

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

**EMPLOYEE ENGAGEMENT, ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR, AND EMPLOYEE  
PERFORMANCE AT NAYPYITAW DEVELOPMENT BANK**

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EMBA II – 40  
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**NOVEMBER, 2022**

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**ACADEMIC YEAR (2019-2022)**

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

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## ACCEPTANCE

This is to certify that the thesis entitled "**Employee Engagement, Organizational Citizenship Behavior, and Employee Performance at Naypyitaw Development Bank**" has been accepted by the Examination Board for awarding a Master of Business Administration (MBA) degree.

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## **ABSTRACT**

This study investigates the effect of influencing factors on employee engagement, the effect of employee engagement on organizational citizenship behaviors, and the effect of organizational citizenship behaviors on employee performance in Naypyitaw Development Bank. In order to reach the objectives, a survey was conducted based on 169 employees out of 300 total employees at Naypyitaw Development Bank. The analysis shows that the influencing factors or engagement drivers, such as leadership, the relationship with coworkers, career growth opportunities, and work-life balance, positively influence vigor and absorption engagements. Among the influencing factors, the relationship with coworkers, career growth opportunities, and work-life balance positively influence dedication engagement. Furthermore, vigor and absorption have a positive influence on the organizational citizenship behavior of the individual, whereas dedication and absorption have a positive influence on the organizational citizenship behavior organization. In addition, organizational citizenship behavior (individual) and organizational citizenship behavior (organization) positively influence employee performance. As long as the bank provides the factors such as salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance, it is found that employee engagement will be enhanced and, thereby, promote their organizational citizenship behaviors and performance.

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## **LIST OF ABBREVIATIONS**

HR	Human Resource
HRM	Human Resource Management
NDB	Naypyitaw Development Bank
OCB	Organizational Citizenship Behavior
OCBI	Organizational Citizenship Behavior (Individual)
OCBO	Organizational Citizenship Behavior (Organization)
OCBs	Organizational Citizenship Behaviors

## CHAPTER 1

### INTRODUCTION

In any country, the financial services sector is unique among all business sectors. It plays a vital role as a catalyst for overall economic development, seeding growth in other sectors by providing the necessary funds to various economic agents, namely private individuals, and corporations. However, Myanmar's banking sector has remained one of the most underdeveloped globally, unable to fulfill its role and fuel the nation's aspiration for fast and inclusive economic development. The potential for development is enormous, but it will require decisive, conducive, and steady actions from the government and the regulator. The fast-paced growth anticipated may stall quickly if the banking sector is not allowed to thrive. Many reasons are involved in the development of the banking sector itself, wherein employee engagement has emerged as a new phenomenon in the performance of the banking sector.

According to Osborne and Hammoud (2017), employee engagement refers to a situation where employees understand the organization's goals, perceive them as necessary to them and within reach, and are willing to put extra effort and expertise into adding significant value to the achievement of the organization's goals. Engaged employees are more productive, content with their jobs, portray and protect the company's reputation, and are likely to stay more in the organization, to mention a few.

Engaged employees are inspired to go above and beyond duty to help meet business goals. An engaged employee understands what they must do to add value to the organization, has a sense of pride, feels connected to the mission, and is willing to put those thoughts and feelings-discretionary effort into action. In an organization where there is no discretionary effort to create an environment where employees are fully engaged, there is a danger of lowering productivity caused by not engaged and disengaged employees and those who have the intention to leave. A choice to leave an organization is very costly in two ways; first, the cost for payment of salaries and benefits to employees who are not performing but dreaming and utilizing organizational resources in searching for an alternative employer; second, the cost of recruitment when such employee leaves the organizations (Heikkeri, 2010).

Therefore, organizations are eager to have employees who not only comply and fulfill schedules and assignments but also are creative, attached to the organization, and

can walk the extra mile, contributing significantly to the organization's success. Emphasizing the perception and feeling of an employee being valued and involved are fundamental drivers of engagement. Within the context of feeling loved and involved, some features influence how an employee feels valued, involved, and engaged (Bakker & Leiter, 2010).

Salary and benefits refer to the salary and other monetary and non-monetary benefits passed on by a firm to its employees in return for their services. It is one of the most critical engagement drivers as it helps keep the workforce motivated. It helps give benefits to employees based on their performance and actions and brings the best out of the employees at the workplace.

Leadership is the strengths and abilities individuals demonstrate that help them oversee processes, guide initiatives, and steer their employees toward achieving goals. Valuable leadership skills include the ability to delegate, inspire and communicate effectively.

Relationship with coworkers is significantly contributed to by an employee's relationship with his colleagues or team members. When employees in teams support and respect one another, their level of engagement increase substantially. Groups are vital for strengthening communication and relations as they take organizations to the next level of performance.

Career growth opportunities: the organization should establish a clear career path and accessible personal growth options. Employees should articulate and understand promotion policies to avoid being skeptical of their fate with the organization.

Work-life balance refers to the satisfactory level of employees that their employer is afforded them with multiple roles in their life, which include flexible work options, family, and a variety of leaves of absence, including time flexible work hours, compressive work week, working from home, parental leave, compassionate leave and alike.

Organizational citizenship behaviors (OCBs) describe all the positive and constructive employee actions and behaviors that are not part of their formal job description. OCBs do not require employees to do their job, which is not part of their contractual tasks. Employees doing anything outside their free support their colleagues and benefit the organization.

Most studies have highlighted the importance of OCBs in the banking industry. Williams and Anderson (1991) classified OCBs into two dimensions: Organizational Citizenship Behavior (Individual) - OCBI and Organizational Citizenship Behavior (Organization) - OCBO. Both dimensions are pro-social or helping behavior directed to coworkers and employee organizations. The findings found that OCBs are a growing aspect, especially in the professionalism of banking industries (Mushtaq et al., 2014; Yousef & Mohd, 2017; Pavithra et al., 2019).

Moreover, OCBs have been recognized as an individual-level factor that positively correlates with an organization's ability to achieve a successful organizational strategy and competitive advantage. In the banking industry, OCBs provide a better environment to help employees and organizations beyond their required work duties. Kandeepan et al. (2019) indicated that helping behavior associated with OCBs influences innovative behavior in the workplace.

Employee Performance is how employees fulfill their job duties and execute their required tasks. It refers to the effectiveness, quality, and efficiency of their output. The performance also assesses how valuable an employee is to the organization. Each employee is a serious investment for a company, so each employee's return must be significant. When the employees are engaged in their work, their performances automatically increase, leading to customer satisfaction (Aldoseri & Almaamari, 2020). Employee engagement, OCBs, and performance build a good relationship between the bank and the employee and have become so vital that it is relevant to my current job.

Employee engagement is crucial not only in determining the faithfulness of an employee to an organization but, more importantly, it is the leading indicator of OCBs and performance in their profession. Among the factors influencing employee engagement are salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance. Hence, if employees have a high level of engagement, it can be assured that a more enjoyable, energetic, and effective working environment can be developed, which will indirectly positively affect the organizational success. Therefore, this study researched factors responsible for employee engagement and what the bank can do to get the best out of its employee.

According to the Naypyitaw Development Bank (2021), the bank has the objective of developing the financial condition of rural and urban areas of the Naypyitaw

Development Committee. Their realization will only depend on highly engaged, fully absorbed, and enthusiastic professionals about their work and taking positive action to further the organization's reputation and interests. However, such a vision will remain a dream if the discretionary effort is not taken to create a work environment where all employees are fully engaged.

## **1.1 Rationale of the Study**

Employee engagement is currently a hot topic in most organizations worldwide. Current organizations need psychologically connected employees who are willing and able to invest themselves fully in their roles; who are proactive and committed to high-quality performance standards. In addition, they need employees who are engaged with their work. In addition, employee engagement will be an increasingly important concern for countries and organizations seeking to improve labor productivity and employee performance as the global economy continues its rapid pace of change. Unfortunately, the vast majority of employed people around the globe are not engaged or actively disengaged at work, meaning they are emotionally disconnected from their workplaces and less likely to be productive (Bedarkar & Pandita, 2014).

Many experiments have been conducted on employee engagement, OCBs, and performance. Hermawan et al. (2020) stated that employee engagement and OCBs are interrelated and play a significant role in an employee's performance. In another study, it is said that the nine engagement antecedents are the critical factor that collectively drives an employee's engagement and influences OCBs. Factors such as teamwork and compensation fairness access also influence employee performance (Jakisa, 2016). The importance of employee engagement at the workplace is that employees who are not engaged and disengaged are liabilities to their organizations. Unfortunately, despite many studies on employee engagement worldwide, very little attention has been given to South-East Asian Countries, including Myanmar.

In a competitive environment, many private banks compete with different strategies to retain existing customers and attract potential customers. To achieve competitive advantages, employers must understand employees' well-being and expectations, as human capital is critical in competing and achieving goals. Myanmar banking industry leaders are facing significant challenges in managing employees' talent. As a result, leaders prioritize employee engagement to improve OCBs, employee

performance, and business success in the banking world. In addition, banks maintain their assets and technology during the Industrial Revolution to face the competition. Therefore, one asset that should be paid attention to is HR. Human resource for NDB has three crucial variables: Employee engagement, OCBs, and employee performance. Organizational citizenship behaviors also provide a practical function in the bank because they can increase employee engagement and performance.

Private Banks are expanding their scope by opening branches and performing digital banking in Myanmar. Among many private banks, NDB was listed as a private bank at the Central Bank of Myanmar, but it was structured as a semi-government bank. Although NDB was structured as a semi-government bank, it is growing rapidly and significantly. Employees are crucial in serving the customers to continue retaining the bank's development and compete with other private banks. Employees in the bank have some matters: handling the money, accounting for every data, and standing or sitting a long time serving the customers.

To work well and engage, the bank needs to create an enjoyable workplace with engagement drivers where employees want to work. It is also essential to motivate, retain and attract knowledgeable employees. That is why NDB is selected to establish factors responsible for employee engagement, OCBs, and performance. This study will contribute to the management of NDB to find ways of communicating strategies for their employees and improving their performance in a practical working environment.

## **1.2 Objectives of the Study**

The main objectives of the study are as follows:

- 1) To analyze the effect of influencing factors on employee engagement in Naypyitaw Development Bank.
- 2) To investigate the effect of employee engagement on organizational citizenship behaviors at Naypyitaw Development Bank.
- 3) To examine the effect of organizational citizenship behaviors on employee performance at Naypyitaw Development Bank.

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

The study primarily explores factors contributing to employee engagement, organizational citizenship behaviors, and performance among employees of Naypyitaw Development Bank. In this study, the analytical research method is used. To achieve

objectives, both primary and secondary data are used in this study. This study uses a simple random sampling method to acquire a sample size and select respondents. The sample size of 169 employees is drawn from the 300 employees currently working at NDB using Raosoft's sample size calculation method with a 95% confidence level. Primary data are collected from these 169 employees of NDB. In addition, the survey method is used to collect preliminary data using questionnaires. Secondary data are collected from research journals, thesis papers, textbooks, online sources, websites, and other related information resources for the banking industry. This study analyzes employee engagement, OCBs, and employee performance at the Naypyitaw Development Bank.

#### **1.4 Organization of the Study**

This study is composed of five chapters. Chapter one is the introduction section, which includes the rationale of the study, objectives of the study, scope, and method of the study, and organization of the study. Chapter two describes the theoretical background of human resource management, employee engagement, organizational citizenship behaviors, employee performance, and the study's conceptual Framework. Chapter three includes the profile of Naypyitaw Development Bank and drivers of employee engagement at Naypyitaw Development Bank. Chapter four is the analytical part of employee engagement, organizational citizenship behaviors, and employee performance. Finally, chapter five is the concluding chapter which includes findings and discussions, suggestions and recommendations, and needs for further research of this study.

## CHAPTER 2

### THEORETICAL BACKGROUND

This chapter includes a review of the existing literature that the researchers had performed and the definitions and details about all the independent variables Engagement Drivers (Salary and Benefits, Leadership, Relationship with Coworkers, Career Growth Opportunities, and Work-Life Balance), Employee Engagement (Vigor, Dedication, and Absorption), Organizational Citizenship Behaviors (Individual, and Organization) and the dependent variable (Employee Performance) are provided. The literature review explains all the independent and dependent variables based on the relevant theoretical models. Finally, the proposed theoretical framework is developed regarding the factors leading to employee engagement and OCBs, which can make employees more satisfied and improve employee performance at Naypyitaw Development Bank.

#### 2.1 Human Resource Management

Human resources' importance and immense contribution to organizations cannot be overemphasized. Human resource is valuable and serves as the backbone of organizations worldwide. Employees are a vital resource that can be strategically placed for an organization to attain a competitive advantage. It was asserted that rare and valuable resources create a competitive advantage. Also, studies have shown that organizations increase and sustain competitive advantage by managing scarce and valuable human resources (Abdalkrim, 2012). Thus, any organization's success depends on the quality and efficiency of its human resources.

Indeed, in a world where competition is high, and technologies, processes, and products are easily duplicated by competitors, employees are the key and most reliable resource that keep an organization a step ahead of its competitors. Accordingly, for any organization to thrive and remain competitive, it is essential to attract and retain adroit human resources (Mensah, 2014). This implied that employee engagement plays a vital role in the growth of organizations.

Managing human resources is one of the main functions that organizations undertake. HRM is defined as the planning, organizing, directing, and controlling the procurement, expansion, payment, integration, supervision, and detachment of human resources to perform individual, organizational and social objectives (Osibanjo & Adeniji, 2012). HRM was a series of integrated determinations that construct employment

relationships; it involved developing employees to maximize their potential to further the individual and the organization's objectives. Moreover, HRM is a strategic approach to managing employment relations that underlines that leveraging individuals' qualifications is essential to acquiring competitive advantage through a distinct set of integrated employment procedures, programs, and methods (Hamadamin & Atan, 2019). Thus, HRM aims to carry out programs, functions, and activities to maximize employee performance and organizational objectives.

Bratton and Gold (2012) asserted that leveraging employees' full potential and gaining the engagement of all employees, which was considered necessary for competitive advantage, requires changes in three aspects of managerial control: organizational design, culture, and HRM policies and practices. Available literature demonstrated that the fundamental HRM practices included human resource planning, recruitment and selection, job analysis, compensation and reward, performance appraisal, training and development, career management, employee relations, and welfare (Mahmood et al., 2014; Nor, 2018; Ray et al., 2021).

Despite the various HRM functions initiated as practices, this study concentrated on five practices: salary and benefits, leadership, relationships with coworkers, career growth opportunities, and work-life balance. Salary, benefits, and career growth opportunities remain among the crucial pillars of HRM practices. This is because every employee wants to receive some salary for work. In addition, salary and benefits were also perceived as appreciation or reward for positive behavior or exerted energy. Similarly, career growth opportunities were very significant to employees because they look forward to moving up in their careers (Ahmed et al., 2016). Hence an organization's ability to meet the career advancement aspiration of employees will be of utmost importance to them.

Indeed, these two variables serve as security, status/esteem, and self-actualization needs as per the Maslow hierarchy of needs theory. Borrowing from Adam's equity theory, employees perceive the two variables as fair, equitable, and a source of increased performance. Also, they represent both motivators/satisfiers and hygiene factors/dissatisfies in the Herzberg two-factor theory. The two variables increase employees' sense of self-worth, leading to affective engagement. This makes salary and career growth opportunities critical HRM practices and engagement drivers for employees

and organizations (Ngoisa, 2015). The studies establish whether these drivers foster employee engagement in NDB.

Similarly, work-life balance, leadership, and relationships with coworkers were equally critical emerging issues in HRM. These issues affect employers and employees. Although there has been some research on these issues in foreign countries, Myanmar faced a shortage of research in these areas. Also, they had rarely been researched as HRM practices. Therefore, this study investigates how these contemporary practices affect employee engagement, OCBs, and employee performance in the NDB of Myanmar.

Human Resource Management is becoming a significant research area for the banking business for several reasons, such as the increasing demand for high-quality staff, growing consumer requests for superior services, encouraging performance and retaining employees, etc. In addition, it was assumed that investing in HRM practices had long-term financial benefits for organizations as employees were motivated to stay instead of moving to other companies or competitors. For these reasons, employee citizenship behavior was vital in how employees engage in their workplace. Moreover, many companies across various business sectors have been eager to improve their HRM practices to enhance their long-term profitability and employee engagement (Saad et al., 2021).

The next section of the study shows the viewpoints of other research on HRM practice factors expected to drive employee engagement. This study will focus on five HRM practices because they are the core of HRM activities in successful banks. These HRM practices use for employee engagement, OCBs, and performance (Chaisanit, 2017).

## **2.2 Influencing Factors of Employee Engagement**

Employee involvement is a critical term in organizational behavior that has gotten much attention in academic studies. According to Akhtar and Pangil (2017), employee engagement is when a person is focused and engrossed in the performance of their roles. Engaged workers likely experience these characteristics mentally, physically, and cognitively (Khan, 1990). According to Vijayalakshmi et al. (2021), employee engagement was constructive, effective psychological job-related conduct encouraging employees to articulate themselves enthusiastically and readies themselves emotionally, cognitively, and physically for the work roles.

Employee participation was crucial for achieving valuable business success results for various organizations. Andrew and Sofian (2012) showed that companies engage their workers because it has been shown that organizations with engaged workers have higher customer satisfaction and loyalty and are more efficient and successful than those with less active employees. According to Patro (2013), employee engagement is nurtured because disengagement reduces employees' motivation and loyalty to their organizations. As a result, low levels of employee engagement negatively impact commitment and retention.

Employee engagement (Ahmed, 2015; Ahmed et al., 2012; Kataria et al., 2013) is accomplished by creating an organizational atmosphere that encourages positive emotions, such as OCBs, resulting in enhanced organizational efficiency and lower turnover, and better employee performance. According to Shmailan (2016), a good job and employee fit offer opportunities to become more involved in their careers. This is a positive impact on their work attitude as well as their personal growth. However, engagement must first affect outcomes since it is a unique trait that leads to business performance. Therefore, employee engagement, customer satisfaction, business development, profitability, and performance were linked.

Many academicians and practitioners have conducted studies to test various antecedents of employee engagement to determine how organizations benefit from it. Among these, one of the most valuable frameworks was established by Kahn. Three psychological circumstances recreating a function as individual engagement parts were recorded as psychological availability, safety, and meaningfulness (Kahn, 1990). Kahn (1990) discovered their drivers as task attributes, job qualities, work interactions, interpersonal relationships, safe workplace, group and intergroup dynamics, leadership styles, and team norms.

Another approach to studying engagement drivers was proposed in the job demands-resources model. First, it introduced the concept of job resources, which considered what triggers a motivational process in HR, and found in the following aspects: task assignment (e.g., skill variety); job design (e.g., autonomy); social network (e.g., support from managers); and organizational setting (e.g., advancement opportunities) (Schaufeli, 2014).

On the other hand, Bratton and Gold (2012) suggested that job design, learning and development, performance management, and reward program could reinforce engagement in organizations while emphasizing the central role of immediate managers in facilitating such organizational initiatives. Studies show different results on the list of factors positively impacting employee engagement; however, most mention the following five work-experience aspects: salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance. These key drivers that keep employees engaged are as follows:

### **2.2.1 Salary and Benefits**

Salary and benefits were necessary antecedents to employee engagement. It involved financial rewards and non-financial benefits such as recognition and other perks exemplified by: on-site daycare, employee assistance programs, subsidized cafeterias, travel discounts, extra holidays, etc. The employee engagement level relies on the employee's attractiveness to receive salary and benefits (Bedarkar & Pandita, 2014). Top-performing employees prefer to be distinctively rewarded and recognized for their outstanding work, especially when pay is related to performance (Nor, 2018). A study demonstrated that the level of rewards and recognition might be an essential part of work experience and a strong predictor of engagement when performance-related pay culture prevails at work (Ibrahim et al., 2020). On the other hand, a lack of good remuneration packages leads employees to job burnout (Ngoisa, 2015). In support of the literature, the factor of salary and benefits remained a significant predictor of engagement.

### **2.2.2 Leadership**

Leadership was found to be a significant antecedent of engagement. This factor comprised indicators of effective leadership behavior and perceived supervisor support. Effective leadership behavior that supports engagement reflects self-awareness, information communication, transparency, respectful treatment of employees, and the organization's standards of ethical conduct (Bedarkar & Pandita, 2014). According to engagement literature, leadership also embraces inspirational motivation, by which leaders provide meaning and challenge to assigned employees' work; intellectual stimulation, whereby leaders support employees' adaptiveness and creativity in a blame-free context (Grant, 2019). As a result, employees develop trust in their leaders and managers and accordingly reciprocate by attempting to fulfill their obligations to the

organization by becoming more engaged (Aktar & Pangil, 2017). Trust in the authority, support from the head, and creating blame-free environments were components of psychological safety which enable employee engagement (Kahn, 1990). Further, as encouraged via intellectual stimulation, adaptiveness and proactivity were engagement elements (Kular et al., 2008; Sun & Bunchapattanasakda, 2019).

### **2.2.3 Relationship with Coworkers**

A coworker is someone with whom the employee interacts in their position as a worker. Coworkers express their experiences when others are presented with challenges or unfamiliar situations; this was extremely helpful when potential solutions were not readily available. Coworker interactions also affect the structure of the workplace, employee stress levels, and relationships. Good relationships between coworkers were seen as supportive and helpful in solving day-to-day challenges and workplace strains (Vera et al., 2016). In addition, positive relationships improve job satisfaction, motivation, and organizational dedication.

There were distinctive interpersonal relationships with profound consequences for the persons in those associations and the institutions in which the relationships appeared and developed. Such relations were beneficial, as well as had the potential to become harmful. For example, studies indicated that workplace relations directly impact a person's willingness to succeed (Aktar & Pangil, 2017). Since employees spend an average of 40 hours a week in the office, these long work hours create friendships in the workplace.

Saidi et al. (2019) found that the relationship with the coworker at the same hierarchical level had no control over each other. It had been discussed that the interaction with the coworker must be successful in a desirable working environment. They analyzed and proved that the relationship with coworkers had a strong positive impact on employee performance. Coworker interactions and peer reinforcement inspire workers to perform duties, though not in the job description, and feel secure in the organization.

The employee's relationship with his coworkers significantly contributed to the employee engagement level. Groups were vital for strengthening communication and relations as they took organizations to the next level of performance. When employees in teams support and respect one another, their level of engagement increase substantially.

#### **2.2.4 Career Growth Opportunities**

Career growth opportunities were another critical dimension to be evaluated in engaging employees since it assisted the employees to focus on concentrating on work extent. Folakemi et al. (2018) defined career growth as an individual perception of the opportunities for advancement and development within an organization. Dialoke and Nkechi (2017) earlier described career growth as the continuous improvement in an employee's position through their efforts to gain requisite skills for performance upgrade. In other words, career growth is described as the increase in an employee's career ladder in capacity building. It is regarded as a joint effort of both the employees and employers. According to Mohsin (2015), growth in employees' career goals was a collaborative effort of the employees and employers, which required a well-organized and formalized arrangement between an individual employee's career needs and organizational workforce requirements.

This study adopted Weng and McElroy's (2012) four dimensions of career growth: career goal progress, professional ability development, promotion speed, and remuneration growth. Career goal progress is the ability of an individual's present employment to assist in the realization of one's career goal. In contrast, professional ability development was the ability of the current job to allow an individual to acquire new knowledge and skills. Finally, promotion speed had to do with the availability of promotion as expected by an individual, and remuneration growth was the possibility of an increase in rewards and compensations.

When employees undergo training and learning development programs, their confidence builds up in the training area, motivating them to be more engaged in their job. Mwirigi (2014) even suggested that when an organization offered employees a chance to grow, it was equivalent to rewarding people. He emphasized that satisfaction of growth needs depends on a person finding the opportunity to be what they are most fully and become what they can. Therefore, the career path ladder through training and development needed to be given importance by management which led to timely opportunities for growth and development. This automatically improved the level of engagement.

The organizations establish a clear path and accessible options for personal growth. Employees are well-articulated and understood by promotion, training, and

development policies, so they will not be skeptical of their fate with the organization. An employee feels more engaged when his manager and organization policies recognize and support skills development (Shmailan, 2016). These included long-term and short-term permission for employees to develop and diversify their skills.

### **2.2.5 Work-Life Balance**

Work-Life balance was another indispensable antecedent to employee engagement. Work-life balance refers to the satisfactory level of employees that their employer afforded them with multiple roles in their life, which included flexible work options, family, and varieties of leaves of absence, including time flexible work hours, compressive work week, working from home, parental leave, compassionate leave and alike (Bedarkar & Pandita, 2014).

The role of an individual's work experience was crucial to adversely or positively influence the other phases of their life, such as an individual's relationship with their family. Extended repetition over time affected the relationship between the individual and the family. The relationship between work and living space was best defined as a work-life balance. The work balance is elevated and advanced, not requiring repetitive geographical movement. The work schedule characterized the work-life balance, the travel requirements, and the work requirements without consuming the worker's time space and family time at a steady low.

Certain businesses' structures and job responsibilities affect employees' abilities, which do not enable them to perform outside work activities (Alemu, 2018). Moreover, suppose this issue is problematic when workers spend their time and resources at work to the detriment of family life. In that case, it was still being determined whether this situation was because it was the case or lack of a family situation.

Work-life balance is a mixture of relationships in various areas of one's working life. The balance or mismatch-related advantages and disadvantages influenced different levels of staff positions needed. It represented the need for all employees to align their work lives with their work lives, regardless of whether or not they have day-to-day family commitments (AlHazemi & Ali, 2016). Work-life balance employment practices were concerned with making it easier for workers to counterbalance what they accomplish at the job with their responsibilities and desires outside work. Through doing so, they balance the conflicting demands of a job and home with their interests and those of

employers. Work-life balance strategies minimize absence and help resolve poor productivity and high-tension levels that contribute to under-performance as employees get tired of balancing work and life duties.

### **2.3 Organizational Citizenship Behaviors**

Organizational citizenship behavior (OCB) was a widely researched issue in organizational behavior studies (Ahmed et al., 2013; Chaisanit, 2017). The concept of OCB was initially introduced by Organ (1988), who defined OCB as individual discretionary behavior not instantly identified by the standard reward system, and that, in totality, facilitates the practical functioning of the association.

In 1964, Katz recognized employees' other role behavior in the organization, which helped the organization to obtain competitive advantages. This behavior was named OCB, and the precise definition came (Organ, 1988) was the willful work that was not accepted by the regular pay system of any organization. Moreover, OCB was the unasked work done by the employees for which they did not get any formal reward.

Extensive research has been concentrated on the results of OCB on individual and organizational performance resulting in general agreement that OCB addresses silent behaviors of organizational enterprises (Podsakoff et al., 2009). Furthermore, the survival or prosperity of organizations appeared dependent upon employees behaving as good citizens by engaging in various positive behaviors (Organ, 1988).

In 1991 Williams and Anderson came up with OCB as per the target OCBO (O is for organization). This is employees' behavior shown towards the organization. This behavior is helpful for the other subordinate employees. Later, employee behavior towards customers also recognized where C was used for Customer, OCBC. Therefore, OCB by the target had been measured through OCB towards an individual (employees) and OCB towards the Organization. Therefore, this study was developed to estimate the two measurements of OCB (OCBI and OCBO) and to examine how OCBs were related to the employee performance of banking institutions.

#### **2.3.1 Organizational Citizenship Behavior (Individual) – OCBI**

OCBI refers to the behaviors that immediately benefit specific individuals within an organization and, thereby, contribute indirectly to organizational effectiveness (Hermawan et al., 2020; Williams & Anderson, 1991). For example, Podsakoff et al. (2009) labeled this dimension as helping behavior and defined it as voluntarily helping

others with work-related problems. While other researchers addressed this behavior category in several ways, all are similar to Williams and Anderson's (1991) definition of OCBI.

### **2.3.2 Organizational Citizenship Behavior (Organization) – OCBO**

The second dimension of OCB included behaviors benefiting the organization without actions aimed specifically toward any organizational member or members (e.g., adhering to informal rules and volunteering for committees). Podsakoff et al. (2009) labeled this organizational compliance as internalizing a company's rules and policies. Furthermore, Williams and Anderson (1991) defined it as behaviors that benefit the organization. These behaviors included giving prior notice regarding an absence from work or informally adhering to rules designed to maintain order.

## **2.4 Employee Performance**

The primary purpose of any organization is to improve employee performance so that it can survive in this highly competitive environment. Performance was a multidimensional construct and a vital criterion for determining organizational successes or failures. Armstrong (2006) described the performance as the creation of quantified targets. Performance was not only about what people do but how they do it. Performance is defined as accomplishing specified tasks against predetermined (3) specified levels of precision, completeness, cost, and speed. High performance was a step towards the accomplishment of operational priorities and activities. Sonnentag and Frese (2005) concluded that individual performance was significant to the institution and the individuals working there. Organizations require high-performance employees to fulfill their targets, offer the goods and services they excel in, and ultimately gain a competitive edge.

According to Waseem and Mehmood (2019), the value of the performance of employees was defined as the performance of employees associated with the quantity of production, the consistency of output, the timeliness of output, the presence/attendance at work, the productivity of completed work and the effectiveness of completed work. Furthermore, employees' performance was also the driving force behind an organization's growth and profitability. It was the relationship between the output of the organization's workers' goods and services and the input of human and nonhuman resources used in the

production process. Performance was measured in terms of productivity, job satisfaction, turnover, and absenteeism.

Nor (2018) argued that employee performance is the cumulative product of commitment, capacity, and interpretation of tasks. He considered performance as a function of skill and motivation. Motivation, capacity, and opportunity to participate are influences that influence the degree of individual performance. Various variables influence employee efficiency, with employee engagement and OCB having the most significant effect on their enthusiasm, thus, their performance. Aldoseri and Almaamari (2020) identify a variety of factors that lead to the success of employees' performance. These considerations included leadership style, motivation, work environment, job satisfaction, and employee engagement. He continues that, to managers and expected employees on board to meet the corporate objectives to get the desired result, employee performance is a mixture of initiative, ability, and knowledge of duties. Therefore, employee performance was critical for organizational productivity and success. Among the many aspects that affect employee performance, the engagement drivers of the workplace are core elements of a performance. It is a critical key factor that aims to achieve results and relates significantly to the organization's objectives (Bedarkar & Pandita, 2014). A favorable employee engagement assures employees' well-being and entitles them to expend themselves to their positions with all energy that converts to better performance (Ibrahim et al., 2007).

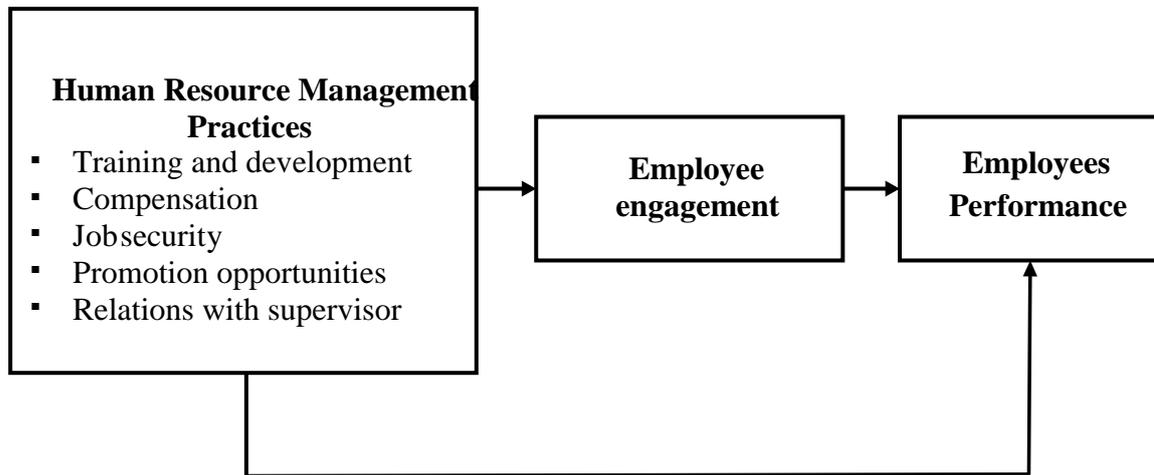
To sustain and develop, bank institutions provide strategies for workplace quality as a competitive strategy. Since bank employees were the main assets and the most significant burden of any bank, the long-term advantages of a well-organized and engaged workforce were considered at any initial cost. Therefore, banks create a favorable work environment where employees enjoy their work, work efficiently without problems, and believe their results are appreciated.

## **2.5 Previous Studies**

This section explained the previous studies on engagement drivers, employee engagement, organizational citizenship behaviors, and employee performance. This section was divided into three portions, with the first discussing the influences of engagement drivers on three employee engagements. The next portion previews the effect of employee engagement on OCBs. The last piece showed the relationship between OCBs

and employee performance. These studies were helpful for human resource experts of several public and private organizations, banks, and others in developed and developing countries. In addition, this study area was significant and has important implications for banks in the future. The conceptual frameworks of these papers are the following.

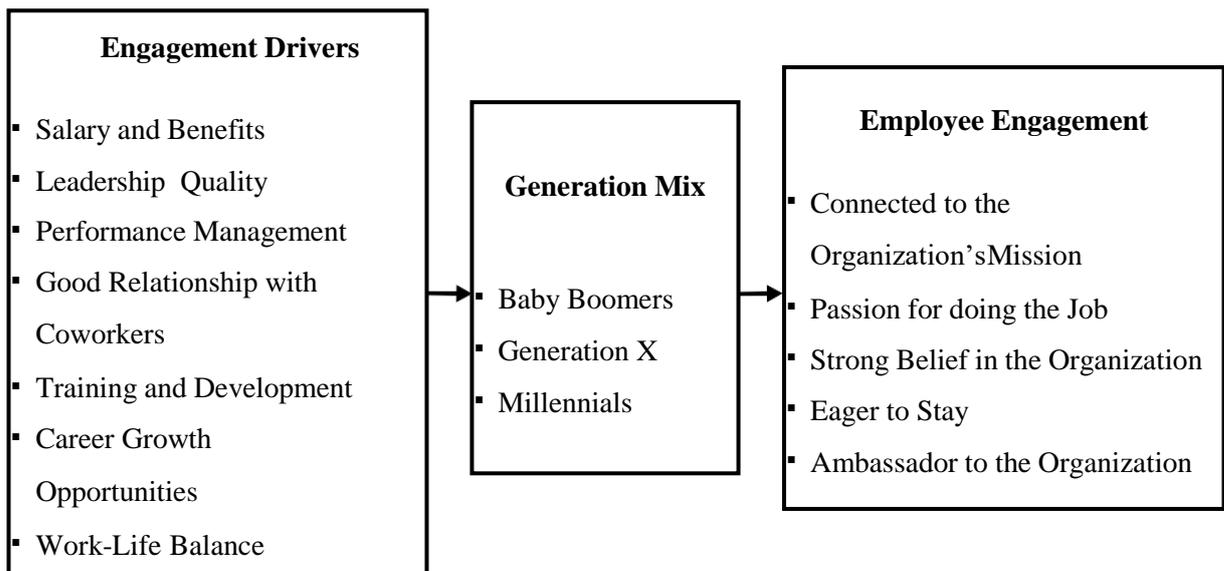
**Figure (2.1) Conceptual Framework Developed by Ahmed et al.**



Source: Ahmed et al. (2016)

Ahmed et al. (2016) studied the relationships between human resource management practices, employee engagement, and employee performance. This study has also attempted to develop a conceptual framework using employee engagement as a mediator in HRM practices and performance relationships in the readymade garment industry in Bangladesh. The conceptual Framework of this previous study is shown in Figure (2.1). The proposed Framework portrayed that HRM techniques have a positive effect on both employee engagement and performance. Similarly, employee engagement also had a positive influence on performance. Therefore, using this model, policymakers, HR consultants, and practitioners improved employee performance. Finding results showed that training and development, compensation, job security, promotion opportunity, and relationship with supervisors positively influence employee engagement and performance. It was also found that employee engagement positively affects employee performance and mediates the relationship between HRM practices (i.e., training, compensation, security, promotion, and relationship) and employee performance.

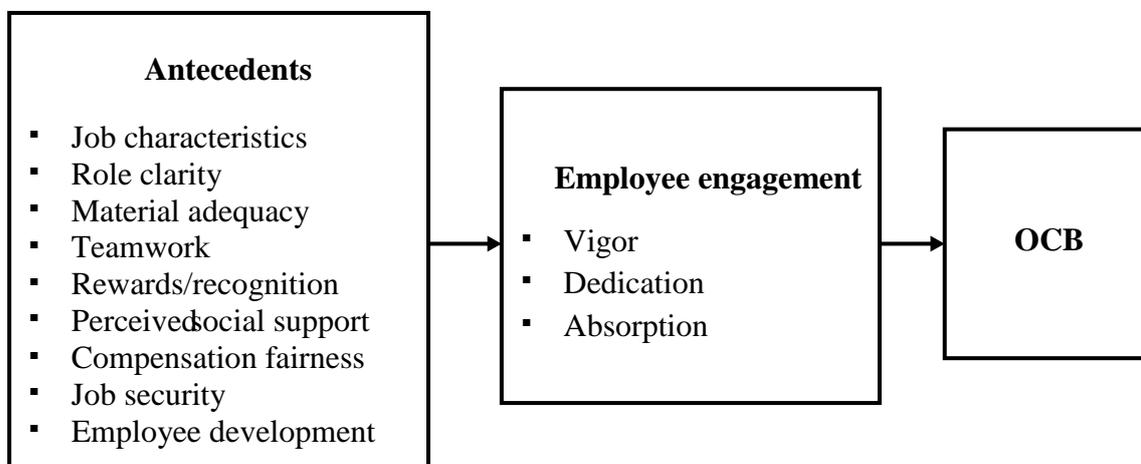
**Figure (2.2) Conceptual Framework Developed by Ngoisa**



Source: Ngoisa (2015)

The effect of the engagement drivers on employee engagement across the generation mix in the Bank of Tanzania was examined by Ngoisa (2015). The conceptual Framework of the study is seen in Figure (2.2). In this analysis, the engagement drivers have a solid connection to employee engagement among the seven variables used. The study indicated that general factors contributing to employee engagement at the BoT from highest to lowest were good relationships with coworkers, work-life balance, salary and benefits, leadership quality, career growth and opportunity, performance management, and training and development. It was also concluded that career growth, opportunities, salary, and benefits significantly minimized the intention to quit among the Bot employees.

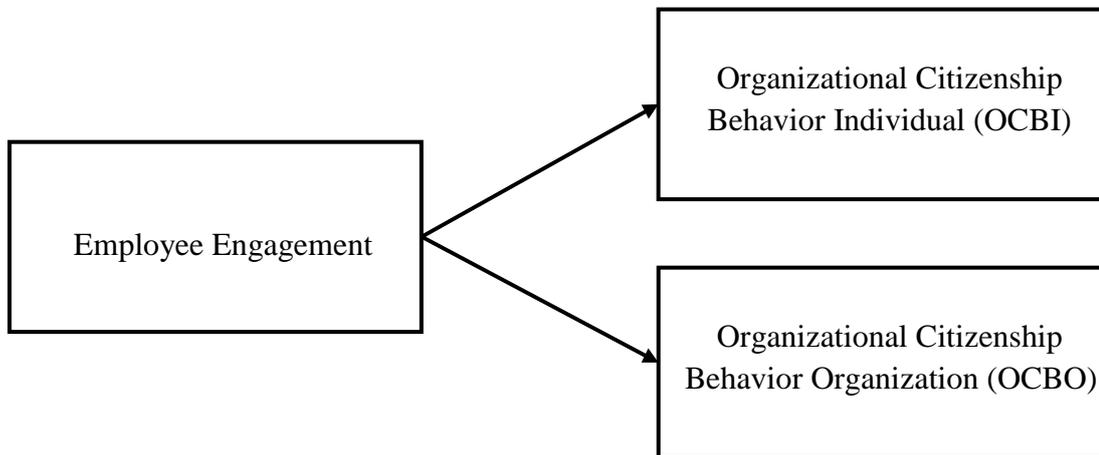
**Figure (2.3) Conceptual Framework Developed by Jakisa**



Source: Jakisa (2016)

Another study by Jakisa (2016) investigated the relationship between human resource (HR) practices, employee engagement, and organizational citizenship behaviors (OCBs) in firms in Uganda. The conceptual Framework of this previous study is shown in Figure (2.3). Based on the significant findings of this research, all the nine antecedents investigated were significantly associated with employee engagement, which was significantly associated with OCB. Furthermore, the hierarchical regression analysis results show five antecedent variables strongly related to OCB - role clarity, collaboration, job security, compensation fairness, and development. This research also validated the organizational citizenship behavior model, extended the engagement model and social exchange theory, and established that all the nine antecedents studied were related to engagement. However, only five were significantly associated with OCB.

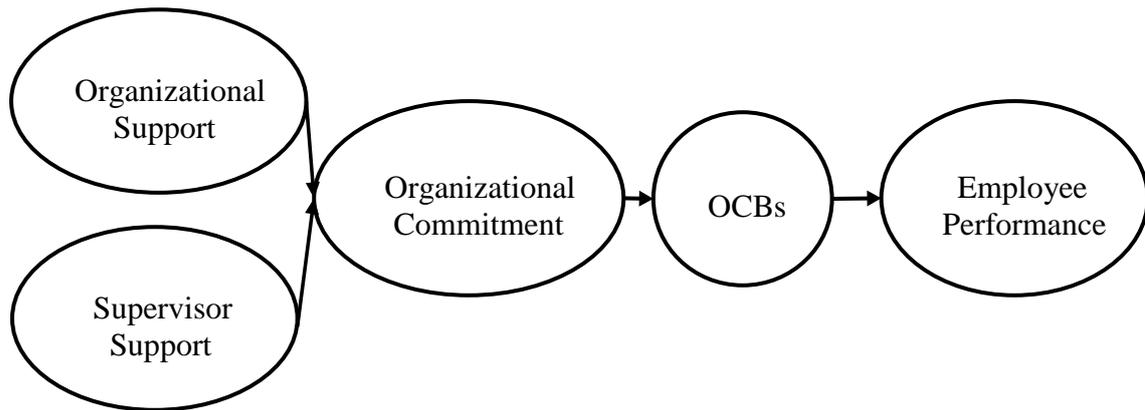
**Figure (2.4) Conceptual Framework Developed by Valmikam and Srikrishna**



Source: Valmikam & Srikrishna (2017)

Valmikam & Srikrishna (2017) aimed to know whether there is a positive relationship between OCB and employee engagement in organizations where fringe benefits are given to employees. The conceptual Framework of this previous study is shown in Figure (2.4). This research revealed insights for modern human resource managers about the importance of fringe benefits and employee engagement, thereby increasing OCB. Furthermore, the OCB was positive with employee engagement at the individual and organizational levels. It was also found that age is an essential factor that influences OCBs, whereas gender does not impact OCBs. It also observed that employee engagement is more critical for developing OCBs. Therefore, it was also found that modern organizations need to implement fringe benefits, which lead to employee engagement, and further positively influence OCBs.

**Figure (2.5) Conceptual Framework Developed by Cho and Johanson**



Source: Cho & Johanson (2008)

Cho and Johanson (2008) emphasized the moderating effect of work status on the relationship between organizational and supervisor support, organizational commitment, citizen behaviors, and employee performance. The results indicated more substantial effects on employees' commitment and organizational commitment to citizenship behaviors among part-time employees than full-time workers. This finding implied that part-time employees should not be treated as perishable workers.

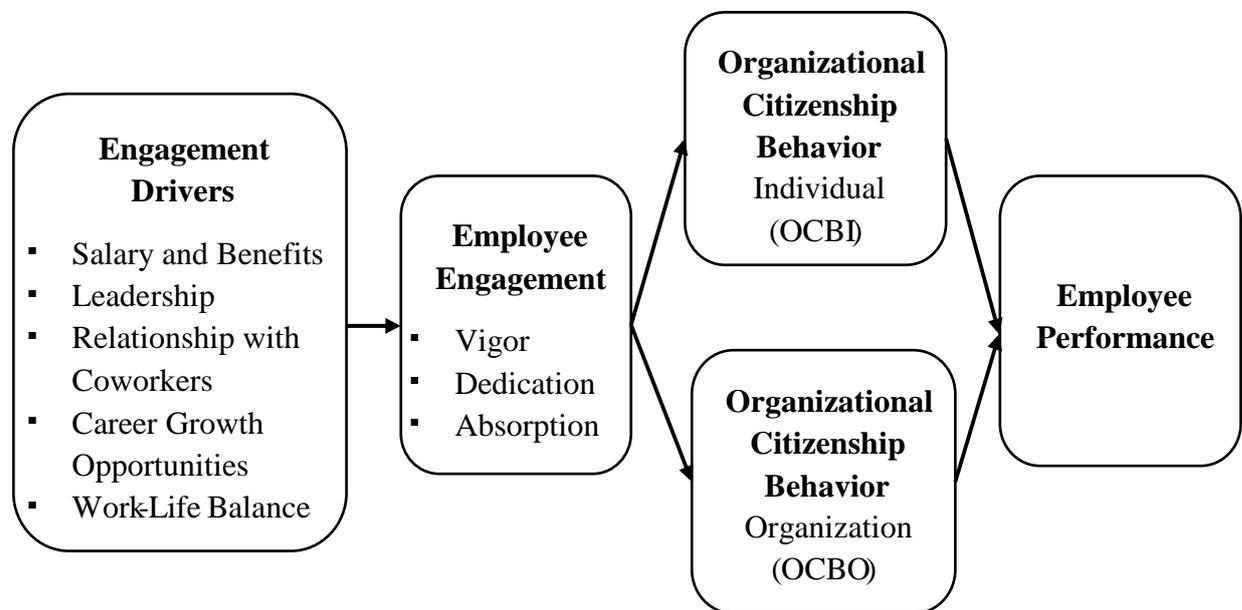
Furthermore, this study's results suggested various significant theoretical contributions and critical managerial and organizational implications. Regarding theoretical contributions, this study indicated that work status affects OCB and employee performance. This finding confirms the application of social versus economic exchange arguments. The exchange theory explains that employees of organizations utilizing the social exchange approach show more substantial commitment and better performance when they expect only financial rewards in exchange for their work.

This study also examined the relationship between OCBs and employee performance. The finding of a more potent and harmful relationship between OCBs and the intention to leave for monetary incentives has added incremental knowledge to the previous literature on the effects of OCBs on employees and organizational performance. These findings confirm the arguments of the social versus economic exchange approaches again. When employees are committed to their organizations, they engage in behaviors of helping coworkers, voicing opinions and suggestions to improve work, paying extra attention to their work, and showing loyalty toward their employers. As a result, these behaviors lessen the likelihood of switching jobs for more money.

## 2.6 Conceptual Framework of the Study

According to the above literature and results from the prior research, the following conceptual model is developed for this study. This study investigates the influencing factors of employee engagement, organizational citizenship behaviors, and performance among employees of Naypyitaw Development Bank. Firstly, the effects of engagement drivers need to be analyzed. And then, it identifies the effects of employee engagement on the OCBs among employees of Naypyitaw Development Bank for the achievement of employee performance. Based on the above literature review and previous studies, this study's conceptual framework was developed and shown in Figure (2.6).

**Figure (2.6) Conceptual Framework of the Study**



Source: Own Compilation(2022)

Figure (2.6) illustrates the conceptual framework of this study. It attempted to explain the variables as considered in the Framework. In a framework, four significant parts are included. First, the engagement drivers have salary and benefits, leadership, relationships with coworkers, career growth opportunities, and work-life balance. Second, employee engagement comprises three factors: vigor, dedication, and absorption. Third, OCB also consists of two elements: OCBI and OCBO. Finally, it described how these factors affect employee performance, determining engaged employees' outcomes. Five engagement drivers, three types of employee engagement, and two organizational citizenship behaviors are the independent variables, and employee performance is the dependent variable. To inspect the link, the independent variables were verified with the

dependent variable in a linear correlation analysis to find the significant value of the association.

The relationship in the model is supported by Social Exchange Theory, which proposes that good engagement drivers (antecedents) influence engagement through the reciprocal exchange of engagement for motivational HR practices, which then influences attitudinal and performance outcomes. The five engagement antecedents studied in this research are salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance. These antecedents are assumed to separately but also collectively drive employee engagement, and engagement influences OCBs and performance.

## **CHAPTER 3**

### **PROFILE AND ENGAGEMENT DRIVERS PROVIDED BY NAYPYITAW DEVELOPMENT BANK**

This chapter describes the background of the banking system in Myanmar, the profile of Naypyitaw Development Bank, the engagement drivers of employees, and the demographic profile of the respondents.

#### **3.1 Banking System in Myanmar**

There is no public trust in the banking sector, which is not unexpected given Myanmar's financial history. In 1962, the Revolutionary Council government nationalized all privately owned banks in the country. Later, the government merged all banking into a single entity and dismantled it into four separate state-owned banks. Finally, in the early 1990s, the market was opened again to privately owned banks. However, the 1997 Asian financial crisis, Myanmar's 2003 domestic banking crisis, and international sanctions severely impaired the sector's development (Schellhase & Sun, 2017). Since 2011, policymakers have enacted a series of reforms to develop the financial industry as part of a broader plan for accelerating economic growth. The section below looks at some of the critical measures of recent progress. It then provides a landscape of the sector's major institutions, including private and state-owned banks and their regulators (Schellhase & Sun, 2017).

Two conclusions emerge from the facts that are available for the banking sector. On the one hand, the data show significant growth over the last few years. However, on the other hand, the information also strongly suggests that the banking sector in Myanmar is still not adequately fulfilling its financial intermediation role for the economy.

Myanmar's banking sector has seen assets grow by about 22 percent annually. In March 2016, the banking sector had 42,357 billion kyats in assets. This fact comes to about 55 percent of GDP, with domestic banks managing over 95 percent of these assets (Schellhase & Sun, 2017).

Much of the sector's growth has been driven by domestic privately owned banks, whose balance sheets have expanded by over 1,000 percent since 2010. Notably, the percentage of assets managed by privately owned and semi-private banks now surpasses those managed by purely state-owned institutions. Moreover, on the liability side of the

balance sheet, privately owned banks have similarly taken the lead in expanding the deposit base.

Despite most measures, Myanmar's financial sector remains underdeveloped compared to its regional peers in the Association of Southeast Asian Nations (ASEAN). Along with additional indicators, businesses in other ASEAN countries tend to access bank financing at higher rates, though there are some exceptions.

Today, 31 domestic banks are operating in Myanmar. This number includes four state-owned banks, three owned by municipal governments, seven semi-private banks that deal privately but are partly possessed by, or closely associated with, government agents, and 17 privately owned banks. Table (3.1) lists the country's banks by category.

**Table (3.1) Domestic Banks in Myanmar**

<b>Government Banks (State-Owned)</b>	<b>Semi-Government Banks (Municipality-Owned)</b>	<b>Semi-Private Banks</b>	<b>Privately Owned Banks</b>
Myanmar Agricultural Development Bank	Naypyitaw Development Bank Ltd.	Global Treasure Bank Ltd.	Asia Green Development Bank Ltd.
Myanmar Economic Bank	Yadanabon Bank Ltd.	Innwa Bank Ltd.	Asia Yangon Bank Ltd.
Myanmar Foreign Trade Bank	Yangon City Bank Ltd.	Myanmar Citizens Bank Ltd.	Ayeyarwaddy Bank Ltd.
Myanmar Investment and Commercial Bank		Myanmar Microfinance Bank Limited	Ayeyarwaddy Farmers Development Bank Limited
		Myawaddy Bank Ltd.	Co-operative Bank Ltd.
		Rural Development Bank Ltd.	Construction and Housing Development Bank Limited
		Small & Medium Industrial Development Bank Ltd.	First Private Bank Ltd.
			Glory Farmer Development Bank Ltd.
			Kanbawza Bank Ltd.
			Mineral Development Bank Ltd.
			Myanmar Apex Bank Ltd.
			Myanmar Oriental Bank Ltd.
			Myanmar Tourism Bank Ltd.
			Shwe Rural and Urban Development Bank Limited
			Tun Foundation Bank Ltd.
			United Amara Bank Ltd.
			Yoma Bank Ltd.

Source: Schellhase & Sun (2017)

The so-called "Big Three" dominate the market among privately owned banks. Combined, Kanbawza Bank (KBZ), Ayeyarwady Bank (AYA), and Co-operative Bank

(CB) control about two-thirds of all loans, two-thirds of all deposits, and more than 50 percent of all bank branches in the country. The Big Three are also expanding more rapidly than smaller banks, adding 60 new branches as a group between August 2014 and May 2016, compared to only seven new branches combined for the rest of the banking industry (Schellhase & Sun, 2017).

There were four state-owned and three municipality-owned banks. While distinct in their operational scope and policy mandates, these banks have several challenges in common. As with their privately owned competitors, these banks require significant investments in information technology and human capital. Although banking-sector concentration is typical in ASEAN, the limited absolute size of Myanmar's overall banking market makes it difficult for the country's smaller banks to become competitive.

### **3.2 Profile of Naypyitaw Development Bank**

According to their characteristics, there are five types of banks in the Myanmar banking industry. They are Central Banks, Government Banks (State-Owned), Semi Government Banks (Municipal-Owned), Private Banks, and Foreign Banks. Of all these types of banks, NDB is one of the banks owned by the municipality. Naypyitaw Development Bank was formally established at No (25/26), Yaza Thingaha Road, Near Ingyin Pan Roundabout, Outarathiri Township, Naypyitaw on 12th May 2013, according to the license number (Ma Bha Ba/ P-29/ (2) 2013) of Central Bank of Myanmar. Then Bank's Head Office was moved to No (A-09), Thiri Kyaw Zwa Street, Thiri Yadanar Shopping Complex, Zabuthiri Township, Naypyitaw, on 15th February 2014, and all activities of the Branches were being run. Moreover, NDB extended and is running the bank's activities as Thapyaygone Market Branch on 7th March 2014 with the supervision of the Zabuthiri Branch, Ahara Thukha Branch on 11th March 2015 with the supervision of Outarathiri Branch, Myoma Market Branch on 11th September 2015, Pyinmana Branch on 1st March 2017 and Takkone Branch on 30th October 2018.

The authorized capital of NDB was 5,000 million Kyats and contributed on 28th February 2018, and paid-up capital was set up for 2,000 million Kyats. Accordingly, the Central Bank of Myanmar approved with the reference letter number (486/168-Ka Ka (1)/ 2015-2016) as the information letter of NDB to the Central Bank of Myanmar to increase the authorized capital to 50,000 million Kyats, and the paid-up capital of the bank was increased to 20,000 million Kyats according to the sub-sub section (1) of sub-section of

(A) of section (34) of Financial Institution Law (2016) and the approval letter of the Central Bank of Myanmar with the reference letter number (1152/510-Ka Ka (1)/2015-2016). Moreover, the bank is now arranging to increase the paid-up capital of the bank based on the annual profit of the bank.

Naypyitaw Development Bank was listed as a private bank at the Central Bank of Myanmar but was structured as a semi-government bank. The name of the bank was Naypyitaw SiBin Bank in the previous year, which was changed to Naypyitaw Development Bank during the 2020 financial year. Naypyitaw Development Bank was listed yearly in the top 100 tax awards, awarded to the most taxpayer. Naypyitaw Development Bank carries out a CSR program by donating in needed places for the needed situation. It also provides monthly student grants for family members of NPTDC's staff and gives essential food support to them.

Naypyitaw Development Bank attempts to provide customers with better banking and e-commerce services. It has projected to open new branches in Naypyitaw, Yangon, and Mandalay. Moreover, it is also preparing to raise the bank's paid-up capital. At the end of March 2018, NDB had a total of (208) employees. However, according to the expansion of bank branches and the enlargement of banking services and activities, the number of employees of the bank reached (221) employees during the 2020 financial year. In 2022, the bank's number of employees increased to (300) employees due to the development and growth of the bank.

The objectives of Naypyitaw Development Bank are as follow:

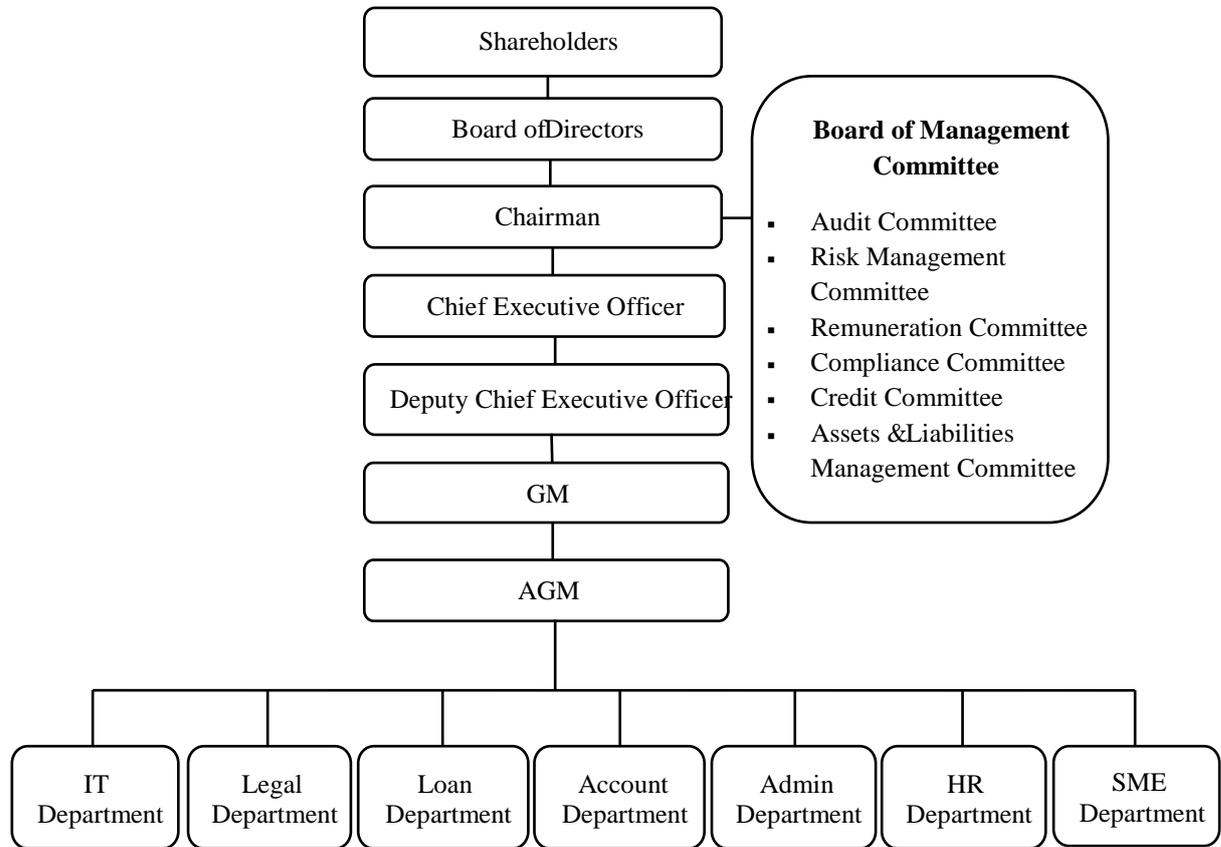
- (1) To develop the financial condition of rural and urban areas of the Naypyitaw Development Committee (NPTDC) and outside the committee,
- (2) To advance the employment opportunities of the citizens,
- (3) To carry out the expanding investment of businesses,
- (4) To increase the income of NPTDC, and
- (5) To improve the familiarity between the citizens and the banking industry.

### **3.2.1 Organization Structure of Naypyitaw Development Bank**

Naypyitaw Development Bank has a hierarchical organizational structure. Firstly, shareholders are the principals of the organization. Then, the Board of Directors and the Chairman are always at the top of the business, which goes straight to the Deputy Chief Executive Officers and Chief Executive Officers. Finally, under the Deputy Chief

Executive Officer are general managers and assistant general managers of different departments. The organizational structure of NDB is shown in Figure (3.1).

**Figure (3.1) Organization Structure of the Naypyitaw Development Bank**



Source: Naypyitaw Development Bank, 2022

The Head Office of NDB comprises seven departments: the IT department, Loan Department, Legal Department, Account Department, Admin Department, HR Department, and SME Department. Firstly, the IT Department has responsibility for performing mobile banking, e-banking, core banking, card services, monitoring errors, and software and application development.

Loan Department manages business development loans, shopkeeper loans, home loans, tender project loans, hire purchase loans, and developing loans. Legal Department focuses on legal documents, the section of an Act, and legal action on loans and other banking services. Another department is the accounting department which is responsible for performing fund management, income and expenses, performance ratios, financial ratios, and annual financial statements.

HR Department is responsible for employee development, fairness, assigning duties, employing new staff, dismissing from employment, and monitoring the performance of employees. Admin Department is in charge of monitoring, quality control, internal control, and financial control. SME department focuses on managing loans and other financial services for developing SMEs.

According to FIM law (2016) sanction no (75), the Board of Directors of NDB constructs six management committees to provide good corporate governance. These committees are working to reform the banking system and improve financial efficiency.

The remuneration committee controls the directors' responsibilities and rights and considers decision-makers privileges. The risk management committee ensures that the risks of its loans, obligations, deposits, and other exposures are controlled, tracked, and measured. Finally, the assets and liabilities committee is responsible for dealing with the provisions of the Central Bank of Myanmar on liquidity, solvency, minimum reserve standards, and profitability.

The primary responsibility of the compliance committee is to comply with all Financial Action Task Force (FATF) regulations and guidelines, update regulations issued by CBM, and oversee compliance policies and code of ethics while performing the day-to-day operations of its employees. The credit committee focuses on evaluating the credit activities of the institution and determining the possible dangers of the various transactions of the institution. It plans up-to-date lending practices and procedures. The audit committee reviews internal controls such as operational performance, risk mitigation procedures, and compliance with relevant legislation or regulations and assesses the financial statements and implementation of the bank.

Naypyitaw Development Bank serves a savings account, a current account, a fixed deposit account, and a special deposit account. In addition, loans act as term loans, overdrafts, staff loans to ministerial employees in the Naypyitaw district, buy as car hire, and a shopkeeper's loan to NPTDC's business shopkeeper. Other services, such as bank assurance, mobile banking, money change, and online tax payments, are also provided by NDB. In addition, remittance services are sold to access other banks to pay for domestic telegraph transactions. Moreover, NDB provides a debit card service to the Myanmar Payment Union.

### **3.3 Engagement Drivers Provided by Naypyitaw Development Bank**

As for the salary and benefits for employees, NDB pays bonuses two times in one year for all employees. It also rewards employees who have no leaves in a year and gets the best training performance.

The leadership and management style in NDB can be deduced as a centralized and top-down management style. Therefore, employees can perform the specified duties under supervisors' and managers' direct and detailed supervision. In addition, the supervisor provides sound advice for working problems, valuable training, and information to employees.

As for the relationship between the employees and coworkers, NDB provides yearly staff party celebrations to familiarize each employee.

Furthermore, as the career advancement for employees, employees are sent by the bank to training programs and seminars locally and oversea.

As for working hours for employees, NDB recognized eight hours per day. If employees work over seven hours and thirty minutes pm, they can enjoy an overtime fee which the BOD of NDB determined. During the COVID-19 pandemic, fifty percent of employees can work in one week and the other fifty percent in another week. It also provides leaves for employees under provisions for leaves of private sectors.

As a health care support for employees, NDB provides flu vaccination to employees in the rainy season. During the COVID-19 pandemic, it also includes insecticide, hand sanitizer, face masks, face shields, gloves, and other support for social distancing activities. Moreover, as additional physical support for employees, NDB provides a spacious canteen, a suitable workspace filled with furniture, air conditioners, coolers, and lighting.

According to the World Bank's Myanmar Economic Monitor, Myanmar's GDP growth is projected to drop from 6.8% in the Fiscal Year 2018/2019 to just 0.5% in 2019/2020 as the global Covid-19 pandemic hits all sectors. According to World Bank Organization, precaution and travel ban negatively impact wholesale and retail trade, tourism-related services, and transportation. As a result, the service sector (which represents 42% of the economy) growth rate is expected to fall to 1%. Preparing the workplace is essential for all employers during the pandemic to reduce the effects of

Covid-19 outbreak conditions on businesses, employees, customers, and the public. Bank institutions also provide employees with several HRM practices.

### 3.4 Demographic Profile of Respondents

Data collection and analysis are based on 169 employees of the individual job level in NDB. The demographic characteristics of the respondents are evaluated by gender, age, level of education, job position, salary, and total work experience at NDB. These are shown in the following Table (3.2).

**Table (3.2) Demographic Profile of Respondents in Naypyitaw Development Bank**

<b>Demographic</b>		<b>Frequency (N=169)</b>	<b>Percentage</b>
	Total Respondents	169	100.00
<b>Gender</b>	Male	57	33.73
	Female	112	66.27
<b>Age</b>	21 to 30 years	80	47.34
	31 to 40 years	71	42.01
	41 to 50 years	15	8.87
	Above 50 years	3	1.78
<b>Level of Education</b>	Undergraduate	14	8.28
	Bachelor Degree	130	76.92
	Master Degree	20	11.84
	Others	5	2.96
<b>Current Job Position</b>	Junior Level (Non-managerial)	144	85.21
	Middle Level (AM & Manager)	18	10.65
	Senior Management Level (AGM & above)	7	4.14
<b>Salary (Kyats)</b>	200000 and under	64	37.87
	200001 to 300000	79	46.75
	300001 to 400000	13	7.69
	Above 400000	13	7.69
<b>Work Experience at NDB</b>	Under six months	1	0.59
	Six months to 1 year	1	0.59
	1 to 3 years	57	33.73
	3 to 5 years	34	20.12
	Above five years	77	45.56

Source: Survey Data (2022)

According to Table (3.2), the respondents include 112 females and 57 males, indicating that the female employees are the majority, with a response rate of 66.27 percent, while 33.73 percent remaining are male. There are 21-30 years group, 31-40 years group, 41-50 years group, and above 50 years group. The study expresses the most 47.34 percent of the respondents are aged between 21-30 years, followed by those aged between 31-40 years at 42.01 percent. Those aged between 41 and 50 are at 8.87 percent, while those above 50 are at 1.78 percent.

The result indicates that 76.92 percent of the respondents have reached the bachelor degree level, while 11.84 percent of the respondents have reached the master degree level. Of the respondents, 8.28 percent are from undergraduate levels, followed by those other degree levels at 2.96 percent. These results show that most of the employees are bachelor degree level.

The job position of the respondent is divided into three groups. This research finds that there is 4.14 percent of senior management staff, 10.65 percent of middle-level staff, and 85.21 percent of junior-level staff. These results indicate that most of the employees are junior-level staff.

Most respondents' salary range is 200,001 to 300,000 kyats. Of the respondents, 37.87 percent are from 200,000 and under, followed by those from 300,001 to 400,000 kyats and above 400,000 kyats at 7.69 percent.

The study indicates that 45.56 percent of respondents have service over five years, while 33.73 percent have service between 1 and 3 years. Those employed between 3-5 years are at 20.12 percent. Moreover, the least 0.59 percent of the respondents have service under one year.

## CHAPTER 4

### EMPLOYEE ENGAGEMENT, ORGANIZATIONAL CITIZENSHIP BEHAVIORS, AND EMPLOYEE PERFORMANCE OF NAYPYITAW DEVELOPMENT BANK

This chapter analyzes employee engagement, organizational citizenship behaviors, and the performance of NDB's employees. In order to the conceptual framework, the primary data are collected using the questionnaire set for this study 169 employees were collected, and their answers were used for the regression analysis of influencing factors on employee performance.

#### 4.1 Influencing Factors of Employee Engagement

This section explores the influencing factors of employee engagement provided by NDB. The five engagement drivers are salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance. Regarding these five factors, employees are asked to rate their engagement level on each statement, and then the mean value is calculated. The overall mean value of influencing factors of employee engagement is presented in Table (4.1).

The data and information collected through the survey questionnaires from the participants are worked out in this section. In the structured questionnaire, 5 points Likert Scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree) is used to find the results. This section examines the extent of the mean and standard deviation of the five factors, which can be seen in the following table charts.

**Table 4.1 Perception on Influencing Factors of Employee Engagement**

No.	Statements	Mean Value	Standard Deviation
	<b>Salary and Benefits</b>		
1.	Giving a fair amount for doing the work.	3.83	0.93
2.	Satisfying with the chances of salary increases.	3.98	0.71
3.	Receiving the benefits is as good as most other banks offer.	4.05	0.81
4.	Having an equitable benefits package.	4.08	0.73
5.	Satisfying with the yearly bonuses and gifts.	3.95	0.86
	<b>Overall Mean</b>	<b>3.98</b>	

No.	Statements	Mean Value	Standard Deviation
	<b>Leadership</b>		
1.	Developing fair employee motivation packages.	4.21	0.91
2.	Keeping the organization's activities right track.	4.31	0.79
3.	Taking immediate action on challenges.	4.43	0.78
4.	Motivating employees to attain their performance targets.	3.76	1.09
5.	Communicating clearly to employees about job expectations.	4.14	0.86
6.	Encouraging autonomy in job execution.	4.01	0.78
	<b>Overall Mean</b>	<b>4.14</b>	
	<b>Relationship with Coworkers</b>		
1.	Liking the coworkers.	4.08	0.84
2.	Willing to listen to job-related problems.	3.81	0.82
3.	Helping in getting the job done.	4.07	0.65
4.	Having a friendly and trustful relationship with coworkers.	4.22	0.73
5.	Meeting the expectations.	4.17	0.80
	<b>Overall Mean</b>	<b>4.07</b>	
	<b>Career Growth Opportunities</b>		
1.	Having a chance for promotion.	4.08	0.86
2.	Standing a fair chance of promotion.	4.20	0.77
3.	Getting ahead as fast as in other places.	4.00	0.78
4.	Receiving permission to join training programs.	3.93	0.74
5.	Having financial support for developing training programs.	4.02	0.88
	<b>Overall Mean</b>	<b>4.05</b>	
	<b>Work-Life Balance</b>		
1.	Providing working hours to fulfill family responsibilities.	4.01	0.89
2.	Providing working hours to do extracurricular activities.	4.20	0.91
3.	Providing flexible time to balance work and personal life.	4.21	0.89
4.	Allowing leave time off work for personal issues.	4.11	0.83
5.	Being able to give family quality time to have not stressful work.	4.08	0.86
	<b>Overall Mean</b>	<b>4.12</b>	

Source: Survey Data (2022)

Table (4.1) describes the mean scores of influencing factors for employee engagement at NDB. These mean scores ranged from 3.98 to 4.14, which is at an agreed level. The mean value is 3.98 for salary and benefits, 4.14 for leadership, 4.07 for the relationship with coworkers, 4.05 for career growth opportunities, and 4.12 for work-life balance, respectively.

According to the overall mean value, leadership has the strongest effect. Among these characteristics of leaders, employees at NDB strongly agreed that top-level senior executives could take immediate action on challenges before they get out of control. Therefore, close supervision and step-by-step monitoring are heavily practiced. The respondents also agreed that the senior executives have strong decision making and get involved when issues arise, respond quickly to urgent questions, and do not delay for something to go incorrect before bringing action. In addition, step-by-step reporting and monitoring procedures enable senior executives to promptly give immediate feedback and suggest corrective actions to the operational level employees. Therefore, it can be seen clearly in common sense that having good leadership directly affects employee engagement.

Work-life balance has the second-strongest effect in all of these engagement drivers. The mean value of work-life balance ranged from 4.01 to 4.21, which is at an agreed level. However, the overall mean value of work-life balance was 4.12. Among these work-life balance statements, employees at NDB strongly agreed that working hours have been able to balance their work and personal life. Therefore, according to the overall mean score, work-life balance is also quite dominant in NDB.

According to these data, most employees agreed they have a friendly and trustful relationship with good coworkers, with the highest mean value of 4.22. On the other hand, the average mean value of the relationship with coworkers is 4.07. Furthermore, most employees said that the expectation of the relationship with coworkers is met, with a higher mean value of 4.17. On the other hand, only a few said that their coworkers are willing to listen to job-related problems, with the lowest mean value of 3.81. Therefore, the respondents are likelier to state that their relationship with coworkers is also reasonably strong in NDB.

The mean value of career growth opportunities is 4.05. The mean value of career growth opportunities ranged from 3.93 to 4.20, which is at an agreed level. Among these

statements, employees at NDB agreed they have a fair chance of promotion and financial support for career development training programs. Therefore, employees are usually offered development programs to learn new things. Even the respondents are at a non-managerial level; however, they received training not only for their career development but also for their advancement, which shows the bank has sufficient time and budget. Moreover, regular training is designed well to come to be effective.

The mean value of the salary and benefits was the lowest of all these influencing factors. However, the mean value of salary and benefits is 3.98 shows that the respondents still feel satisfied with the pay and benefits offered by the bank. Moreover, most respondents agreed that an equitable benefits package provided by the bank is pleasing, showing a mean value of 4.08. They also have insights that they are satisfied with the chances of salary increases for their contributions to the bank, and as per the proficiencies, they process with a mean value of 3.98. Therefore, the results indicate that the overall mean value is 3.98. Therefore, most of the employees agree that the work benefits of NDB are more enjoyable.

#### 4.2 Employee Engagement

The employee engagement in this section is analyzed in three different components; vigor, dedication, and absorption. The following consist of means and standard deviations for these three employee engagements, together with detailed questions for the survey. In addition, the overall mean value of three different components of employee engagement is presented in Table (4.2).

**Table 4.2 Perception on Employee Engagement**

No.	Statements	Mean Value	Standard Deviation
	<b>Vigor</b>		
1.	Feeling bursting with energy.	4.26	0.76
2.	Feeling solid and vigorous.	4.30	0.65
3.	Feeling like going to work.	4.24	0.77
4.	Continuing working for very long periods.	4.21	0.71
5.	Being resilient mentally.	4.18	0.78
6.	Persevering, even when things do not go well.	3.94	0.86
	<b>Overall Mean</b>	<b>4.19</b>	

No.	Statements	Mean Value	Standard Deviation
<b>Dedication</b>			
1.	Finding the full of meaning and purpose of work.	4.04	0.81
2.	Being enthusiastic about work.	4.25	0.76
3.	Inspiring the work.	4.28	0.76
4.	Being proud of the work.	4.05	0.87
5.	The job is challenging.	4.14	0.79
<b>Overall Mean</b>		<b>4.15</b>	
<b>Absorption</b>			
1.	Spending time working.	4.03	0.76
2.	Forgetting everything while working.	4.33	0.74
3.	Feeling happy when working intensely.	4.38	0.64
4.	Being immersed in work.	4.33	0.74
5.	Getting carried away when working.	4.28	0.71
6.	Being challenging to detach from work.	4.11	0.90
<b>Overall Mean</b>		<b>4.24</b>	

Source: Survey Data (2022)

Table (4.2) describes the mean score of three different components of employee engagement for employees at NDB. The mean value is 4.15 for dedication engagement, 4.19 for vigor engagement, and 4.24 for absorption engagement. These mean scores ranged from 4.15 to 4.24, which is at a strongly agree level.

According to the overall mean value, absorption engagement has the strongest effect. The mean value of absorption engagement ranged from 4.03 to 4.38, which is at an agreed level. Among these absorption statements, employees at NDB strongly believed that they felt happy when working intensely, with a mean value of 4.38, and they had been immersed in work. Therefore, NDB's employees usually find it difficult to detach themselves from their work.

Vigor engagement has the second-strongest effect in all three components of employee engagement factors. The mean value of the vigor ranged from 3.94 to 4.30. The overall mean value of the vigor was 4.19. This study's highest mean score is that they feel

solid and vigorous work. It can be said that NDB's employees agreed upon which they have felt bursting with energy at their job.

The mean value of dedication was the minimum in all three components of employee engagement factors. However, the mean value of dedication engagement ranged from 4.04 to 4.28. The overall mean value of employee dedication is 4.15. Most of the respondents also agree with feeling dedicated. According to these results, NDB drives work inspiration practices for employees.

### **4.3 Analysis of Influencing Factors on Employee Engagement**

In this analysis section, the effects of the influencing factors such as salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance (independent variables) on employee engagement such as vigor, dedication, and absorption (dependent variables) at NDB is analyzed by using Linear Regression Model. First, however, regression analysis is applied to determine how much the independent variable influencing factors influence the dependent variables of employee engagement.

#### **4.3.1 The Effect of Influencing Factors on Vigor**

The data and information collected through the survey questionnaires from the participants will be worked out in Table (4.3) below.

**Table 4.3 The Effect of Influencing Factors on Vigor**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.063	.261		4.079	.000	
Salary and Benefits	-.044	.063	-.047	-.699	.486	1.631
Leadership	.144**	.064	.154	6.432	.027	1.735
Relationship with Coworkers	.243***	.084	.235	2.984	.005	2.418
Career Growth Opportunities	.155*	.081	.174	4.595	.057	3.013
Work-Life Balance	.264***	.067	.364	3.964	.000	3.107
R	.743					
R Square	.552					
Adjusted R Square	.539					
F Value	40.228***					

Source: Survey Data (2022)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Table (4.3) shows that the B values of relationship with coworkers and work-life balance factors are 0.243 units and 0.264 units. Then the significant levels of these two factors are at a 1% confidence level. There is a positive association between these two elements and vigor engagement. It means an increased relationship with coworkers and work-life balance will increase vigor engagement.

Additionally, the B value of leadership is 0.144 units at a 5% significant level, interpreting that the vigor engagement is also raised when the leadership is increased. Therefore, this independent variable is positively related to this dependent variable. Moreover, the B value of career growth opportunities is 0.155 units at a 10% significant level, interpreting that the vigor engagement is also raised when the career growth opportunities are increased. Therefore, this independent variable is also positively related to this dependent variable.

Besides, the Beta has a value of 0.154 units, 0.235 units, 0.174 units, and 0.364 units showing that the leadership, relationship with coworkers, career growth opportunities, and work-life balance had contributed to increasing vigor engagement of

respondents at NDB. The value of  $t$  in these factors is higher than 0, describing evidence against the null hypothesis that there is no significant difference. The values of all VIF are lower than the cut-off value of ten, exhibiting no multi-collinearity problems in this study and no correlations among independent variables (influencing factors).

R-value is 0.743, which lies between 0 and 1. Therefore, it means that the level of influencing factors and the level of vigor engagement responded to by the employees are correlated. Thus, this model represents the variation of the vigor engagement of NDB since the value of R square is 0.552. And then it also illustrates 53.9% of the variance of the dependent variable with independent variables. Therefore, the overall significance of the model concerning the F value is incredibly significant at the 1% level. Therefore, this model is said to be valid.

Overall, the primary determinant of vigor engagement is the work-life balance variable. However, the model exhibits the four factors, such as leadership, relationship with coworkers, career growth opportunities, and work-life balance, which possess significant values. Therefore, the work-life balance factor, among the other influencing factors, has the most positive effect on the vigor engagement of NDB.

Additionally, the significant factors for the employees who have vigor engagement are leadership, relationship with coworkers, career growth opportunities, and work-life balance. For the leadership, it is because they feel that good leadership and supervision can drive the organization's activities right track. Then, building friendly and trustful relationships with coworkers enhances their productivity and work engagement, so they are emotionally attached to this organization and are helpful to each other in getting the job done. Finally, gradually, the most critical work-life balance factor that comes into existence is that the bank is considered as part of their family.

#### **4.3.2 The Effect of Influencing Factors on Dedication**

The results from the regression between the influencing factors and dedication engagement are expressed in Table (4.4).

**Table 4.4 The Effect of Influencing Factors on Dedication**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.339	.230		1.470	.143	
Salary and Benefits	.079	.056	.072	1.410	.160	1.631
Leadership	-.084	.057	-.078	-1.468	.144	1.735
Relationship with Coworkers	.252***	.075	.210	3.372	.001	2.418
Career Growth Opportunities	.415***	.072	.403	5.785	.000	3.013
Work-Life Balance	.276***	.059	.330	4.671	.000	3.107
R	.859					
R Square	.738					
Adjusted R Square	.730					
F Value	91.736***					

Source: Survey Data (2022)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As shown in Table (4.4), the specified model could explain that the unstandardized coefficient B values of relationship with coworkers, career growth opportunities, and work-life balance factors are 0.252 units, 0.415 units, 0.276 units, and the significant levels of these three factors are at 1% confidence level. There is a positive relationship between these three factors and dedication engagement. Therefore, increasing the relationship with coworkers, career growth opportunities, and work-life balance will increase dedication.

All VIF values stand below the cut-off value of ten, showing no multi-collinearity problems in this case and no correlations among independent variables (influencing factors). Moreover, the standardized coefficient (Beta) has the value of 0.210 units, 0.403 units, and 0.330 units, indicating that the relationship with coworkers, career growth opportunities, and work-life balance contribute to the increased dedication engagement of respondents at NDB. The value of t in these factors is higher than 0, describing evidence against the null hypothesis that there is no significant difference.

The correlation coefficient (R) measures the linear relationship between two variables. It means that the level of influencing factors and the level of dedication engagement responded to by the participants are correlated. R-value is 0.859, which is the line between 0 and 1. R Square (proportion of the variance in the criterion variable accounted by the model) is 0.738, and adjusted R Square is 0.730 (73%), which is the variance of the independent and dependent variables. F value, the overall significance of the model, is highly significant at the 1% level. Therefore, this model is valid.

As regards the analysis data, the career growth opportunities variable is the primary consideration of dedication engagement despite revealing the three factors, such as relationship with coworkers, career growth opportunities, and work-life balance, which have the highest significant values. Thus, the career growth opportunities factor, among the other influencing factors, has the most influence on the dedication engagement of NDB.

### **4.3.3 The Effect of Influencing Factors on Absorption**

The following Table (4.5) shows the relationship between the influencing engagement drivers and the absorption engagement of Naypyitaw Development Bank.

**Table 4.5 The Effect of Influencing Factors on Absorption**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.180	.173		1.040	.300	
Salary and Benefits	-.038	.042	-.039	-.899	.370	1.631
Leadership	.258***	.043	.271	6.057	.000	1.735
Relationship with Coworkers	.186***	.056	.176	3.326	.001	2.418
Career Growth Opportunities	.411***	.054	.450	7.636	.000	3.013
Work-Life Balance	.175***	.044	.237	3.954	.000	3.107
R	.901					
R Square	.812					
Adjusted R Square	.806					
F Value	140.844***					

Source: Survey Data (2022)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Table (4.5) shows that the B values of leadership, relationship with coworkers, career growth opportunities, and work-life balance factors are 0.258 units, 0.186 units, 0.411 units, and 0.175 units. Then the significant levels of these four factors are at a 1% confidence level. Increasing leadership, relationships with coworkers, career growth opportunities, and work-life balance will increase absorption engagement. There is a positive relationship between these four factors and absorption engagement.

Besides, the Beta has values of 0.271 units, 0.176 units, 0.450 units, and 0.237 units showing that the leadership, relationship with coworkers, career growth opportunities, and work-life balance had contributed to the rise in absorption engagement of employees at NDB. The t magnitudes in all variables are more significant than 0, expressing evidence against the null hypothesis that there is no significant difference. All VIF values are smaller than the cut-off value of ten, revealing no multi-collinearity problems in this study and no correlations among independent variables (influencing factors).

The R-value (the correlation between the observed value and the predicted value of the criterion variable) is 0.901, a line between 0 and 1. So, it means that the level of influencing factors and the level of absorption engagement responded to by the employees are correlated. R Square (proportion of the variance in the criterion variable accounted by the model) is 0.812, and adjusted R Square is 0.806 (80.6%), which is the variance of the independent and dependent variables. Therefore, the F value, the overall significance of the model, is highly significant at the 1 % level. Therefore, this model is valid.

Regarding the analysis data, the prime driver of absorption engagement is the career growth opportunities variable despite showing the four factors as leadership, relationship with coworkers, career growth opportunities, and work-life balance, which have the highest significant values. Hence, the career growth opportunities factor, among the other influencing factors, has the most influence on the absorption engagement of NDB. First, they do not feel it would be fitting to leave this bank because of the career growth opportunities that enrich them. They also greatly appreciate the bank because this bank changes their skills and thinking by giving them career development training programs. Finally, they suppose this bank has a specific value for their performance due to the praise and recognition from their leaders. Then, they feel obligated to their colleagues since there is a good relationship with coworkers.

#### **4.4 Organizational Citizenship Behaviors**

The organizational citizenship behavior in this section is analyzed in two components; organizational citizenship behavior (individual) - OCBI and organizational citizenship behavior (organization) - OCBO. The following Tables consist of means and standard deviations for these two citizenship behaviors, together with detailed questions for the survey. In addition, the overall mean value of the two citizenship behaviors is presented in Table (4.6).

**Table 4.6 Perception on Organizational Citizenship Behaviors**

No.	Statements	Mean Value	Standard Deviation
	<b>Organizational Citizenship Behavior (Individual) - OCBI</b>		
1.	Giving the time to help others who have work-related problems.	3.99	0.73
2.	Giving up time to help others who have work or non-work problems.	4.26	0.73
3.	Sharing personal property with others to help with their work.	4.29	0.64
4.	Showing genuine concern and courtesy toward employees, even in the most trying business or personal situations.	4.26	0.73
5.	Making newer employees feel welcome in the workgroup.	4.22	0.69
6.	Helping new employees settle into the workplace.	4.11	0.90
	<b>Overall Mean</b>	<b>4.19</b>	
	<b>Organizational Citizenship Behavior (Organization) - OCBO</b>		
1.	Attending functions to help the brand image.	4.01	0.78
2.	Offering ideas to improve the organization.	3.91	0.80
3.	Taking action to protect the organization from potential problems.	4.00	0.81
4.	Defending the organization when other employees criticize it.	3.91	0.82
5.	Showing pride when representing the organization in public.	4.12	0.84
6.	Expressing loyalty toward the organization.	4.12	0.83
	<b>Overall Mean</b>	<b>4.01</b>	

Source: Survey Data (2022)

Table (4.6) describes the mean score of two citizenship behaviors for employees at NDB. The mean value is 4.01 for OCBO and 4.19 for OCBI. According to the overall mean value, OCBI has a stronger effect than OCBO. The mean value of OCBI ranged from 3.99 to 4.29, which is at an agreed level. Among these OCBI statements, most employees at NDB strongly agreed that they shared personal property with coworkers to help with their work at the bank, with a mean value of 4.29. In addition, they had expressed unity for giving up time to help each other with work or non-work problems,

with a mean value of 4.26. Therefore, NDB's employees usually find it difficult to separate themselves from their engagement with coworkers.

The mean value of the OCBO ranged from 3.91 to 4.12, which is at an agreed level. Therefore, the overall mean value of OCBO was 4.01. Among these OCBO statements, most employees at NDB agreed that they felt pride when representing their bank in public. In addition, they had expressed loyalty toward their bank, with the same mean value of 4.12. Therefore, NDB's employees usually find it difficult to detach themselves from their bank.

#### **4.5 Analysis of the Effect of Employee Engagement on Organizational Citizenship Behaviors**

In this analysis section, the effects of employee engagement, such as vigor, dedication, and absorption (independent variables) on organizational citizenship behavior, such as OCBI and OCBO (dependent variables) at NDB, will be analyzed using Linear Regression Model. First, however, regression analysis is applied to determine how much the independent variable influencing factors influence the dependent variables of citizenship behavior.

##### **4.5.1 The Effect of Employee Engagement on Organizational Citizenship Behavior (Individual)**

Multiple regression analysis tests the effect of three components of employee engagement factors on the OCBI of employees in NDB. The whole fitness of the regression model is shown by its adjusted R square, which gives more accurate information about the interpretation of the dependent variable illustrated by the interpretation of the dependent variables. In this study, the adjusted R square, F-value, and t-value from SPSS output have been used to interpret the results of multiple regression analysis. In regression analysis, three dimensions of employee engagement factors (vigor, dedication, and absorption) were regarded as independent variables and OCBI as the dependent variable. The result of SPSS output analyzing the effect of three components of employee engagement factors on OCBI of NDB's employees was shown in Table (4.7).

**Table 4.7 The Effect of Employee Engagement on OCBI**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.069	.126		.546	.586	
Vigor	.358***	.047	.354	7.648	.000	2.813
Dedication	.019	.035	-.022	-.552	.582	2.113
Absorption	.636***	.055	.643	11.555	.000	4.068
R	.935					
R Square	.874					
Adjusted R Square	.872					
F Value	383.092***					

Source: Survey Data (2022)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Table (4.7) shows that the specified model used to explain the variables that affect employee engagement is considered strong; the R-value is around 90%. The value of the F test and the overall significance of the models came out highly significant at a 1% level. According to this analysis, vigor and absorption engagements significantly positively affect the OCBI of NDB's employees. These two engagements have positive signs and coefficients with significance at a 1% level. An increase in vigor and absorption will increase OCBI, respectively. The lack of effect of dedication on OCBI is because some of the respondents disagreed with helping their coworkers even though they agreed that their work is meaningful for them. Absorption engagement is the critical driver for the rise in OCBI. Absorption is the feeling of a person breaking away from the surrounding environment, having high concentration, and not paying attention to the time that passes. A high level of employee absorption increases OCBI and employee performance and vice versa; low absorption can cause performance to decline. Observation results show that most employees enjoy their work and feel happy and engrossed.

#### **4.5.2 The Effect of Employee Engagement on Organizational Citizenship Behavior (Organization)**

Multiple regression analysis tests the effect of three components of employee engagement factors on the OCBO of employees in NDB. In regression analysis, three

dimensions of employee engagement factors (vigor, dedication, and absorption) were regarded as independent variables and OCBO as the dependent variable. The result of the SPSS output analyzing the effect of three components of employee engagement factors on the OCBO of NDB's employees is shown in Table (4.8).

**Table 4.8 The Effect of Employee Engagement on OCBO**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-.233	.183		-1.274	.204	
Vigor	.039	.068	.034	.580	.562	2.813
Dedication	.559***	.051	.562	10.985	.000	2.113
Absorption	.415***	.080	.369	5.195	.000	4.068
R	.892					
R Square	.796					
Adjusted R Square	.792					
F Value	214.024***					

Source: Survey Data (2022)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Table (4.8) shows that R square and adjusted R square are around 70%, considered strong. The value of the F test, the overall significance of the models, turned out highly significant at the 1% level. Among these three variables, dedication and absorption engagements significantly positively affect the OCBO of NDB's employees. These two engagements have positive signs and coefficients with significance at a 1% level. An increase in dedication and absorption will increase OCBO, respectively. The lack of effect of vigor on OCBO is because some of the respondents disagreed with defending their organization, even though they are eager to work. Dedication engagement is the critical driver for the rise in employees' OCBO. This means that dedication significantly affects the level of OCBO and employee performance. On the other hand, low employee dedication to work can lead to low employee performance.

The dedication level of employees of NDB is at a high level, as indicated by the majority of employees feeling that they have meaning and purpose in their work, have an

enthusiastic attitude, take work as inspiration, feel proud of their work, and feel challenged. Therefore, the bank needs dedicated employees who can encourage them to intentionally promote the organization's interests and achieve the set targets, which can lead to their dedication engagement, which raises the OCBO of NDB's employees. However, efforts to make them feel challenged and proud of their work need more attention from the management of NDB.

Next, the dedication and absorption engagement of NDB's employees are positive relationships in this study. Employees can get many benefits and opportunities for their personal life and development. Respondents try to achieve these achievements without play or rest that mention the sacrifice of their life of quality. In this field, employees achieve life and personal development through engagement in this achievement. If they cannot accomplish these achievements, they feel disengaged. A feeling of failure portrays this in their personal life and at their place of work. Therefore, supporting their engagement drivers increases employee engagement and their OCBs.

#### 4.6 Performance of Employees

The mean values and standard deviation of employee performance from the survey results are shown in the following Table (4.9).

**Table 4.9 Perception of Employees on Employee Performance**

No.	Statements	Mean Value	Standard Deviation
1.	Completing tasks efficiently and quickly.	4.24	0.70
2.	Finishing the assigned duties at a specific time.	3.79	1.10
3.	Accomplishing the tasks utilizing fewer errors.	4.25	0.76
4.	Being creative and innovative to meet job requirements.	3.97	0.93
5.	Looking for ways to improve the organization's performance.	4.42	0.70
6.	Knowing how to solve problems and difficult situations.	4.56	0.65
7.	Managing more responsibility than is typically assigned.	4.62	0.66
8.	Arriving at work punctually to accomplish the specified tasks.	4.40	0.82
	<b>Overall Mean</b>	<b>4.28</b>	

Source: Survey Data (2022)

Table (4.9) shows that the strongest mean value of statement number 7 is 4.62, representing that most of the respondents effectively perform their jobs with managing

more responsibility than is typically assigned. The drift of statement number 7 is that their sense knows their performance appraisals' rating can be raised if they can effectively do more than the posted jobs with the superiors' hope. They also want to be recognized by their managers.

At the same time, the second most significant mean score is 4.56, which means that they know how to solve problems and difficult situations to achieve organizational goals. The mean scores of other statement numbers are all above 3.5. Thus, these statements mean that they effectively engaged and coordinated with their superiors and coworkers to perform their work well. Besides, they are ready to adapt and handle the new changes, contributing innovative and creative suggestions to improve their department and organization and acquire its objectives. They also believe in and help each other and then solve problems together to achieve organizational goals. Therefore, the overall mean value is 4.28, at a strongly agreed level. Consequently, it can be concluded that most of the employees of NDB have some development in employee performance.

#### 4.7 Analysis of the Effect of Organizational Citizenship Behaviors on Employee Performance

The data and information collected through the survey questionnaires from the participants will be generated in Table (4.10) below.

**Table 4.10 The Effect of Organizational Citizenship Behaviors on Employee Performance**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.611	.230		6.999	.000	
OCBI	.217***	.081	.223	2.685	.008	.447
OCBO	.439***	.071	.515	6.190	.000	.447
R	.697					
R Square	.486					
Adjusted R Square	.480					
F Value	78.597***					

Source: Survey Data (2022)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Table (4.10) shows that the B values of OCBI and OCBO are 0.217 units and 0.439 units, and then the significant levels of these two OCBs are at a 1% confidence level. An increase in OCBI and OCBO will increase job performance, respectively. There is a positive relationship between these two OCBs and employee performance. Besides, the Beta has values of 0.223 units and 0.515 units showing that the OCBI and OCBO contributed to the performance of employees at NDB. The t magnitudes in all variables are more significant than 0, expressing evidence against the null hypothesis that there is no significant difference. Furthermore, all VIF values are smaller than the cut-off value of ten, revealing no multi-collinearity problems in this study and no correlations among independent variables (organizational citizenship behaviors).

The R-value (the correlation between the observed value and the predicted value of the criterion variable) is 0.697, a line between 0 and 1. Therefore, it means that the level of OCBs and the level of employee performance responded to by the employees are correlated. Furthermore, R Square (balance of the variance in the criterion variable accounted by the model) is 0.486, and adjusted R Square is 0.480 (48%), which is the variance of the independent and dependent variables. Therefore, the F value, the overall significance of the model, is highly significant at a 1 % level. Therefore, this model is valid.

From the above data, the primary determinant of employee performance is the OCBO variable. However, the results express the two OCBs, such as OCBI and OCBO, which have significant values. Accordingly, the OCBO among the two behaviors has the most positive effect on employee performance. Therefore, the bank should encourage the influencing HRM practice factors, which leads to dedication and absorption engagements in improving the OCBO. Furthermore, as stated in the previous analysis of the three components of employee engagement and OCBO, the factors, which are dedication and absorption engagements, make the OCBO. Therefore, the bank can gain the employees' OCBO, leading to improved employee performance by encouraging these influencing factors and employee engagement.

In conclusion, the employees who acquire the OCBI concede that the bankers are the best partners of their families, and the OCBO, the bankers, feel obligated to be indebted to the bank for all supplements. Consequently, those employees ultimately serve their assigned duties and superiors' prospects and beliefs. Then, they can be sustainable the fair dealing with their departmental affiliates. They are also ready to adopt the new

organizational changes and can handle teamwork when they face the difficulties of the changes by contributing innovative and creative suggestions. Moreover, they have the mindset that aids others not in their department while encountering the issues. They also have confidence in themselves to be high performers in the bank. Therefore, their performance can be improved to achieve the organizational vision, mission, and goals.

## CHAPTER 5

### CONCLUSION

This chapter comprises findings and discussions, suggestions and recommendations, and the need for further research. First, this study points out the influencing factors on employee engagement. It analyzes employee engagement's effect on organizational citizenship behaviors and employee performance at the Naypyitaw Development Bank.

#### 5.1 Findings and Discussions

Naypyitaw Development Bank has 300 employees who provide various banking services. This study explores the performance of employees at NDB. This study is thoroughly done by collecting structured questionnaires from 169 employees who are several banking service providers. After that, regression analysis is used to determine the effect of influencing factors on employee engagement, the effect of employee engagement on OCBs, and the effect of organizational citizenship behaviors on employee performance.

The influencing factors or engagement drivers include five primary dimensions: salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance. These influencing factors are measured by using a five-point Likert scale. After reviewing the results, most employees agree on all variables, such as salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance. This means employees believe that these five factors appropriately exist in NDB.

The foremost objective of this study is to investigate the effect of influencing factors on the three components of employee engagement in NDB. To achieve the study's first objective, it explored the effect of influencing factors on employees, and it was found that some factors are implemented, and it can be observed that as long as the bank takes care of the employees. It implements the factors, and most employees are satisfied and motivated by providing these factors. Therefore, their engagement drivers can be stimulated to work together with their engagements at the bank. The findings of some influencing factors and three components of employee engagement are the following.

According to the analysis results of influencing factors and vigor engagement, it has a significant level between vigor engagement and the four influencing factors:

leadership, relationship with coworkers, career growth opportunities, and work-life balance. Among these four critical factors, the work-life balance factor should be more focused on because it is the primary determinant variable and the employees' perception are less satisfied with the work-life balance factors of the bank.

As the previous analysis results of influencing factors and dedication engagement, it has a highly significant level between the dedication engagement and the three aspects: relationship with coworkers, career growth opportunities, and work-life balance. Among them, the career growth opportunities factor should be continued to create career development training programs and preserve the chance of promotion. Therefore, this factor is the primary determinant variable for the employees who have dedication engagement.

According to the analysis results of influencing factors and absorption engagement, there is a highly significant level between absorption engagement and the four influencing factors: leadership, relationship with coworkers, career growth opportunities, and work-life balance. Among them, the career growth opportunities factor should be continued to develop the existing career development programs and create the chance of promotion. Therefore, this factor is the primary determinant variable for the absorption engagement of employees.

Additionally, the second objective of this study is to examine the effect of the three components of employee engagement on OCBs at NDB. By observing all these connections discussed above, the engagement drivers can make employee engagement in OCBs. According to the calculations and results in the previous chapters, they feel they owe much to their bank, which is worthy of their vigor, dedication, and absorption engagement. Therefore, the OCBs of the employee can be developed. The findings of the three components of employee engagement and two citizenship behaviors are the following.

As the previous analysis results of the three components of employee engagement and OCBI, it has a highly significant level between OCBI and the two engagement factors such as vigor and absorption. Therefore, this factor is the primary determinant variable for employees who have OCBI. Among them, absorption engagement should be continued to preserve and develop the absorption attachment factors and loyalty programs to be fully engrossed in work.

According to the analysis results of the three components of employee engagement and OCBO, there is a highly significant level between OCBO and the two engagement factors, such as dedication and absorption. Therefore, this factor is the primary determinant variable for the employees who have OCBO. Therefore, dedication engagement should be continued among these two engagements to preserve and develop the dedication attachment factors and inspiring programs concerning the work.

Besides, to analyze the effects of two citizenship behaviors on employee performance at the NDB, according to the calculations and results in the previous chapters, they feel that they owe a great deal to their organization, and it is worthy of their OCBI and OCBO. Therefore, employee performance can be developed. By observing all these connections discussed above, the three components of employee engagement can make OCBs on employee performance.

Regarding the already stated analysis results of OCBs and employee performance, there is a positive relationship between the two citizenship behaviors, such as OCBI, OCBO, and employee performance. In this result, the OCBO is higher significant than the OCBI in employee performance. Therefore, the OCBO of the employees should be emphasized more. In addition, the three components of employee engagement which have significant levels with the OCBO, are also crucial for the bank to increase employee performance.

## **5.2 Suggestions and Recommendations**

Knowing which influencing factors have an influential function on employee engagement is critical. For example, employees typically work more than eight hours a day. Moreover, modern life affects human work and makes them spend more time and high physical force in workplaces. Hence, HRM in a bank needs to provide some favorable workplace engagement drivers such as salary and benefits, leadership, relationship with coworkers, career growth opportunities, and work-life balance to improve employee engagement, OCBs, and performance of employees achieving organizational goals.

This study investigated that the influencing factors can improve employee engagement. Based on the study's findings, the management should emphasize keeping relationships with coworkers, career growth opportunities, and work-life balance because most of the employees' perception of these three most critical influencing factors leads to

an increase in all three components of employee engagement. Moreover, the management should focus on dedication and absorption engagement among the three components of employee engagement because they are highly significant to the two citizenship behaviors of the employees. Therefore, the management should try to know the employees' behavior well and the factors that can raise those engagements and citizenship behaviors. Moreover, the management should prioritize the OCBO because it is highly significant to employee performance.

Moreover, management needs to remain an appropriate workplace for employees with bonuses and reward systems related to high performance, fair growth opportunities for their careers, securities for protection against legal problems, and internal promotions to engage employees with work. Therefore, management should maintain the development of the HRM practices mentioned above and create an appropriate workplace environment for employees to be engaged. Then the work-life balance is another essential factor in enhancing the performance of employees at work. Finally, management should consider the employees' personal life and adjust the working and overtime hours.

In conclusion, employee engagement is one of the factors that can help protect the bank against turnover. Naypyitaw Development Bank needs to realize those three influencing factors (relationship with coworkers, career growth opportunities, and work-life balance) that lead to an increase in the engagement of the employees. The bank needs to hold onto its engaged employees through the provided influencing factors. Then, management should fulfill the needs and wants of the employees and require careful attention to the strategic management of the HRM practices since the organization's success is dependent on engaged employees to develop their OCBs. With higher citizenship behaviors, employees will be able to perform better, thus improving the service quality in the Myanmar banking industry.

### **5.3 Needs for Further Research**

This section will attempt to explain the requirements for further studies and the current study's limitations. This is only research for an MBA degree and was done within the limited learning surroundings over a limited time. Moreover, this research deals only with some influence factors: salary and benefits, leadership, the relationship with coworkers, career growth opportunities, work-life balance, employee engagement, OCBs, and employee performance. For those reasons, this research is not said to be perfect

research. The other factors of HRM should also be studied to be better researchers in the future.

To be accurate in the results, further research needs to consider an exact proportion of job positions. Moreover, other suitable workplace engagement drivers or influencing factors can be identified and studied in a relevant organization. As there are other HR functions and activities, future research will need to concentrate on other human resource considerations to enhance the performance of employees.

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## **APPENDICES**

### **APPENDIX A**

#### **Survey Questionnaire Form 2022 for Employees of Naypyitaw Development Bank**

Dear Respondent,

I am a student from the Yangon University of Economics, Department of Management Studies, Master of Business Administration Program.

This survey questionnaire is conducted for the academic purpose of partial fulfillment of the requirements of a Master of Business Administration. This survey questionnaire aims to analyze the factors contributing to employee engagement in relationship with organizational citizenship behaviors and employee performance at Naypyitaw Development Bank.

I kindly request that you take fifteen (15) minutes to respond to the questionnaire by marking the box that best represents your opinion sincerely and truthfully.

I want to inform you that this questionnaire is very anonymous, and your responses will be used for academics only. In addition, all the data will be treated with maximum confidentiality. Finally, I would like to thank you for your participation.

Yours Faithfully,

Kyi Phyo Thet

## SECTION (A): GENERAL INFORMATION

Instruction: Please tick the appropriate box that corresponds with your answer.

### 1. Gender

Male

Female

### 2. Age

21 to 30 years

31 to 40 years

41 to 50 years

Above 50 years

### 3. Level of Education

Undergraduate

Bachelor Degree

Master Degree

Others

### 4. Current Job Position

Junior Level (Non-managerial)

Middle Level (AM & Manager)

Senior Management Level (AGM and Above)

### 5. Salary (Kyats)

200000 and Under

200001 - 300000

300001 - 400000

Above 400000

### 6. Work Experiences at NDB

Under six months

Six months to 1 year

1 to 3 years

3 to 5 years

Above five years

## SECTION (B): ENGAGEMENT DRIVERS

Please tick the appropriate box to indicate how agreeable you are with the following statements.

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

No.	Statement	Significant Level				
		1	2	3	4	5
	<b>Salary and Benefits</b>					
1	I feel I am being paid a fair amount for the work I do.					
2	I feel satisfied with my chances of salary increases.					
3	The benefits I receive are as good as most other banks offer.					
4	The benefits package we have is equitable.					
5	I am satisfied with the yearly bonuses and gifts from the bank.					
	<b>Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Leaders have developed fair employee motivation packages.					
2	At all levels, the bank has competent leaders who keep the organization's activities right track.					
3	Leaders are keen to take immediate action on challenges before they get out of control.					
4	Leaders motivate employees to attain their performance targets.					
5	Leaders communicate clearly to employees about job expectations at the bank.					
6	Leaders encourage autonomy in job execution.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Relationship with Coworkers</b>					
1	I like the co-workers I work with.					
2	My coworkers are willing to listen to my job-related problems.					
3	My coworkers are helpful to me in getting my job done.					
4	I have a friendly and trustful relationship with coworkers.					
5	My coworkers met my expectations.					
	<b>Career Growth Opportunities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I have a chance for promotion in my job.					
2	I do well on the job and stand a fair chance of being					

	promoted.					
3	I get ahead as fast here as I do in other places.					
4	I had received permission from the bank to join career growth training programs and higher education.					
5	I had often provided financial support for career development training programs from the bank.					
	<b>Work-Life Balance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The amount of time my job takes up makes it easy to fulfill family responsibilities.					
2	The amount of time my job takes up makes it easy to do extracurricular activities.					
3	I feel that the bank provides flexible time to balance my work and personal life.					
4	I feel that the bank recognizes the need for leave to give employees time off work to relax and attend to personal issues.					
5	I can give my family quality time because my work is not stressful.					

### SECTION (C): EMPLOYEE ENGAGEMENT

Please judge how far you agree with the following statements and tick the appropriate rating scale for all questions in the section. Then, use the following scale to select the number. 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No.	Statement	Significant Level				
		1	2	3	4	5
	<b>Vigor</b>					
1	At my work, I feel bursting with energy.					
2	At my job, I feel strong and vigorous.					
3	When I get up in the morning, I feel like going to work.					
4	I can continue working for very long periods.					
5	At my job, I am very resilient mentally.					
6	At my work, I always persevere, even when things do not go well.					

	<b>Dedication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I find the work that I do full of meaning and purpose.					
2	I am enthusiastic about my job.					
3	My job inspires me.					
4	I am proud of the work that I do.					
5	To me, my job is challenging.					
	<b>Absorption</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Time flies when I am working.					
2	When I am working, I forget everything else around me.					
3	I feel happy when I am working intensely.					
4	I am immersed in my work.					
5	I get carried away when I am working.					
6	It is difficult to detach myself from my job.					

#### **SECTION (D): ORGANIZATIONAL CITIZENSHIP BEHAVIORS**

Please tick the appropriate rating scale closest to reflecting your opinions. Then, please respond to all questions in the section and use the following scale to select the number. 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

<b>No.</b>	<b>Statement</b>	<b>Significant Level</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Organizational Citizenship Behavior (Individual)</b>					
1	I willingly give my time to help others who have work-related problems.					
2	I give up time to help others who have work or non-work problems.					
3	I share my personal property with others to help with their work.					
4	I show genuine concern and courtesy toward employees, even in the most trying business or personal situations.					
5	I always go out of my way to make newer employees feel welcome in the workgroup.					
6	I voluntarily help new employees settle into the job.					

	<b>Organizational Citizenship Behavior (Organization)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I attend functions that are not required but help the bank's image.					
2	I offer ideas to improve the functioning of the bank.					
3	I take action to protect the bank from potential problems.					
4	I defend the bank when other employees criticize it.					
5	I show pride when representing the bank in public.					
6	I express loyalty toward the bank.					

### **SECTION (E): EMPLOYEE PERFORMANCE**

Please judge how far you agree with the following statements regarding your opinion and tick the appropriate rating scale for all questions in the section. Use the following scale to select the number. 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

<b>No.</b>	<b>Statement</b>	<b>Significant Level</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I can complete my daily tasks quickly and efficiently to achieve organizational objectives.					
2	I finish the assigned duties at a specific time.					
3	I accomplish my tasks utilizing fewer errors.					
4	I try to be creative and innovative to meet job requirements.					
5	I actively look for ways to improve my performance to acquire the organization's objectives.					
6	I know how to solve problems and difficult situations to achieve organizational goals.					
7	I can manage more responsibility than is typically assigned.					
8	I always arrive at the bank punctually to accomplish my specified tasks.					

*Thank you very much for your participation  
Your time and opinion are greatly appreciated.*

## APPENDIX B

### Regression Analysis Results for the Effect of Influencing Factors on Vigor

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.743 <sup>a</sup>	.552	.539	.36805	.552	40.228	5	163	.000

a. Predictors: (Constant), Work-Life BalanceMean, LeadershipMean, Salary and BenefitMean, RelationshipWithCowokerMean, CarrerGrowthOpportunityMean

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.246	5	5.449	40.228	.000 <sup>b</sup>
	Residual	22.080	163	.135		
	Total	49.325	168			

a. Dependent Variable: VigorMean

b. Predictors: (Constant), Work-Life BalanceMean, LeadershipMean, Salary and BenefitMean, RelationshipWithCowokerMean, CarrerGrowthOpportunityMean

#### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.063	.261		4.079	.000		
	Salary and BenefitMean	-.044	.063	-.047	-.699	.486	.613	1.631
	LeadershipMean	.144	.064	.154	2.236	.027	.577	1.735
	RelationshipWithCowokerMean	.243	.084	.235	2.878	.005	.414	2.418
	CarrerGrowthOpportunityMean	.155	.081	.174	1.916	.057	.332	3.013
	Work-Life BalanceMean	.264	.067	.364	3.943	.000	.322	3.107

a. Dependent Variable: VigorMean

## Regression Analysis Results for the Effect of Influencing Factors on Dedication

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.859 <sup>a</sup>	.738	.730	.32554	.738	91.736	5	163	.000

a. Predictors: (Constant), Work-Life BalanceMean, LeadershipMean, Salary and BenefitMean, RelationshipWithCowokerMean, CarrerGrowthOpportunityMean

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.608	5	9.722	91.736	.000 <sup>b</sup>
	Residual	17.274	163	.106		
	Total	65.882	168			

a. Dependent Variable: DedicationMean

b. Predictors: (Constant), Work-Life BalanceMean, LeadershipMean, Salary and BenefitMean, RelationshipWithCowokerMean, CarrerGrowthOpportunityMean

### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.339	.230		1.470	.143		
	Salary and BenefitMean	.079	.056	.072	1.410	.160	.613	1.631
	LeadershipMean	-.084	.057	-.078	-1.468	.144	.577	1.735
	RelationshipWithCowokerMean	.252	.075	.210	3.372	.001	.414	2.418
	CarrerGrowthOpportunityMean	.415	.072	.403	5.785	.000	.332	3.013
	Work-Life BalanceMean	.276	.059	.330	4.671	.000	.322	3.107

a. Dependent Variable: DedicationMean

## Regression Analysis Results for the Effect of Influencing Factors on Absorption

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.901 <sup>a</sup>	.812	.806	.24394	.812	140.844	5	163	.000

a. Predictors: (Constant), Work-Life BalanceMean, LeadershipMean, Salary and BenefitMean, RelationshipWithCowokerMean, CarrerGrowthOpportunityMean

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.907	5	8.381	140.844	.000 <sup>b</sup>
	Residual	9.700	163	.060		
	Total	51.607	168			

a. Dependent Variable: AbsorptionMean

b. Predictors: (Constant), Work-Life BalanceMean, LeadershipMean, Salary and BenefitMean, RelationshipWithCowokerMean, CarrerGrowthOpportunityMean

### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.180	.173		1.040	.300		
	Salary and BenefitMean	-.038	.042	-.039	-.899	.370	.613	1.631
	LeadershipMean	.258	.043	.271	6.057	.000	.577	1.735
	RelationshipWithCowokerMean	.186	.056	.176	3.326	.001	.414	2.418
	CarrerGrowthOpportunityMean	.411	.054	.450	7.636	.000	.332	3.013
	Work-Life BalanceMean	.175	.044	.237	3.954	.000	.322	3.107

a. Dependent Variable: AbsorptionMean

## Regression Analysis Results for the Effect of Employee Engagement on OCBI

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.935 <sup>a</sup>	.874	.872	.19612	.874	383.092	3	165	.000

a. Predictors: (Constant), AbsorptionMean, DedicationMean, VigorMean

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.204	3	14.735	383.092	.000 <sup>b</sup>
	Residual	6.346	165	.038		
	Total	50.550	168			

a. Dependent Variable: IndividualOCBMean

b. Predictors: (Constant), AbsorptionMean, DedicationMean, VigorMean

### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.069	.126		.546	.586		
	VigorMean	.358	.047	.354	7.648	.000	.356	2.813
	DedicationMean	-.019	.035	-.022	-.552	.582	.473	2.113
	AbsorptionMean	.636	.055	.643	11.555	.000	.246	4.068

a. Dependent Variable: IndividualOCBMean

## Regression Analysis Results for the Effect of Employee Engagement on OCBO

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.892 <sup>a</sup>	.796	.792	.28433	.796	214.024	3	165	.000

a. Predictors: (Constant), AbsorptionMean, DedicationMean, VigorMean

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.909	3	17.303	214.024	.000 <sup>b</sup>
	Residual	13.340	165	.081		
	Total	65.249	168			

a. Dependent Variable: OrganizationOCBMean

b. Predictors: (Constant), AbsorptionMean, DedicationMean, VigorMean

### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.233	.183		-1.274	.204		
	VigorMean	.039	.068	.034	.580	.562	.356	2.813
	DedicationMean	.559	.051	.562	10.985	.000	.473	2.113
	AbsorptionMean	.415	.080	.369	5.195	.000	.246	4.068

a. Dependent Variable: OrganizationOCBMean

**Regression Analysis Results for the Effect of Organizational Citizenship Behaviors on Employee Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.697 <sup>a</sup>	.486	.480	.38340	.486	78.597	2	166	.000

a. Predictors: (Constant), OrganizationOCBMean, IndividualOCBMean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.107	2	11.553	78.597	.000 <sup>b</sup>
	Residual	24.401	166	.147		
	Total	47.508	168			

a. Dependent Variable: Employee PerformanceMean

b. Predictors: (Constant), OrganizationOCBMean, IndividualOCBMean

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.611	.230		6.999	.000		
	IndividualOCBMean	.217	.081	.223	2.685	.008	.447	2.238
	OrganizationOCBMean	.439	.071	.515	6.190	.000	.447	2.238

a. Dependent Variable: Employee PerformanceMean