for proficiency, relatedness and freedom to give the job well done (Deci, 1985).

The JD-R model was originally printed under (Demerouti, 2001) who tries to explain the understanding of the antecedents of burnout. It is based on (Lee & Ashforth,

1996) meta-analysis in which eight “Job demands” , and thirteen “ job resources” which were expressed as the possible causes of burnout, and on the “structural model of burnout” that was identified in the Maslach Burnout Inventory test manual (Maslach, 1996).

A revised version of JD-R Model is presented by (Schaufeli, W .B., & Bakker, A.B., 2004) which contributed in work engagement as well as burnout. This model was also thought to be a mediator between burnout and work engagement, respectively, between work demand and health problems, work resources and intent to leave. That is the revised JD-R model pursued to explain a negative psychological state(burnout) and in addition its positive counterpart (work engagement). Thus, the remodified JD-R model emphasized the inherently motivational qualities of job resources.

2.2 Factors of Job Resources

Job resources means “those physical, spiritual, social and organizational elements of the job which either/or (1) diminish the demand of the job and the accompanying of physical and psychological costs, (2) are practical in obtaining the work objectives and/or (3) inspire personal growth, learning and development (Bakker & Demerouti, 2007). This is why anything which describes the characteristics of carrying out the work elements could be mentioned as a job resource.

They may have the inherent motivational potential by supporting learning or individual growth and extrinsic mental growth possibility by facilitating contributory help or the exact information for achievement of the objectives (Schaufeli & Bakker 2004). Previous serial studies, Hakanen, Bakker and Schaufeli (2006) and Xanthopoulou (2007) have in fact shown that job resources like autonomy, social support, supervisory coaching, achieving feedback for performance, and the chance of developing professional life is positively related to work engagement. Moreover, job resources are either required to perform job demands and to complete them or vital in their own right (Hobfoll, 2002). In the present study, job resources may include the task level (performance feedback), the interpersonal -level (support from colleagues), and the organizational level (supervisory coaching).

In this study, the theoretical background for the factors of job resources are job autonomy, supervisor support, coworker support and then performance feedback.

2.2.1 Job Autonomy

This means the employees possess the freedom in making a decision concerning their job which Provide independence and considerable flexibility, and how to schedule their own work procedures. For instance, in manufacturing company, most of the jobs are operated on the orders from the customer. The workers intended to work as a normal and performed exactly whatever the senior level 's instruction and order. In this situation, staff's productivity and creativity level is restricted so the supervisors should provide the chance of freedom in making decision about what was best for them.

In the working environment, the higher degree of autonomy, the more of getting work results depending on the freedom actions of making their level 's tactical decisions rather than on following orders from a boss or employment handbook. The more autonomy the employee obtains their job, the more they feel responsibility for that work.

2.2.2 Supervisor Support

According to organizational support theory, supervisor support (SVS) defined as “the perception of employees relating the degree to which their supervisor value their contributions like suggestion or idea and care about or fulfill their interest or well-being so upgrade the levels of affective commitment in their job. They mean that the supervisors or leaders facilitates in building a positive working atmosphere by means of caring and paying attention to their employees, creating collaborative working environment and solving together the work- related problem.

By doing so, they could get people work together so as to get the job done smoothly. From the viewpoint of company, the role of supervisor is focal point as they possess the leadership level skill which not only has long-term service but also proficiency at technical skill and then responsible for directing and evaluating employee's effort. They need to focus balance between task -oriented and people -oriented. Moreover, the relationship between the employee engagement and supervisor support is strengthened because supervisor, the representative of the organization, evaluate their subordinate's job-related performance.

Supervisor support could create high employee commitment through job satisfaction and personal motivation on job growth. Personnel Psychology book written by Shriesheim pointed out supervisor consideration means leader should behave the

upgrading and well-being of subordinates while promoting themselves. It is hypothesized that employees viewing their superior with better leadership skill will perform high commitment in their job rather than those not perceiving their managers like that Morris and Sherman (1981) and Dobbins (1989) all shows empirical evidence describing the view of supervisory considerations.

2.2.3 Coworker Support

Coworker support means employees could get a job done with helping and caring for each other in order to create a positive working atmosphere and teamwork especially cross-functional team or project -based. It is defined as social support given by co-workers in the job atmosphere. Social support could be classified as four elements: emotional support (caring, trust), instrumental support (providing physical good or aid), informational support (solving together work -related problem), and appraisal support (giving advice about self-evaluation), Langford, Bowsher, Maloney & Lillis (1997).

Johnson (1988) reported that employee with high work demands, few social supports and less job control was more suffering the problems with cardiovascular disease than those with increasing work demands but high social support. Other researchers have reported negative correlations with coworker support and burnout. Jannsen, Schaufeli & Houkes (1999) reported on a cross-sectional study of nurses that coworker social support is negatively related to the burnout dimensions of emotional exhaustion and depersonalization.

Other researchers have pointed positive and negative outcomes of coworker support. Leiter & Maslach (1988) found that the positive coworker interaction was positively related to the feeling of personal growth in cross -sectional study of hospital personnel. However, Jannsen, Schaufeli & Houkes (1999) shows the co-worker social support is negatively related to the burnout variable such as emotional exhaustion and depersonalization.

2.2.4 Performance Feedback

Performance feedback means the company wants to know how well the staffs works their job whether good or not. It enhances their job interest toward the job for employees when allowing the job done right. Most of the companies need to review annual perform

regularly so the staff could know the improvement or adjust themselves if they have the weakness such as too late. Employees should receive constructive feedback from review of annual appraisal whether motivating them or adjusting bad feedback into improving one. Therefore, performance feedback was the main driver of the employee's engagement which tends to grow career and professional life. Reviewing annual performance feedback regularly makes the employees creating a culture of innovation and organizational vision.

In the literature review, the performance feedback composed of several elements including (1) analyzing the data (2) praise for correct implementation (3) providing constructive feedback, and (4) allowing to ask questions or giving suggestion or idea. Mortenson (1998) leads to recover in treatment integrity and may be more practical for supervisors, and consultants rather than daily performance feedback. The systematic and immediacy performance feedback may stimulus the maintenance of the integrity of the treatment

Van Hutten (1980) had proposed that the attributes of feedback are organized into three categories: (a) the characteristics of the feedback (b) the time-based feedback dimensions (rate of recurrence and whether it is deferred or immediate), and (c) the people delivering the feedback (co-workers or front-line managers). The characteristic of feedback includes feedback contents and the way in which types of medium is delivered. For instance, it needs to establish the complex forms of human action, feedback needs to be specific instead of general (Eisner, 1992). It accounts for how medium is delivered such as live, audio or anecdotal report. Second, the temporal dimension of feedback would include two aspects: frequency and timing. Timing of feedback is either immediate or delayed. Finally, the role of person delivering feedback is the final dimension.

2.3 Employee Engagement

The employee engagement has been defined in diverse ways by different authors. Kahn (1990) defined engagement as “the binding of organization members on the performing an organizational role and expression themselves physically, psychologically and cognitively present during role performance”. It is a construct which pictures the disparity across individuals and the degree of energy and dedication the employee contributes to their work.

The term "engagement" could be defined as a complete one when the workers view their work with positive attitude or emotion, being happy for working meaningful job proudly and having the quality of manageable on their workload and have desire to work for future workplace (Nelson and Simmons, 2003).

According to Little & Little (2006), it is the employees' readiness and their ability to help the company prosper, mainly by facilitating discretionary effort on a sustainable basis. The employees were engaged by creating working environment which make them offering more psychological meaningfulness and safety.

The engaged people possess not only a positive attitude towards the organizational objectives and its value but also more vigilant and focused on their task. It focuses on the employee's willingness to embed physical, cognitive and mental resource toward the job. To evaluate this, the organization could ask their related supervisor whether subordinates have used efficient accessing the resources, opportunities to learn new knowledge or innovate skill, and workers feel their job is meaningful and important. The highly engaged workers keep his or her passion toward the job and feel a deep connection and regular embedded in their company (Robbins, Stephen & Judge, Timothy 2015).

The successful business organization could perform three pillars of employment engagement so as to invest more in their business actively. Cognitive engagement means that the strengths of mental energy which describes toward directing positive organizational outcomes for the purpose of making the positive output for the organization. An actively engaged employee is barely unfocused by small disruptions at work. The second one is that emotional engagement is defined as an employee's desire to invest the degree of emotional involvement in the job in order to yield the positive result or outcome for the organization. The third, behavioral engagement, means that the psychological situation of intention to behave in a manner which affect the performance acting with the purpose of impacting the results positively.

2.4 Employee Performance

Performance is the outcome of a system which is measured over a period of time under the predetermined terms or agreements. According to Armstrong (2006). "Performance management is defined as a methodical process of improving organizational performance while developing the performance at the level of individuals and teams."

Performance is the comparison between the actual working with the standard set (Dessler, 2000) It is the result of work both in quantity and quality achieved by a person in performing the task or job assigned with accountability and responsibility (Mangkunagara, 2002).

There are six metrics to measure the performance of the individual employees, namely: quality, quantity, timeliness, effectiveness, and independence (Robbins, 2006). According to Miner (1988), the indicator which becomes benchmarks to achieve the employee performance as follows: quality (error rate, conformity), quantity (the amount of work manufactured), use of time framework (absence rate, delay) and cooperation with others in work.

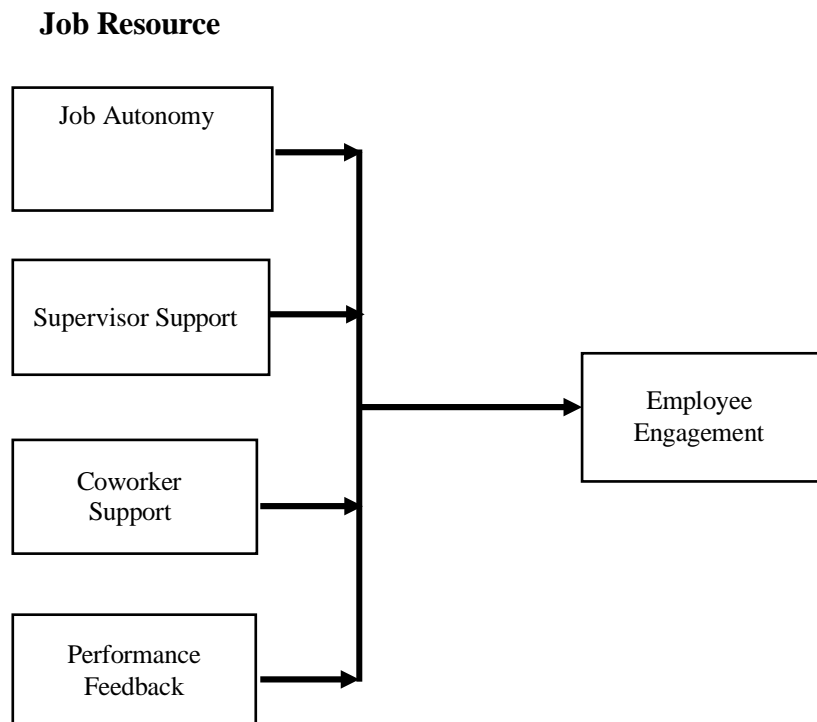
Performance is the person's result or the overall success rate of a person during a specific period time in performing a task compared to various possibilities such as working standards, outcomes or criteria (Robbin & Judge 2006). It is an interpretation of performance which describe getting things done by the employees, the management and whole organization, would show the sound evidence measuring by the predetermined standards (Sedarmayanti, 2011). According to Soedarso (2018), There are seven performance indicators, including: goals, criteria, feedback, tools or means, capabilities, motivations, and opportunities.

2.5 Previous Studies

In the present study, the related previous studies paper with job resource, employee engagement and employee performance of various industry are applied. The previous paper models are shown in Figure (2.1), respectively.

The one of the previous research papers was the study the impact of organizational development intervention on employee engagement through the improvement of job resources in a private floor title manufacturing company in Thailand written by Phakdeesattayaphong & Chungviwatanant in 2014. The relationship between job resources (job autonomy, supervisor support, co-worker support and performance feedback) and employee engagement was the fundamental conceptual framework of this study. The employee engagement can be one of the strategic importances for the company to sustain organizational success. To do job resources and employee engagement, the researcher should use action research methodology as OD practitioners.

Figure (2.1) Conceptual Framework of Phakdeesattayaphong & Chungviwatanant



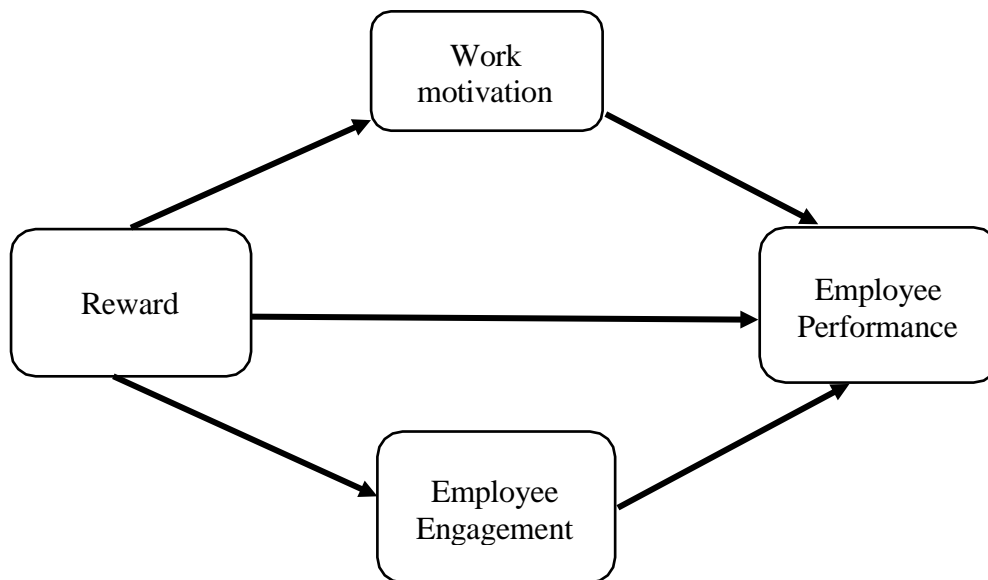
Source: Phakdeesattayaphong & Chungviwatanant (2014)

Action research was used as the research methodology with a non-randomized control and experimental groups; the research used quantitative and qualitative data analysis to measure the pre and post OD intervention. The research findings indicated that ODI had a significant impact on job resources and employee engagement. There was supportive evidence from data analysis and after the ODI; all mean value for job resources and employee engagement was significantly increased. Moreover, there were statistically significant improvements between pre-ODI and post-ODI for job resources (supervisor support, job autonomy, performance feedback and co-worker support) and employee engagement in the experimental group. In addition, the statistical findings supported that all variables of job resources (supervisor support, job autonomy, performance feedback and co-worker support) had a statistically significant relationship with employee engagement.

In the other study, the impact of the reward variable on employees' performance via work motivation on employee engagement is analyzed. This study's specific purpose is to investigate employee engagement's mediating role in the relationship between reward and employee performance. Research results from (Memon, Salleh, Mirza, Cheah, Ting,

Ahmad & Tariq, 2020) suggested that employee engagement significantly affects employee engagement and is a mediation variable between reward and employee performance.

Figure (2.2) Conceptual Framework of Siswanto et.al

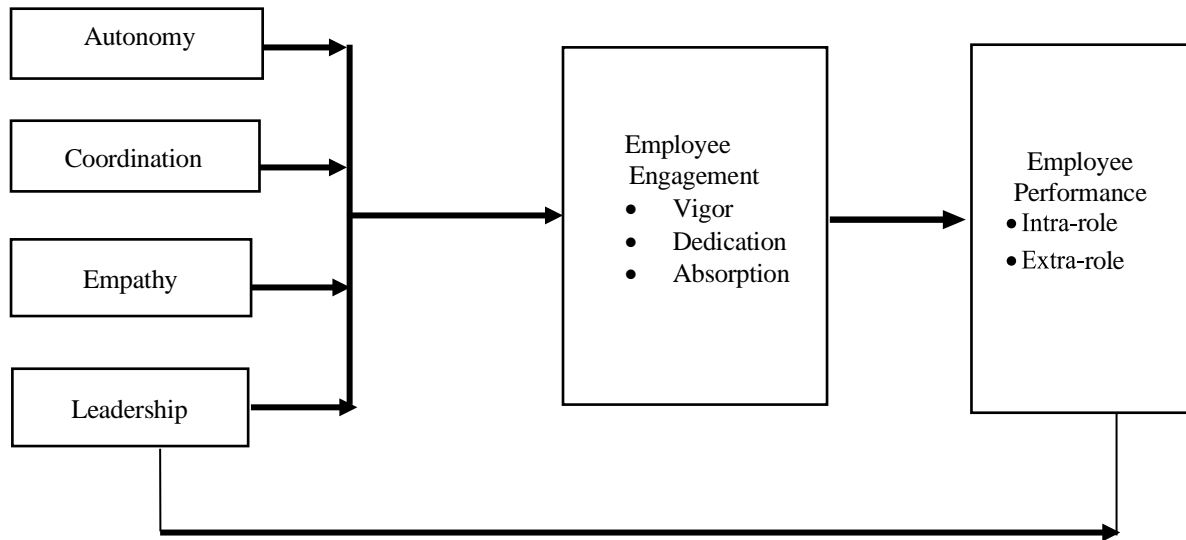


Source: Siswanto et.al (2021)

The data analysis was used structural equation modeling partial least square. To test the relationship between variables, it was equipped with a Sobel mediation test of statistics. Smart PLS 3.0 is used to help analyze the relationship between variables. The result shows that the reward does not have a direct influence on the performance of employees. However, it has a significant positive effect on the performance of employees through employee engagement. While working motivation variable does not have the role as a mediation variable related to the effect of reward on employee performance.

In the last previous study, the aim of this study is to analyze the mediating role of work engagement in the relationship between resources and performance, and the invariance of the Healthy & Resilient Organizations model (HERO) depending on physical exercise. Furthermore, the study explores whether there are similarity and difference in the viewpoint of these variables depending on the workout and gender. The major main of the existing study was to examine the relationship between job resources and organizational performance, considering the intervening role of the engagement and what the invariance test impact of the HERO model, resting on the employee's PE.

Figure (2.3) Conceptual Framework of Ester Gil-Beltrán, Susana Llorens, and Marisa Salanova Resource



Source: Gil-Beltrán, Llorens Gumbau and Salanova (2020)

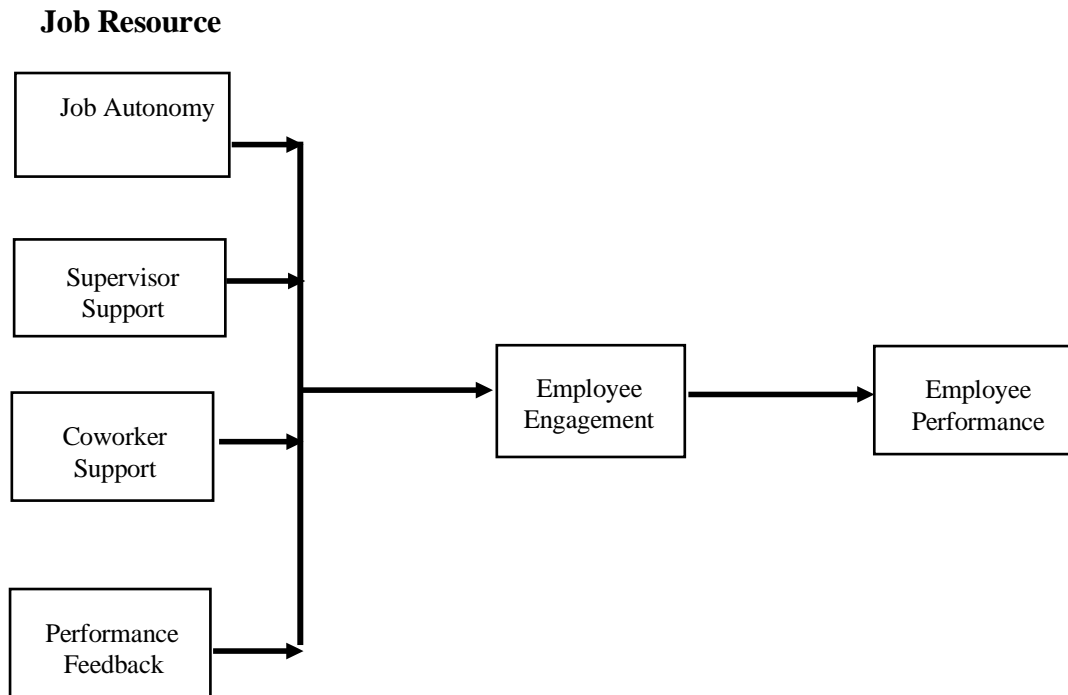
The statistical analysis was conducted by the internal consistency (Cronbach's alpha), descriptive statistics (average, standard deviations), and the internal correlations of variables including in the current study, using IBM SPSS Statistics 23.0 statistical package. And then, the Harman one -factor test was tested (Podsakoff et al., 2003), using the AMOS 23.0 statistical packet in order to test common variance bias. Obviously, the multiple analyses of variance were conducted with the IBM SPSS statistics 23.0 program to test the existence of significant differences in the study variables (resources, engagement, and performance). The results showed that engagement mediates between job resources and performance in both groups in which they would describe the invariance of the model. Additionally, the research findings revealed that non-sedentary people behave the empathetic and more enthusiastic on their work but non-sedentary men describe the empathetic behavior and more vigorous at work than sedentary men. There are no difference in research finding between sedentary and non-sedentary women. Finally, how much difference in gender variable, women are more empathetic and play the better performance rather than men.

2.6 Conceptual Framework of the Study

The basic concept is to analyze the effect of employee engagement on employee performance of Myint & Associates Telecommunications Ltd. The framework has

developed to conceptualize the relation between dependent and independent variables. The conceptual framework model for this study is shown in Figure.

Figure (2.4) Conceptual Framework of the Study



Source: Own compilation (2022)

This study mainly focuses on the job resources factors influencing on the employee's engagement and employee performance of Myint & Associates Telecommunications Ltd. The employee engagement plays a vital role in the organization so that it is able to improve individual employee performance. To be engaged, job resources would give meaning and satisfy individual employee's physiological needs so that the employees are motivating and contribute to work engagement positively. The job gives the employees independence to make decision, deciding self-approach working procedures and allowing them to design how the job gets done.

Another one is that supervisor role plays the main role of building positive working atmosphere so they paid attention to caring and helping their employees and creating a collaborative environment. Unless the colleague support does not provide each other in the work, the employees would feel disengaged. Therefore, the organization would not achieve their targeted objective finally leading to hurt the organizational performance.

In addition, if the employee received feedback from annual appraisal review regularly, they respond motivating in good feedback but need to improve if the feedback is flawless or bad. The capable or engaged worker would support the good performance of

a company, enable reducing the desire to voluntarily leave the company and then have higher loyalty with longer tenure. Therefore, the employee's performance is the significant role for the company to obtain its objective as well as better outcome of the company.

In short, this study only focuses on to what extent these independent variables affect the employee engagement and whether employee engagement is associated with employee performance of Myint & Associates Telecommunications Ltd.

CHAPTER 3

PROFILE AND WORK NATURE OF MYINT & ASSOCIATES TELECOMMUNICATIONS LIMITED

This chapter presents the profile and work nature of Myint & Associates Telecommunications Ltd. to reflect the current situation of telecommunications industry in Myanmar. Then, it describes the demographic profiles of selected respondents who are working in Myint & Associates Telecommunications Ltd.

3.1 Profile of Myint & Associates Telecommunications Ltd.

Myanmar's telecommunications environment has seen immense changes over the past few years. Until around the year 2012, telecommunications were handled exclusively by Myanmar Posts and Telecommunications (MPT). At that time, telecommunications quality was extremely low; the low quality of the telecommunications environment became an issue in attempting to do business in Myanmar.

Myint& Associates Telecommunications Ltd. possesses and operates the pioneer leading and innovative Uptime Institute Tier III design certified ICT Data Center in Myanmar. Its Data Center is the traditional data center which comprise of different data center location and its facilities and environment. It is located under the Vantage Tower, the most technologically advanced building in Myanmar which serves the high level of security, earthquake resistance safety, fire alarm and prevention and evacuation system if the unexpected event happens.

M&A Telecoms has been established in October 2014. Experienced technicians who have worked over 10 years in overseas organize it. M&A Telecoms offers customers one-stop services, including Data Center Colocations, Internet and IT Solutions services. M&A Telecoms secures contracts based on the expertise of our quality people. M&A Telecoms' reputation in customer service is recognized and trusted. M&A Telecoms is a place where trained and passionate individual make up a train.

M&A Telecoms provides standard of supply and installation of Information Systems / Data Room Solutions based on International Standard. Looking ahead, M&A

Telecoms seeks to take a more active pursuit in expanding our horizons for new ideas and new markets. Be it the local of global area. M&A Telecoms is poised and ready to take on challenging tasks with great confidence.

In the Telecoms industry, M&A Telecoms is currently the leader in design, development, commissioning and operation of data centers in Myanmar. M&A Telecoms is a top-tier provider of data center colocation services and other enterprise IT services. M&A Telecoms commit to provide the highest quality solutions and services to the customers.

With the fast-paced advancement of information technology, and as the trend in technology changes in the industry, M&A Telecoms plans to advance its capabilities and services such as virtualization and cloud computing services to benefit customers in delivering efficient automated on-demand services with information technology services that are more reliable, suitable, and optimized towards business needs.

Myint & Associates Data Center (M&A Data Center) is the first data center in Myanmar to receive Uptime Institute Tier III Design Certification providing the finest colocation experience and the best connectivity. Some of the cutting edges highlight of M&A Data Center include being hosted in an earthquake resistant facility, offering 99.98% operational uptime guarantee equivalent to less than 1.6 hours downtime per year, and concurrently maintainable components and systems that enables both preventive and reactive maintenance even while the facility is in operation. Such standards of reliability and security, backed by our Tier III certification, enables our facility to store data from Telecoms Company, private enterprise, financial institutions such as banks, government ministries, and even the stock market.

In 2015, M&A Data Center received Tier III Design Certification from the Uptime Institute, the global data center authority based in the United States. Uptime Institute is the information technology industry's most trusted independent organization that establishes worldwide industry standards for the design, development and operation of data centers. Being a Tier III Design certified data center, M&A Data Center guarantees Tier III's performance that is clearly reflected in our service level agreements (SLA) that are executed with all our clients and customers. M&A Data Center intends to offer a high-end data center standard and provides to all clients with reliability, safety, and security of world- class data center standards.

M&A Telecoms intends to operate under a focused business strategy with an emphasis on driving new technology innovation and excellence in service quality. IT infrastructure has become the backbone of most businesses, supporting a wide array of applications and enabling diverse business initiatives. M&A Telecoms starts with its current methodology of addressing business needs with dedicated IT infrastructure for our customers. M&A Telecoms' strategy is to deploy wide range of business in Internet and telecommunications business area. M&A Telecoms' information technology service is shaping up to be the foundation of our new digital society, bringing economic prosperity and a multitude of business, social and entertainment opportunities to the users.

M&A Telecoms offers corporate customers such as Financial Institutions (Banks), Contents Hosting Providers, and especially Oil & Gas companies to have access to both a world-class data center in Myanmar as well as to world-class critical infrastructure management services. M&A Telecoms offers a comprehensive suite of services from colocation, infrastructure hosting & network bandwidth, application services, to the management of clients' servers. We also will deliver other services of Internet services, advanced IP, data & IP.

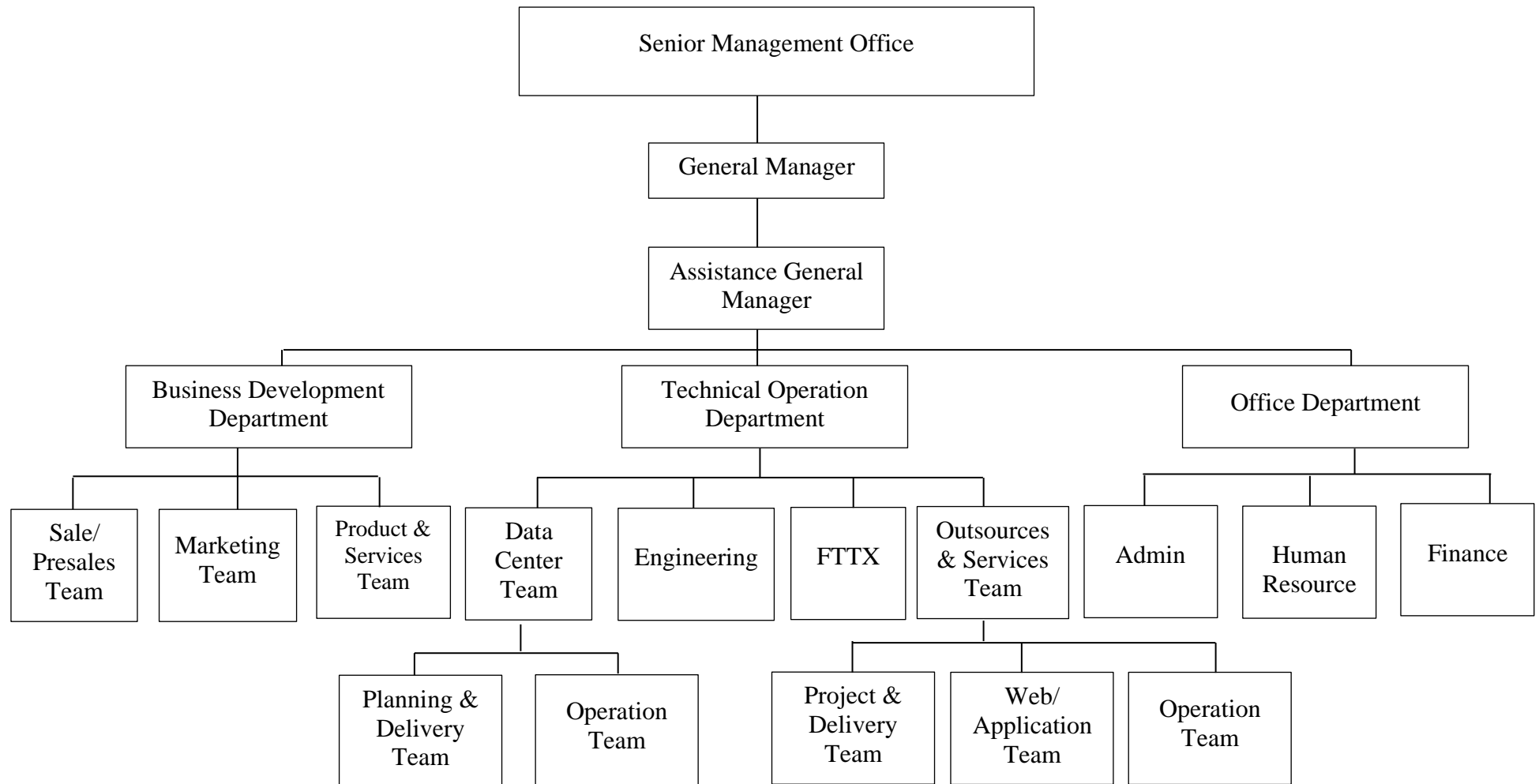
The vision statement of M& A Telecoms is to be an innovator in creating value and solving the technology solution in a rapidly changing and developing in the globalized environment. The mission statement of M&A Telecoms is to be value added in providing technology solutions with reliable, secure and sustainable data center facilities and the highest quality service to best address the demand of government and customers, supplying innovative solutions which need to deliver the measurable improvement towards our clients and then maintaining the standard of professionalism mindset, integrity and professional ethics in dealing with other stakeholders, partners , and the various clients.

3.2 Organization Structure of M&A Telecoms

M&A Telecoms has the management team including board of directors, managing director and executive director. Under the management team, there is the whole business unit head as General Manager then followed by Asst. General Department. Under the Asst. General Manager, there are three major departments such as Business Development Department, Technical & Operations department and Office Department.

In M&A Data Center, total number of staff is 220. They are classified into technical staffs and non-technical staffs according to the nature of their tasks. Generally, technical staffs are taking care of data center operations, Information System Operations, Projects and Planning for technical related matters and maintenance of data center facility. Non-technical staffs are office staffs such as Admin, HR, Finance and Sales & Market etc. Figure (3.1) shows the organizational structure of M&A Telecoms.

Figure (3.1) Organizational Structure of Myint & Associates Telecommunications Ltd.



Myint & Associate Telecom's HR department is to attract, developing and maintaining the qualified, talented and energetic workforce. All the human resources management practices of M&A Data Center have been controlled by HR manager who is leading the HR department. HR Managers have always coordinated with their respective supervisors and the HOD of the factory. The major role of HR department is responsible for monitoring to human resource management functions: recruiting and selection, training and development, performance appraisal, compensation and benefits and then other social welfare practices.

M&A Data Center's recruitment and selection is to analyze the job requirement, attracting the employees to that job through employee referrals and screening and selecting applicants, hiring and selecting the new comers to the organization. To appoint management level staff, the company usually uses referral programs as well as employment agency. After the employees have been recruited by M&A Data Center, they are given on the job training. During the training period, the basic salary is established for 150,000 kyats except for attendance bonus and other benefit. M&A Data Center would focus the value on respect among co-worker in creating and building the culture of team-based and continuous learning environment because of project-based nature. In order to maintain the friendly relationship among employees, team dinner and staff party is always held by respective department once per every annual.

M&A Data Center's compensation and benefit is the vital aspect of HRM practices which enable the employees motivated and engaged. The salary and compensation practices are based on the transparent procedure of working practices so the employee review their benefits maintaining parity among their subordinates. In addition, Company's policy is to develop knowledge management practices which share the consistent and continuous exchange of knowledge concerning the business process all over the organization effectively. Finally, the company implemented the equitable employment conditions and providing the physical and mental security and conducive working environment.

3.3 Work Nature of Myint & Associates Telecommunications Ltd.

M&A Telecoms is composed with three major departments that are business development department, technical and operation department and office department. All those departments are integrated and linked each other in carrying out tasks. The employees perform their job description under duties and responsibilities, rules and regulations of M&A Telecommunications Ltd.

According to the work nature of M&A Telecoms, job description for employees are almost flexible and job roles is clearly defined. As M&A Telecoms is an innovative company, the company enhances creativity of their employees. M&A is mainly focus on recruiting, selecting, training and retaining high talented employees. M&A has well developed succession planning. M&A allows their employees to participate in making decisions, which are related with them. In M&A, there are many braining storming session because the company is encouraging creativity and innovation. Communication style is two-way, top-down and bottom-up to effectively communicate among employees. Customer service is very important for telecommunication companies. So, M&A provide enough empowerment to their employees to response quickly to their customers.

M&A builds close relationship culture between superiors and subordinates. Superiors provide mentoring and training to upgrade the skill and knowledge. Superiors also take into consideration employee welfare and benefits. It can be assumed that M&A is focusing on both task and people orientation. In addition, superiors always follow up the performance of their subordinates based on the well-established feedback system. To nurture the talented employee, follow up and feedback are essential practices. These responsibilities (follow up and feedback) are included in the job roles of superiors.

M&A almost allocates duties and responsibilities to teams. Teams are effective due to the family type culture of the organizations. There are two ways to organize teams. They are two teams within the same departments and two teams from the different departments. Telecommunication companies are service providers. To fulfill the needs and wants, and to solve the problems of the customers are essentials elements. To do effectively these essentials elements, co-worker support and cross team support are necessary. In M&A, co-workers and teams support each other. If a problem is occurred in one team, other team members help and support to this team if the problem is urgently needed to solve. Although each team has their sales targets respectively, helping and supporting each other is allowed

by M&A if the condition is reasonable and acceptable. In this case, mutual trust between top and bottom is needed. M&A builds mutual trust culture among employees.

Performance management is important to increase employee engagement. Performance feedback is necessary to manage performance. There is a well-established system of performance management programme (PMP) in M&A. PMP of M&A is based on both of soft skills and hard skills. Employee's performance level is connected with promotion, salary increase, benefits, and also concerning empowerment and autonomy. M&A is a successful business among telecommunication companies in Myanmar. So the growth potential is very strong. This fact attracts the talented employees because company with strong growth potential will provide enough career growth opportunities to them.

3.4 Demographic Factors of Respondents from Telecommunication Ltd.

The demographic factors of respondents from Telecommunication Co. Ltd are characteristics of population such as gender, marital status, age, education background and working experiences in the IT industry. Each characteristic has been analyzed in terms of absolute value and percentage. The data collected from this survey about respondent's profile is organized in Table (3.1).

Table (3.1) Demographic of the Respondents

No.	Statements	Category	No. of Respondents	Percentage %
	Respondents		140	100.00
1	Gender	Male	87	62.14
		Female	53	37.86
2	Marital Status	Single	72	51.43
		Married	68	48.57
3	Age (Years)	Under 20	3	2.14
		21-30	87	62.14
		31-40	48	34.29
		41 - 50	2	1.43

No.	Statements	Category	No. of Respondents	Percentage %
	Respondents		140	100.00
4	Level of Education	Under Graduate	2	1.43
		Bachelor Degree	130	92.86
		Master Degree	7	5.00
		Others (Doctorate)	1	0.71
5	Working Experiences (Years)	Less than 5	64	45.71
		6 – 10	66	47.14
		11 – 15	8	5.72
		16 – 20	2	1.43

Source: Survey Data (2022)

As shown in Table (3.1), the gender distribution in which 87 of male respondents as a percentage 62.14% from the total sample while 53 of female respondents as a percentage 37.86 from the total sample. Most of the respondents are males. The men are more interested than women as people assume that female is in minority in technology field as normal in Myanmar. There are 51.43% of the respondents as single and 48.57% is married. According to this data, the telecommunication industry's respondents prefer the single life and they devoted themselves wholly in their work.

According to the result, the respondent's age group distribution is categorized into four kinds: age under 20 years, 21-30 years, 31-40 years and 41-50 years respectively. From the result of the analysis on age of the respondents, it is found that age group under 20 year aged responds 3 respondent with 2.14%, the age group between 21-30 years share 87 respondents with 62.14%, the age group of 31 -40 years answers 48 respondents with 34.29% and the age group of 41-50 year responds 2 respondents with 1.43% respectively. Therefore, these findings found that most of the respondents of age group are between 21 and 30 years. In addition, most of the young people are interested in learning IT such as software development to enter IT industry.

According to the survey of 140 respondents, the majority of the respondents (92.86%) are Bachelor degree holders and fewer respondents are the under degree, master degree and higher than master degree holders. The result found that most of the respondents are employee group who are working under upper middle level position in IT

industry.

According to the result, the respondent's working experience group distribution is categorized into four kinds: less than 5 years, 6-10 years, 11-15 years and 16-20 years respectively. The majority of the respondents' working experience may be less than 5 years with 45.71% of the total respondents and between 6 and 10 years with 47.14% respectively. Few of the respondents are 2 respondents with 1.43 %. Most of the employees in software firm are experienced with 6 to 10 years according to the result data.

CHAPTER 4

ANALYSIS ON JOB RESOURCES, EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE OF MYINT & ASSOCIATES TELECOMMUNICATIONS LIMITED

This chapter focuses on the analysis of the effect of independent variables on dependent variables. The first part of this chapter describes the job resources of M&A Telecoms. Then, the effect of job resources on employee engagement is identified in the second part. Finally, it analyses the effect of employee engagement on employee performance.

4.1 Reliability Test

In this present study, Cronbach's Alpha value is used to measure reliability test which express the internal consistency of the variables in the research questionnaires that are posed in Likert scale and the premise description of the data. This method pointed that the reliability coefficient expresses how well the items in a set are absolutely correlated to one another. Its value was determined whether the respondent's answer on the Likert Scale questions were reliable or not.

The reliability test analysis was conducted for three variables: job resources factors, employee engagement and employee performance. Job resources factors include job autonomy, supervisor support, coworker support and performance feedback.

The results of reliability test for job resources factors, employee engagement and employee performance in this study are presented in Table (4.1).

Table 4.1 Reliability Analysis

Category	Cronbach's Alpha	Number of items	Interpretation
Job Autonomy	0.600	8	Reliable
Supervisor support	0.804	4	Reliable
Coworker support	0.601	4	Reliable
Performance feedback	0.861	4	Reliable
Employee engagement	0.900	13	Reliable
Employee performance	0.927	5	Reliable

Source: Survey Data (2022)

According to (Pallant, 2001), the value of Alpha Cronbach's value having above 0.6 is highly reliability and acceptable index. However, the value of Alpha Cronbach having less than 0.6 is considered as low reliability. Therefore, the value of Alpha Cronbach values exists in the range of 0.60 and 0.80 which is moderate but acceptable. As shown in Table (4.1), the value of Alpha Cronbach values for job resources factors like job autonomy, supervisor support, coworker support, performance feedback, employee engagement and employee performance are above 0.6. Therefore, these data in the survey questionnaire indicate that there is internal consistency of all items as the data are reliable and acceptable.

4.2 Job Resources of M&A Telecoms

The job resources playing a central motivational role in the organization are analyzed job autonomy, supervisor support, co-worker support, and performance feedback.

4.2.1 Job Autonomy

In this study, one of the elements of job resources model is job autonomy. In order to find out the important factors effect on job autonomy, the structured questionnaire was used. These questionnaires include diverse numbers of statements and each statement is measured with five-point Likert scale. It is shown in the following Table (4.2)

Table (4.2) Job Autonomy

Sr. No.	Description	Mean Values	Std. Deviation
1	Freedom in carrying out work activities	4.04	0.42
2	Having influence in the planning of work activities	3.79	0.53
3	Having an influence on the pace of work	3.64	0.91
4	Having authority to interrupt work for a short time if find it necessary to do so	3.65	0.88
5	Participating in the decision about when something must be completed	3.88	0.49
6	Having power to personally decide how much time is needed for a specific activity	3.96	0.51
7	Resolving problems arising in work by individually	3.91	0.46
8	Organizing the work by individually	4.04	0.47
	Overall Mean	3.86	

Source: Survey Data (2022)

According to the Table (4.2), this study show that the highest mean score is 4.04 in which the freedom in carrying out work activities as well as organizing the work by myself because the employee decided in making work-related activities independently and efficiently. On the other hand, the lowest mean score is 3.64 in which it is having an influence on the pace of work when the employees are controlled by the superior concerning working activities. The overall mean score of job autonomy is 3.86. Therefore, it can be concluded that the employee agrees with giving job autonomy in the organization.

4.2.2 Supervisor Support

In this study, supervisor support is an imperative independent variable to be considered in the job resources. In order to find out the important factors effect on supervisor support, the systematic questionnaire was used. The mean scores and standard deviation of each statement is described in this study based on the result findings. The results are shown in the following Table (4.3).

Table (4.3) Supervisor Support

Sr. No.	Description	Mean Values	Std. Deviation
1	Getting people to work together with supervisor	4.16	0.39
2	Concerned about the welfare of subordinates by supervisor	4.13	0.46
3	Paying attention by supervisor to what follower saying.	4.25	0.47
4	Helping by supervisor in getting the job done	4.16	0.40
	Overall Mean	4.18	

Source: Survey Data (2022)

According to the Table (4.3), this study show that the highest mean score is 4.25 in which paying attention by supervisor to what follower saying as the superior take action to get things done, accept the job with accountability as well as responsibility, and then excel at the required tasks.

However, the lowest mean score is 4.13 in which it is concerned about the welfare

of subordinates by supervisor when the nature of the telecommunication firm is more task oriented rather people oriented. The overall mean score of supervisor support is 4.18. According to the result, the employee totally agrees with giving supervisor support in the M&A Telecoms as the team work based nature.

4.2.3 Coworker Support

In this study, coworker support is the sub-independent variable to be taken into account the job resources. It is imperative among team work project and support each other eventually brings forth organizational politics. The mean scores and standard deviation of each statement is described in this study based on the result findings. Table (4.4) shows the mean scores of these statements of co-worker support.

Table (4.4) Co Worker Support

Sr. No.	Description	Mean Values	Std. Deviation
1	Helping by coworkers in getting the job done	4.15	0.41
2	Friendly relationship with coworkers	4.20	0.44
3	Doing the jobs with competent coworkers	4.16	0.38
4	Taking a personal interest in each member by coworkers	3.92	0.52
	Overall Mean	4.11	

Source: Survey Data (2022)

According to the Table (4.4), this study show that the highest mean score is 4.2 in which it is friendly relationship with coworkers so this create the condition of employee trust and engagement in the job. However, the lowest mean score is 3.92 in which it is taking a personal interest in each member by co-workers. The overall mean score of co-worker support is 4.11. According to the result, the employee strongly agrees with giving coworker support in the organization as the working condition emphasize in collaborating each other.

4.2.4 Performance Feedback

This study found that the degree levels of respondent's agreement concerning performance feedback as independent variable. It is vital for the organization, which build and provide strong feedback culture so that they are more engaged in their job. The mean scores and standard deviation of each statement is described in this study based on the result findings. Table (4.5) shows the mean scores of these statements of performance feedback.

Table (4.5) Performance Feedback

Sr. No.	Description	Mean Values	Std. Deviation
1	Providing feedback on how well each employee is working	4.01	0.25
2	Enabling employees to find out how well each employee is working	4.11	0.41
3	Allowing employee to view how well individual is in communicating effectively with supervisors, peers and customers	4.11	0.41
4	Providing employees with the feeling that each worker knows whether the performance is well or poorly.	4.07	0.41
	Overall Mean	4.07	

Source: Survey Data (2022)

According to the Table (4.5), this study found that the highest mean score is 4.11 in which it is Enabling employees to find out how well each employee is working as well as allowing employee to view how well individual is in communicating effectively with supervisors, peers and customers. However, the lowest mean score is 4.01 in which it is providing feedback on how well each employee is working. The overall mean score of performance feedback is 4.07. According to the result, the employee strongly agrees with giving performance feedback in the organization.

4.3 Employee Engagement

This study showed that the degree levels of respondent's agreement concerning employee engagement as independent variable. The respondents were asked by rating the important scale from strongly disagree, disagree, neutral, agree and strongly agree. The mean scores and standard deviation of each statement is described in this study based on the result findings. Table (4.6) shows the mean scores and overall mean scores of these statements of employee engagement.

Table (4.6) Employee Engagement

Sr. No.	Description	Mean Values	Std. Deviation
1	Feeling bursting with energy in the job	3.80	0.90
2	Finding the work that each individual does full of meaning and purpose.	4.07	0.76
3	Feeling strong and vigorous at the job	4.18	0.70
4	Being enthusiastic about the job.	4.31	0.72
5	Forgetting everything else around employee while working	3.88	1.06
6	Inspiring the job for workers	4.35	0.75
7	Feeling happy when working intensely.	4.33	0.70
8	Being proud on the work done.	4.43	0.67
9	Being immersed in the job	4.00	1.14
10	Continuous working for very long periods at a time.	4.19	0.80
11	Challenging job	4.16	0.91
12	Being difficult to detach from the job for workers	3.90	1.03
13	Persevering in the job even when things do not go well	4.26	0.75
	Overall Mean	4.14	

Source: Survey Data (2022)

According to the Table (4.6), the respondents agree with the above statement and all the mean value is more than 3. The highest mean score is 4.43 in which the respondent is being proud on the work done. However, the lowest mean score is 3.80 in which it is feeling bursting with energy in the job. It can be concluded that the overall mean value of employee engagement is 4.14 which means the job resources elements significantly effect on employee engagement in M&A Telecoms.

4.4 Employee Performance

This study found that the degree levels of respondent’s agreement concerning employee employment as dependent variable. The questionnaires include different numbers of statements and each statement is measured with five-point Likert scale. The respondents were asked by rating the important scale from strongly disagree, disagree, neutral, agree and strongly agree. The mean scores and standard deviation of each statement is described in this study based on the result findings. Table (4.7) shows the mean scores and overall mean scores of these statements of employee employment.

Table (4.7) Employee Performance

Sr. No.	Description	Mean Values	Std. Deviation
1	Understanding the procedures and policies of the organization.	4.14	0.53
2	Actively getting involved in projects so as to benefit for the organization.	4.26	0.60
3	Always keeping employee’s superiors well informed about the job.	4.14	0.47
4	Working well with other employees.	4.21	0.50
5	Taking part in solving problems in the organization.	4.11	0.48
	Overall Mean	4.17	

Source: Survey Data (2022)

According to survey data, the respondents agree with the above statement and all the mean value is more than 3. The highest mean score is 4.26 in which the respondent is actively getting involved in projects so as to benefit the organization. It is strongly agreed that collaborating in the project enable the member paving for the self -development, increase social network and then nurturing team cohesive behavior. The lowest mean score is 4.11 in which it is taking part in solving problems in the organization. This means that the organization should encourage creativity idea generation or facilitate teambuilding culture among employees. It can be concluded that the overall mean value of employee performance is 4.17 which mean the employee engagement significantly effect on employee performance in M&A Telecoms.

4.5 Analysis on the Effect of Job Resources on Employee Engagement

In this study, to analyze the effect of elements of job resources on employee engagement is utilized linear regression model. Four elements of job resources are used to measure employee engagement. The variable inflation factor (VIF) was tested in order to examine the multicollinearity between the variables of interest in this model. VIF statistically qualifies the degree of multicollinearity between variables by providing an index which forecast how much variance inflated due to collinearity. All the variables tested in this model are met ($VIF < 10$). The outcomes from the generation from this model are shown in Table (4.8).

In this study, the analysis on the effect of the job resources elements on employee engagement of telecoms to develop the multiple regression model, employee engagement was used as dependent variable and job resources model elements were utilized as independent variables.

As shown in Table (4.8), the specific model could explain about the effect of job resources elements on employee engagement. The R square value is 0.153 and adjusted R square is 0.128 respectively. Thus, the model could explain that 12.8% of the total variance of dependent variable is accounted by independent variables. The value of F test, the overall significant of the model is significant at 1% significant level. There is no multicollinearity problem confronted in this study as all VIF values are less than 10.

Table (4.8) Effect of Job Resources on Employee Engagement

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.967	.933		1.036	.302	
Job Autonomy	.415***	.158	.223	2.630	.010	1.144
Supervisor Support	-.003	.220	-.002	-.014	.989	2.739
Co Worker Support	-.350	.268	-.182	-1.304	.194	3.087
Performance Feedback	.742***	.227	.409	3.265	.001	2.495
R	.391					
R square	.153					
Adjusted R square	.128					
F (P<0.05)	6.088***					

Source: Survey Data, (2022)

*, **, ***: Indicate statistical significance at the 10% level, 5% level and 1% level

The independent variables of job resources elements (job autonomy and performance feedback) have the positive sign in coefficient with highly significant at a 1% level. The unstandardized coefficient pointed that two variables have positive effect with employee engagement (dependent variables) in this study. This means that the higher the independent variables, the greater the dependent variable. The results show that an increase in job autonomy by one unit will raise the employee engagement by 0.415 units. Moreover, an increase in performance feedback will lead to 0.742 units raise in employee engagement. This result indicated that performance feedback has the greater condition to the effect on employee engagement of the organization.

Therefore, both job autonomy and performance feedback have a positive effect with employee engagement. This means that allowing job autonomy for employee making their own decision and planning the content of work independently. On the other hand, regularly reviewing employee performance by senior manager leads to increasing the employee engagement and productivity. However, coworker support as well as supervisor support has no effect on employee engagement.

4.6 Analysis on the Effect of Employee Engagement on Employee Performance

In this study, analyzing the effect of employee engagement on employee performance is utilized linear regression model. In this study, the analysis on the effect of the employee engagement on employee performance of M&A Telecoms to develop the multiple regression models, employee performance was used as dependent variable and employee engagement were utilized as independent variables.

According to the Table (4.9), the specific model could explain about the effect of employee engagement on employee performance. The R square value is 0.146 and adjusted R square is 0.146, respectively. Thus, the model could explain that 14% of the total variance of dependent variable is accounted by independent variables. The value of F test, the overall significant of the model is significant at 1% significant level.

Table (4.9) Effect of Employee Engagement on Employee Performance

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.801	.260		10.789	.000
Employee Engagement	.301***	.062	.382	4.852	.000
R				.382	
R square				.146	
Adjusted R square				.140	
F (P<0.05)				23.539***	

Source: Survey Data, (2022)

*, **, ***: Indicate statistical significance at the 10% level, 5% level and 1% level

The independent variable of employee engagement has the positive sign in coefficient with highly significant at a 1% level. The unstandardized coefficient pointed that the independent variable (employee engagement) has the positive effect with employee performance (dependent variables) in this study. This means that the higher the independent variables, the greater the dependent variable. The results show that an increase in employee engagement by one unit will raise the employee performance by 0.301 units. This indicated that employee engagement has the greater condition to the effect on employee performance of M&A Telecoms.

Therefore, employee engagement has a positive effect with employee performance. Employees, regardless of the nature of business, are one of the key resources of a company. At a time when competition for the best specialists is often stronger than efforts to obtain the client, the ability to successfully manage relationships with employees can decide on the long-term market advantage. Through the creation of a friendly, development-enabling environment that leads to employee engagement, employers can increase their chances of hiring and retaining valuable employees. This means that if the business focuses maintaining employee happiness, or satisfaction in their workplace, they would be more engaged, vastly outperform over competitors as well as have a significant impact on the firm's performance.

CHAPTER 5

CONCLUSION

This chapter is the conclusion chapter presenting three parts such as findings and discussion, suggestions and limitation and needs for further research.

5.1 Findings and Discussions

The principal aim of this study was to examine the job resources factor influencing on employee engagement and employee performance of Myint & Associates Telecommunications Ltd. The job resources factors are job autonomy, supervisor support, co-worker support and performance feedback. To provide the meaningful implication of the firm and the employee of the M&A Telecoms, this study tries to achieve the understanding of the job resources elements influence on employee engagement and telecommunications firm's performance.

Survey data was collected through a structured questionnaire. To obtain the primary data, 140 respondents were distributed in telecommunication firm in Yangon. Data for all respondents were collected using a simple random sampling method. The target population of the study includes employees working in the organization.

In this survey research, the respondent's profile includes characteristics of population such as gender, marital status, age, education background and working experiences in the IT industry. This survey is focused on the employees working in telecommunication firms. Most of males prefer to work in telecommunication industry than female as the majority of female is not interested in technology field in nature. The majority of the respondent possesses single life as they immersed themselves totally in their work. Most of the respondent age group is between twenty-one and thirty years old but the few respondents of age group answers under the twenty years old as well as above forty years old. This can be concluded that most of the young people are interested in learning technology device and having critical thinking skills rather than the old age. Moreover, the level of education of the respondent working in technology field possess bachelor degree and master degree rather than under graduated respondent because educated people enable technology concerned task efficiently and has more proficiency in technical skill. Finally, most of the respondent's working experience was less than ten

years.

The statements of measuring the elements of job resources are job autonomy, supervisor support, co-worker support and performance feedback. Each statement involved in questionnaire describes with five points Likert scale.

According to the survey data, job autonomy and performance feedback are the dominant factors influencing on employee engagement toward the job. Because of the work nature of M&A, customer service is very important. Therefore, M&A provides enough empowerment to their employees to response quickly to their customers. Providing empowerment to employees make them engaged to do their work effectively. In addition, performance feedback has the greater condition to the effect on employee engagement of M&A Telecoms. This is because; there is a well-established system of performance management programme (PMP) in M&A Telecoms. PMP of M&A Telecoms is based on both of soft skills and hard skills. Employee's performance level is connected with promotion, salary increase, benefits, and also concerning empowerment and autonomy.

By analyzing the result data, the study shows that the employee engagement has the strong relationship with employee performance so that there is a positive effect between them. The employee engagement is one way to create the employee comfortable and happy working atmosphere and make them feel their interest firstly in the company's long-term prospect toward the job and then reduce the desire to quit the company voluntarily. If the employee has the high engagement toward the job, they would have the positive feeling about the job under the stress and higher loyalty on the firm. By doing so, the employee performance as well as the overall company's performance could be improved.

5.2 Suggestions and Recommendations

According to the result finding, among four elements of job resources, job autonomy and performance feedback are good enough effect on the employee engagement, and employee engagement has positive effect on employee performance of Myint & Associates Telecommunications Ltd. But, to obtain more competitive advantages over rival, the organization should try to more planning organization support strategy like creating comfortable working atmosphere and making decision -authority in job crafting.

Within the findings of this study, the improvement of job resources elements in the

organization would result in improvement in employee engagement in turn the employee's performance. If the company does nothing concerning the employee's affair of personal growth, their employee engagement level would be decreased. Therefore, the focal company needs to establish a solid annual plan to engage with employees.

From the organizational point of view, to be engaged employee in the organization, the manager should firstly provide their subordinate to make freedom decision on policies which affect the work and develop trust climate or culture. In Myanmar, as the young and educated people work in technology field, the largest number of younger workers prefer granting job autonomy while reducing the red tape found in bureaucracy organization which restrict work flow and freedom. When the employee obtains the interest of job autonomy in the workplace, they would develop self-reliance and resilience when facing crisis. In turn, less turnover and absenteeism rate as well as more safety and better quality of working life would outperform better level of organization performance.

The managers at M&A Telecoms should review their employee performance feedback regularly. The receipt of feedback from the manger might signal their employee to feel obligated their performance improvement or adjust on their weakness into the better feedback. Therefore, the company is recommended that they should provide the appropriate mechanism to review feedback and appraisal system so their job has positive affect and meaningful work.

In summary, this study highlights the drivers of employee engagement and the impact of employee engagement on employee performance. Therefore, the management of M&A Telecoms should more focus on job autonomy and performance feedback than any other job resources factors to increase employee engagement. After that, the management can also increase employee performance through the employee engagement.

5.3 Needs for Further Research

This study has the different limitations. Firstly, a small sample size was taken from the Myint & Associates Telecommunications Ltd. due to the time limit and finical constrains. This sample size does not represent the result of other telecommunication firms in Myanmar. Hence, the study can only represent the employee performance at telecommunication firm. In future research, the bigger sample size was taken from two or more telecommunication firms in Myanmar in order to more complete target population

as well as target other performance like organizational performance. This would improve the accurate and reliable result even more.

Secondly, the findings are based on one industry. Therefore, they may not directly applicable into another industries. Thus, more researches about different types of employee engagement influence on the organizational performance are needed to generalize the result. Thirdly, as there may be social gap observed between lower level employees and executive level, the further studies need to take examining whether the supervisor support as well as management support at telecommunication firm play a principal role in enhancing the level of employee engagement. Finally, some of these researches needed to develop other related factors in order to necessitate additional exploration. If the employees feel satisfied in working condition and good types of leadership, it is able to improve the employee performance. Therefore, the further studies should analyze the other related factors like the relationship between employee satisfaction, right leadership style, employee engagement and organizational performance.

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APPENDIX 1

QUESTIONNAIRE

Dear respondents, this questionnaires are data collection for my Thesis. Your answers are valuable and received information will be used only for academic purpose and they will be confidential. Please take a few minutes out of your time to fill this questionnaire. This survey is designed for the Master thesis purpose only. Therefore, the data in the survey is fully privacy and confidential.

Part (A) Demographic Factors

1. Gender
 - Male
 - Female
2. Age
 - Under 20 years
 - 21 to 30 years
 - 31 to 40 years
 - 41 to 50 years
 - 51 to 60 years
 - Above 60 years
3. Marital Status
 - Single
 - Married
4. Level of Education
 - Under Graduate
 - Bachelor Degree
 - Master Degree
 - Others

5. Years of Experience

- Less than 5 year
- 6-10 years
- 11-15 years
- 16-20 years
- More than 20 years

Part (B) Job Resources

Instruction: Please choose one of the following numbers on each line according to the index.

1 = strongly disagree,

2 = disagree

3 = neutral

4 = agree

5 = strongly agree

Job autonomy

No.	Statement	1	2	3	4	5
1.	I have freedom in carrying out my work activities.					
2.	I have influence in the planning of my work activities.					
3.	I have an influence on the pace of work.					
4.	I interrupt my work for a short time if I find it necessary to do so.					
5.	I can participate in the decision about when something must be completed.					
6.	I can personally decide how much time I need for a specific activity.					
7.	I resolve problems arising in my work myself.					

8.	I can organize my work myself.					
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Supervisor support

No.	Statement	1	2	3	4	5
1.	My supervisor is successful in getting people to work together.					
2.	My supervisor is concerned about the welfare of those under him.					
3.	My supervisor pays attention to what I am saying.					
4.	My supervisor is helpful in getting the job done.					

Co-Worker Support

No.	Statement	1	2	3	4	5
1.	People I work with are helpful in getting the job done					
2.	People I work with are friendly.					
3.	People I work with are competent in doing their jobs.					
4.	People I work with take a personal interest in me.					

Performance Feedback

No.	Statement	1	2	3	4	5
1.	This job provides feedback on how well I am doing as I am working.					
2.	This job enables me to find out how well I am doing.					
3.	This job allows me to view how well I am in communicates effectively with supervisor, peers and customers.					
4.	This job provides me with the feeling that I know whether I am performing well or poorly.					

Part (C) Employee Engagement

Instructions: The following 13 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

1 = Almost Never, 2 = Rarely, 3 = Sometimes, 4= Often, 5 = Very often, 6 = Always

No.	Statement	1	2	3	4	5
1.	At my work, I feel bursting with energy.					
2.	I find the work that I do full of meaning and Purpose.					
3.	At my job, I feel strong and vigorous					
4.	I am enthusiastic about my job.					
5.	When I am working, I forget everything else around me.					
6.	My job inspires me.					
7.	I feel happy when I am working intensely.					
8.	I am proud on the work that I do.					
9.	I am immersed in my work.					
10.	I can continue working for very long periods at a time.					
11.	To me, my job is challenging.					
12.	It is difficult to detach myself from my job.					
13.	At my work I always persevere, even when things do not go well					

Part (D) Employee Performance

Using the key below, please indicate the extent to which you agree with each statement.

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

No.	Employee Performance	1	2	3	4	5
1.	I understand the procedures and policies of my organization.					
2.	I actively get involved in projects so as to benefit my organization.					
3.	I always keep my superiors well informed about my work.					
4.	I work well with other employees.					
5.	I take part in solving problems in my organization.					

Thank you for your time and cooperation.

APPENDIX 2
SPSS Regression Calculation Results

I. Job Resources

(1) Job Autonomy

Descriptive Statistics

	N	Mean	Std. Deviation
Job Autonomy 1	140	4.0357	.42258
Job Autonomy 2	140	3.7929	.52965
Job Autonomy 3	140	3.6357	.90729
Job Autonomy 4	140	3.6500	.88085
Job Autonomy 5	140	3.8786	.48677
Job Autonomy 6	140	3.9643	.51469
Job Autonomy 7	140	3.9143	.45654
Job Autonomy 8	140	4.0357	.47089
Valid N (listwise)	140		

(2) Supervisor Support

Descriptive Statistics

	N	Mean	Std. Deviation
Supervisor support 1	140	4.1643	.39073
Supervisor support 2	140	4.1286	.46213
Supervisor support 3	140	4.2500	.46650
Supervisor support 4	140	4.1571	.40271
Valid N (listwise)	140		

(3) Co Worker Support

Descriptive Statistics

	N	Mean	Std. Deviation
Co Worker Support 1	140	4.1500	.41423
Co Worker Support 2	140	4.2000	.43581
Co Worker Support 3	140	4.1571	.38444
Co Worker Support 4	140	3.9214	.52379
Valid N (listwise)	140		

(4) Performance Feedback

Descriptive Statistics

	N	Mean	Std. Deviation
Performance Feedback 1	140	4.0071	.25436
Performance Feedback 2	140	4.1071	.41024
Performance Feedback 3	140	4.1071	.41024
Performance Feedback 4	140	4.0714	.40930
Valid N (listwise)	140		

(II) Employee Engagement

Descriptive Statistics

	N	Mean	Std. Deviation
Employee Engagement 1	140	3.8000	.89924
Employee Engagement 2	140	4.0714	.76472
Employee Engagement 3	140	4.1786	.70218
Employee Engagement 4	140	4.3071	.71868
Employee Engagement 5	140	3.8786	1.06256
Employee Engagement 6	140	4.3500	.74838
Employee Engagement 7	140	4.3286	.70397
Employee Engagement 8	140	4.4286	.66940
Employee Engagement 9	140	4.0000	1.13796
Employee Engagement 10	140	4.1857	.80095
Employee Engagement 11	140	4.1643	.91046
Employee Engagement 12	140	3.9000	1.03396
Employee Engagement 13	140	4.2571	.75266
Valid N (listwise)	140		

(III) Employee Performance

Descriptive Statistics

	N	Mean	Std. Deviation
Employee Performance 1	140	4.1357	.52575
Employee Performance 2	140	4.2571	.60420
Employee Performance 3	140	4.1357	.46782
Employee Performance 4	140	4.2071	.50174
Employee Performance 5	140	4.1071	.47523
Valid N (listwise)	140		

(IV)) Effect of Job Resources on Employee Engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.391 ^a	.153	.128	.53706	1.336

a. Predictors: (Constant), Performance Feedback Mean, Job Autonomy Mean, Supervisor Support Mean, Co Worker Support Mean

b. Dependent Variable: Employee Engagement Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.023	4	1.756	6.088	.000 ^b
	Residual	38.939	135	.288		
	Total	45.962	139			

a. Dependent Variable: Employee Engagement Mean

b. Predictors: (Constant), Performance Feedback Mean, Job Autonomy Mean, Supervisor Support Mean, Co Worker Support Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.967	.933		1.036	.302		
Job Autonomy	.415	.158	.223	2.630	.010	.874	1.144
Supervisor Support	-.003	.220	-.002	-.014	.989	.365	2.739
Co Worker Support	-.350	.268	-.182	-1.304	.194	.324	3.087
Performance Feedback	.742	.227	.409	3.265	.001	.401	2.495

a. Dependent Variable: Employee Engagement Mean

(V) Effect of Employee Engagement on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.382 ^a	.146	.140	.42084	2.328

a. Predictors: (Constant), Employee Engagement Mean

b. Dependent Variable: Employee Performance Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.169	1	4.169	23.539	.000 ^b
	Residual	24.441	138	.177		
	Total	28.610	139			

a. Dependent Variable: Employee Performance Mean

b. Predictors: (Constant), Employee Engagement Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.801	.260		10.789	.000		
Employee Engagement	.301	.062	.382	4.852	.000	1.000	1.000

a. Dependent Variable: Employee Performance Mean