

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EMPLOYEE ENGAGEMENT AND EMPLOYEE
PERFORMANCE AT OMEGA DISTRIBUTION GROUP
CO., LTD**

NAING LIN HTOON

EMBAII-20

EMBA 17TH BATCH

OCTOBER, 2022

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ACADEMIC YEAR (2018-2022)

Supervised By:

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This thesis submitted to 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 and Employee Performance at Omega Distribution Group Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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OCTOBER, 2022

ABSTRACT

This study aims to analyze the effect of psychological capital and service climate on employee engagement at Omega Distribution Group Co., Ltd. It also investigate the moderating effect of job embeddedness on the relationship between psychological capital and employee engagement. Finally, it investigates the moderating effect of job embeddedness on the relationship between service climate and employee engagement and analyze the effect of employee engagement on employee performance at Omega Distribution Group Co., Ltd. Census sampling method is applied to collect the primary data from these 52 employees. Personal interview method is applied by using structured questionnaire. The study reveals that both psychological capital and service climate have the positive effect on employee engagement. Among those significant factors, service climate has more effect on employee engagement. The study also found that a partial positive moderating effect is observed where job embeddedness reinforces the positive relationship between psychological capital and employee engagement. Moreover, there is a complete positive moderating effect of job embeddedness, which strengthens the positive relationship between service climate and employee engagement. The study indicates that employee engagement has the positive effect on employee performance at Omega Distribution Group Co., Ltd. Specifically, employee engagement has the positive effect on both task performance and contextual performance. To promote employee engagement and job performance, Omega Distribution Group Co., Ltd should organize customer service teams based on regions to quick responding to the customers' feedback and suggestions. For psychological capital, Omega Distribution Group Co., Ltd should help employees focus on their past successes, ideally those similar in nature to their current challenge. Finally, company should introduce flexible work arrangements to improve the work-life balance of the employees and reduce the stress.

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TABLE OF CONTENTS

| | Page |
|---|------|
| ABSTRACT | i |
| ACKNOWLEDGEMENTS | ii |
| TABLES OF CONTENTS | iii |
| LIST OF TABLES | vi |
| LIST OF FIGURES | vii |
| LIST OF ABBREVIATIONS | viii |
| CHAPTER 1 INTRODUCTION | 1 |
| 1.1 Rationale of the Study | 2 |
| 1.2 Objectives of the Study | 3 |
| 1.3 Scope and Method of the Study | 3 |
| 1.4 Organization of the Study | 3 |
| CHAPTER 2 LITERATURE REVIEW | 5 |
| 2.1 Employee Engagement | 5 |
| 2.2 Models of Employee Engagement | 6 |
| 2.3 Antecedents of Employee Engagement | 12 |
| 2.4 Job Embeddedness | 15 |
| 2.5 Employee Performance | 16 |
| 2.6 Previous Studies | 19 |
| 2.7 Conceptual Framework of the Studies | 22 |

| | | |
|------------------|--|-----------|
| CHAPTER 3 | PROFILE AND SERVICE CLIMATE OF OMEGA DISTRIBUTION GROUP CO., LTD | 24 |
| 3.1 | Profile of Omega Distribution Group Co., Ltd | 24 |
| 3.2 | Service Climate of Omega Distribution Group Co., Ltd | 27 |
| 3.3 | Research Design | 30 |
| 3.4 | Demographic Profile of Respondents | 31 |
| 3.5 | Employee Perception on Service Climate of Omega Distribution Group Co., Ltd | 31 |
| | | |
| CHAPTER 4 | ANALYSIS ON EFFECT OF PSYCHOLOGICAL CAPITAL AND SERVICE CLIMATE ON EMPLOYEE ENGAGEMENT OF OMEGA DISTRIBUTION GROUP CO., LTD | 33 |
| 4.1 | Psychological Capital and Job Embeddedness of Employees | 33 |
| 4.2 | Employee Engagement and Employee Performance | 34 |
| 4.3 | Analysis on Psychological Capital and Service Climate on Employee Engagement | 37 |
| 4.4 | Analysis of Moderating Effect of Job Embeddedness on Relationships of Psychological Capital and Service Climate to Employee Engagement | 38 |
| 4.5 | Analysis on the Effect of Employee Engagement and Employee Performance | 40 |
| | | |
| CHAPTER 5 | CONCLUSION | 44 |
| 5.1 | Finding and Discussion | 44 |

| | | |
|-----|--------------------------------|----|
| 5.2 | Suggestions and Recommendation | 45 |
| 5.3 | Need for further research | 46 |

REFERENCES

APPENDIX

LIST OF TABLES

| Table No. | Description | Page No. |
|------------------|--|-----------------|
| Table (3.1) | Demographic Profile of Respondents Table | 30 |
| Table (3.2) | Employee Perception on Service Climate Table | 32 |
| Table (4.1) | Psychological Capital Table | 33 |
| Table (4.2) | Job Embeddedness Table | 34 |
| Table (4.3) | Employee Engagement Table | 35 |
| Table (4.4) | Task Performance Table | 35 |
| Table (4.5) | Contextual Performance Table | 36 |
| Table (4.6) | Effect of Psychological Capital and Service Climate on Employee Engagement Table | 37 |
| Table (4.7) | Moderating Effect of Job Embeddedness on Relationships of Psychological Capital and Service Climate to Employee Engagement Table | 39 |
| Table (4.8) | Effect of Employee Engagement of Task Performance Table | 40 |
| Table (4.9) | Effect of Employee Engagement of Contextual Performance Table | 41 |
| Table (4.10) | Effect of Employee Engagement of Employee Performance Table | 42 |

LIST OF FIGURES

| Figure No. | Description | Page No. |
|-------------------|--|-----------------|
| Figure (2.1) | The JD-R Model | 8 |
| Figure (2.2) | Multi-Dimensional Framework | 9 |
| Figure (2.3) | Social Exchange Theory | 11 |
| Figure (2.4) | Conceptual Framework of Kang | 19 |
| Figure (2.5) | Conceptual Framework of Zhou | 20 |
| Figure (2.6) | Conceptual Framework of Demircioğlu | 21 |
| Figure (2.7) | Conceptual Framework of Study | 22 |
| Figure (3.1) | Organization Structural of Omega Distribution Group Co., Ltd | 25 |

LIST OF ABBREVIATIONS

| | |
|--------|------------------------------|
| PsyCap | Psychological Capital |
| JD-R | Job-Demand Resources |
| SET | Social Exchange Theory |
| HRM | Human Resource Management |
| JE | Job Embeddedness |
| KPI | Key Performance Indicator |
| SOP | Standard Operating Procedure |
| B2B | Business to Business |
| MFS | Mobile Financial Service |
| RSM | Regional Sales Manager |
| TSM | Territory Sales Manager |
| TSE | Territory Sales Executive |
| ODG | Omega Distribution Group |

CHAPTER 1

INTRODUCTION

Employee engagement is a key component affecting employee performance and organizational financial success (Rothbard & Patil, 2011). Employee engagement is a positive work-related psychological state characterized by a genuine willingness to contribute to organizational success (Albrecht, 2010). Employee engagement is about creating the right conditions so that employees can give their best each day, stay committed to their organization's values and purpose, and be motivated to contribute to organizational success. Engaged employees perform better than disengaged employees via more positive emotions, better health, and heightened resourcefulness while also stimulating the performance of others in the workplace (Bakker & Oerlemans, 2011). According to Jung et al. (2018), service climate and psychological capital (PsyCap) are significant factors in elevating employee engagement.

Service climate refers to employee perceptions of the practices, procedures and behaviors that get rewarded, supported, and expected with regards to customer service and customer service quality (Schneider et al., 1998). Service climate has been examined to predict employees' attitudes and behaviors in the workplace. Along with creating an optimal service climate for employees, it is also vital to understand how positive attributes such as PsyCap elevate their level of engagement. Psychological capital, known as PsyCap, recognizes the unrealized power of human's positivity in contemporary workplaces, emphasizing psychological capacities. PsyCap constitutes an individual's positive psychological state of development (Luthans et al., 2007).

Job embeddedness, a concept proposed by American psychologist Mitchell et al. (2001) meant an employee's decision is affected by relations with the family, friends, associated groups, communities and their living environment, which form a close network in society, psychology and economy, and the more complicated and stronger this network is, the more embedded the employee (an individual node) will become.

Task performance includes things that directly contributes to the technical processes of a job; while contextual performance is discussed to contribute to the effectiveness in an organization, but do not directly include core technical skills. One

important because it is positively associated with job satisfaction, affective organizational commitment, and job performance (Jiang et al., 2012).

Analyzing the factors influencing on employee engagement would help the organization's performance. Omega Distribution Group Co., Ltd is now extending distribution network and the numbers of employees are gradually increasing. Therefore, employee engagement is becoming the important factor for Omega Distribution Group Co., Ltd to improve the task performance of the employees.

1.2 Objectives of the Study

The main objectives of the study are:

- 1) To analyze the effect of psychological capital and service climate on employee engagement at Omega Distribution Group Co., Ltd.
- 2) To investigate the moderating effect of job embeddedness on the relationship between psychological capital and employee engagement.
- 3) To investigate the moderating effect of job embeddedness on the relationship between service climate and employee engagement.
- 4) To analyze the effect of employee engagement on employee performance at Omega Distribution Group Co., Ltd.

1.3 Scope and Method of the Study

This study focuses on employee engagement and employee performance at Omega Distribution Group Co., Ltd which is the service provider distributing the A Plus E- Wallet service.

Both primary and secondary data are applied in this study. There are 52 employees working at Omega Distribution Group Co., Ltd. Census sampling method is applied to collect the primary data from these 52 employees. Personal interview method is applied by using structured questionnaire with 5-point likert scale. Secondary data are collected from relevant websites, previous papers, and from records of Omega Distribution Co., Ltd. The descriptive statics and linear regression methods are applied for data analysis.

1.4 Organization of the Study

This paper is comprised of five different chapters. Chapter one describes the introduction of the paper, rationale, objectives, scope, method and limitation of the study. Chapter two consists of the theoretical background related to psychological capital, service climate, employee engagement and employee performance based on social exchange theory and moderating effect of job embeddedness of psychological and service climate on employee engagement. Chapter three presents profile and employee engagement practices of Omega Distribution Group Co., Ltd. Chapter four presents the analysis of employee engagement and employee performance at Omega Distribution Group Co., Ltd. Chapter five presents conclusion, recommendation and suggestion for further study.

CHAPTER 2

LITERATURE REVIEW

This chapter presents the literature review for employee engagement models and antecedents of engagement. It also presents the job embeddedness, and job performance. Previous studies and conceptual framework of the study are also included in this chapter.

2.1 Employee Engagement

Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al., 2004). Harter, Schmidt, and Hayes (2002) defined employee engagement as the individual's involvement and satisfaction with as well as enthusiasm for work. Employee engagement is about creating the right conditions so that employees can give their best each day, stay committed to their organisation's values and purpose, and be motivated to contribute to organisational success. Employee engagement is the attachment of an employee to his work role; it is the physical, cognitive, and emotional attachment to the performance—physical dimension refers to physical involvement in the task at hand, cognitive dimension refers alertness and absorbed at work, and emotional dimension means connection with job while working with dedication and commitment. Employee engagement is a persistent and pervasive motivational psychological state (Gupta & Shaheen, 2017).

Schaufeli and Salanova (2007) claimed that engagement is essential for contemporary organizations given the many challenges they face and argued that organizations can gain a competitive advantage through employee engagement. They suggested that engaged employees are energetically and effectively connected to their work. In disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances (Kahn, 1990). Hughes and Rog (2008) stated that employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work.

Employee engagement is one of the conditions that can describe employee involvement in achieving optimal performance. Employee engagement can have an impact on improving performance and can provide financial support for a company. The level of employee commitment can be seen from the length of service or work resistance in the company. Involved employees tend to do more hard work, but are more loyal to the company and have a positive influence on organizational success (Ali & Ali, 2011). The attitude of employees forms the strengthening of mutual involvement in the affairs of the company. This basis makes employees loyal and provides the ability to carry out company activities in accordance with certain work structures or arrangements. Employee engagement can also be said as a supporter in carrying out responsibilities at work. Thus, the incorporation of positive aspects can build a company's success.

2.2 Models of Employee Engagement

In the academic literature, there are six models available for the study of employee engagement. Those models are model of personal engagement, burnout/ engagement model, Jd-R model, three-factor engagement model, multi-dimensional framework, and social exchange theory.

2.2.1 Personal Engagement Model

The first time employee engagement was mentioned in an Academy of Management Journal article called "Psychological Conditions of Personal Engagement and Disengagement at Work" (Kahn, 1990). Kahn defined personal engagement as "the simultaneous employment and expression of a person's "preferred self" in a task behaviors that promote connection to work and to others, personal presence, and active full role performance." According to Kahn employees can be engaged on a physical, emotional and cognitive level: these levels are significantly affected by three psychological domains: meaningfulness, safety and availability (Kahn, 1990). In a turn of events, these domains create influence on how employees perceive and perform their roles at work.

Kahn defines meaningfulness as the positive "sense of return on investment of self in role of implementation" (Kahn, 1990). He describes psychological meaningfulness as a feeling the person receives in the renovation of the psychological, cognitive and

emotional energy invested in business performance. The employees experience meaningfulness when they feel useful, valuable and not taken for granted, and that their work is important, desired and valued as well. Work meaningfulness means that employees are stronger to give their efforts to specific tasks, instead of withholding – this indicates the presence of conflict.

Furthermore, safety was defined as the ability to extract one's self "without fear or negative effects to self-image, status or career" (Kahn, 1990). The predictable, coherent and clear positions at work make employees feel safer in their activities, which also increases the likelihood of dispute. Availability, the third domain, Kahn defined as the "sense of possessing the physical, emotional and psychological recourses" (Kahn, 1990) necessary to perform chores in this very second. It measures how ready the employee is, taking into consideration the distractions they cause.

2.2.1 Burnout/ Engagement Model

Burnout or disengagement arises when there is an imbalance between the doers and the six work settings: workload, control, reward, community, fairness, and values (Maslach et al., 2001). These six areas reflecting essential job relationship are linked both theoretically and empirically to the development of burnout and engagement experience in the workplace (Maslach et al., 2001). The higher the gap between the employee preference and the actual work environment, the higher the possibility of burnout. Conversely, the higher the perceived fit, the higher the likelihood of experiencing engagement with ones' work. In each area, where the nature of the job is perceived as not in the right balance with the people doing the work, it results in the experience of exhaustion, cynicism, and inefficacy (Leiter, & Maslach, 2003).

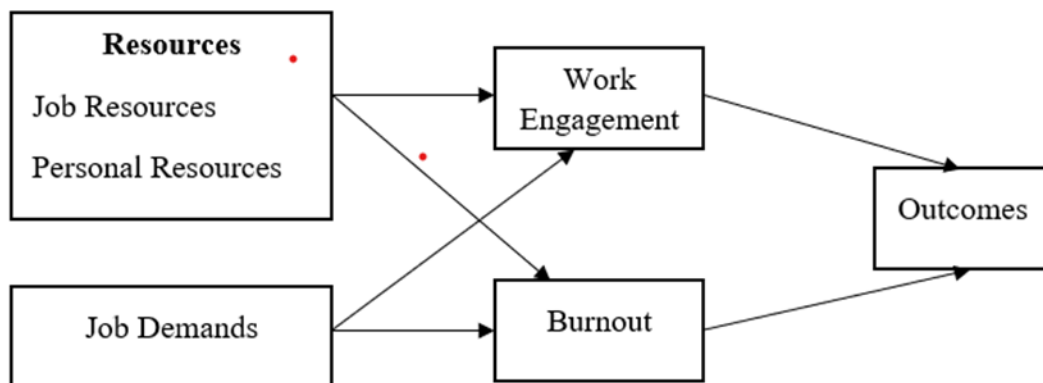
According to Maslach et al. (2001), engagement is associated with the match between an employee profile and the job. This match can be characterised by a sustainable workload, feelings of choice and control, appropriate recognition and wages, a supportive work community, fairness and justice, and meaningful and valued work (Maslach et al., 2001). Burnout experience is characterized by feelings of exhaustion and cynicism, whereas engagement embodies vigor, dedication, and absorption in one's work.

2.2.2 The Job Demands-Resources (Jd-R) Model

This model hypothesises burnout and engagement as distinct constructs incorporated into an all-encompassing model. It speculates that work engagement is a consequence of (1) job resources, and (2) personal resources. This model infers that these resources energise the employees, which encourages their persistence and makes them stay more focused” (Bakker and Demerouti, 2008).

Job demands and resources have an effect over time on both burnout and work engagement in ways as predicted by the JD-R model. That means that work engagement and burnout acted as mediators in the motivational and health impairment processes, respectively (Schaufeli et al., 2009).

Figure (2.1) The JD-R model



Source: Bakker and Demerouti (2008)

The Job Demands-Resources Model (JD-R) is a model that explores employee well-being. It is used by managers to predict employee engagement and employee burnout. The model categorizes working conditions into two groups: Job demands and Job resources/positives. This model essentially states that when job demands are high and job resources are low then factors such as stress and burnout are increased. Alternatively, when job demands are high and job resources are high then factors such as work engagement and performance levels are improved.

2.2.3 Three-Factor Model of Engagement

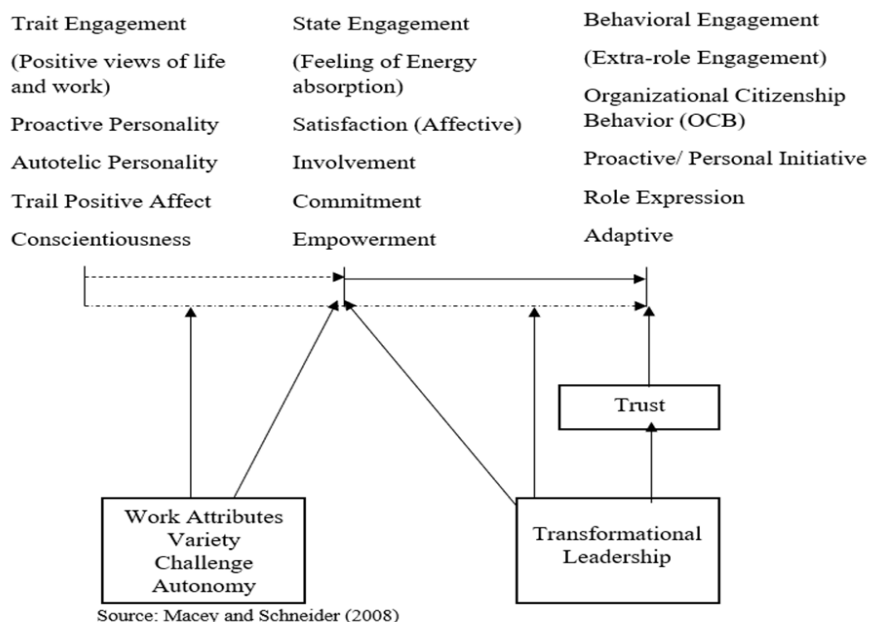
This model is based on the emerging trend of ‘positive psychology’ that focused on human strengths and optimal functioning rather than on weaknesses and malfunctioning (Seligman & Csikszentmihalyi, 2000).

Schaufeli et al. (2002) reasoned that engagement and burnout are opposites, though they are independent of each other. They clarified engagement to be a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption. Vigor involves high energy levels and mental resilience on the job; dedication is being actively concerned with one’s work and experiencing a sense of significance, challenge, and enthusiasm; and absorption refers to being entirely concentrated and engrossed in one’s work.

2.2.4 Multi-Dimensional Framework

The contribution of Macey and Schneider (2008) is from the practitioners’ point of view. They stated that employee engagement is a desirable condition, has an organisational purpose, and connotes involvement, passion, commitment, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioural components.

Figure (2.2) Multi-Dimensional Framework



Source: Macey and Schneider (2008)

According to Figure (2.2), the framework consists of seven components representing the individual, team/department and organisational levels. The individual level involves the components (psychological) trait, state and behavioural engagement; the team/departmental level comprises the components work, leadership and trust; and the organisational level has the components organisational vision, mission, goals, purpose, strategy and competitive advantage to achieve organisational goals.

2.2.5 Social Exchange Theory

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior. Social Exchange Theory (SET) emerged at the end of the 1950s and has since developed into a large body of research on social behaviour. The theory has been widely used to explain both utilitarian and sociological views on relations within social networks (Blau, 2017).

The associated rewards for exchanged resources can be allocated along a two-dimensional matrix. The first dimension is particularism, which indicates that the worth of exchanged resources depends on the source. For instance, a monetary resource is evaluated as low at the particularism scale, as regardless of the source the value of the money is the same. In contrast, love has a high particularism score, as the value of this resource is strongly associated with the provider. The second dimension of resources refers to concreteness, which is the degree of the resource's tangibility.

The resources which have low concrete value could be regarded as symbolic and have more value for receiving parties (Cropanzano & Mitchell, 2005). Overall, resources enable two types of rewards: socioemotional and economic benefits. The socioemotional benefits result from situations when acquired resources increase self-esteem and tackle social needs, while the economic benefits address financial needs (Shore et al., 2006).

The second constituent refers to the mechanisms of exchange. The theory postulates that resources are exchanged based on the subjective cost-reward analysis (Homans, 1961). Such an analysis is contingent on two main conditions defining the decision of the person to perform exchange relations. These conditions are: a) the degree to which a similar performance has been rewarded to a person or other people in the past and b) the degree to which the result of the exchange is valuable to a person (Blau, 2017).

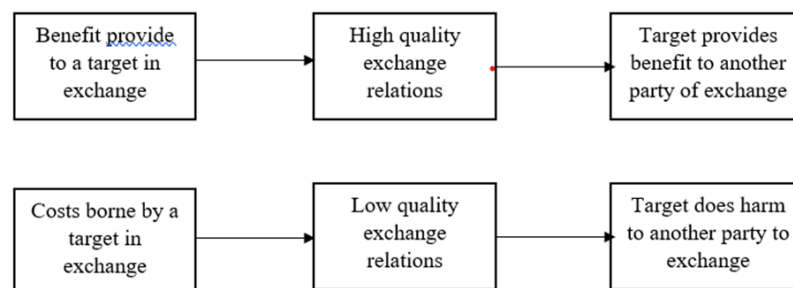
Third, social exchange relations are stimulated by social structures and social capital factors (Samuel, 1994). The dependence on social structures reflects the

contingency of the outcome of interactions on the initial relationship between the parties (Cropanzano & Mitchell, 2005). Social capital represents different forms of social entities, including norms, rules, information channels, expectations and obligations. These entities are embedded in the structures of social organisations. Social capital can not only facilitate, but also restrict the development of social relations and their outcomes (Wasko & Faraj, 2005). The outcomes may include power and equity distribution within social networks. Social capital was examined not only as a factor facilitating the cooperation between people, but as a reward of relations. It was found that interpersonal interactions are driven by the expected maximisation of social benefits, such as enhanced social ties and networks (Wang & Liu, 2019).

The fourth mechanism underpinning social exchange is reciprocity, which creates obligations between the parties (Emerson, 1976). The explanation of the role of reciprocity in social exchange and interdependence between social actors stems from research on experimental economics and evolutionary psychology, postulating that humans are evolutionarily predisposed to behave in such a way as to ensure reciprocation (DeLamater & Ward, 2013). People have developed mental matrices on the balance of rewards-costs in relations that underpin decision making (Hoffman et al., 1998). On the one hand, reciprocity represents the norm defining beliefs about the outcome of exchange and motivating behaviour. People embark on relations with an expectation that the favour (i.e. contributions to relations) will be returned, though without the requirement to do it immediately.

Although exchange based on negotiated rules (as in economic transactions) is more straightforward, social exchange based on the reciprocity rule results in the more long term and reliable relations through the development of trust, loyalty and mutual commitment (Molm, Peterson & Takahashi, 1999).

Figure (2.3) Social Exchange Theory



Source: (Cropanzano et al., 2017)

According to the Figure (2.3), the process of social exchange can be presented as a two-step behavioural model. The social exchange is initiated from the positive or negative treatment of the target of exchange (Cropanzano et al., 2017). A positive action is

rewarding for the target and can represent the provision of support, high-quality service or goods (Riggle, Edmondson & Hansen, 2009; Cropanzano, 2003). A negative action can represent the sacrifices that the target bears, such as abuse, selfishness or bullying (Tepper et al., 2009; Rayner & Keashly, 2005). In response to such actions, the target actor reciprocates with good or bad behaviour to achieve equity, whereby good behaviour is reciprocated with a good deed, and negative behaviour causes a negative response. A series of positive exchanges favouring both parties tends to translate into long-term cooperation and commitment (Cropanzano et al., 2017).

2.3 Antecedents of Employee Engagement

Saks (2006) criticized the earlier engagement models for their failure to address the psychological conditions or antecedents necessary for engagement. He emphasized two factors such as psychological capital and service capital as antecedents of employee engagement.

2.3.1 Psychological Capital

Psychological Capital (PsyCap) is defined as “an individual’s positive psychological state of development and is characterized by having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks, making a positive attribution (optimism) about succeeding now and in the future, persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success” (Luthans, Morgan, & Avolio, 2015). Psychological capital refers to an individual’s psychological capacity which can be measured, developed and managed for performance improvement (Luthans, 2002).

Psychological capital is a positive psychological state in the development of individuals (Avey et al., 2009). Psychological capital comprises four different components: self-efficacy, optimism, hope and resiliency. Bandura (1997) stated that self-efficacy is feeling and believing own competent and effectiveness of people. Self-efficacy motivates people to challenge themselves to be more confident and enhances their strengths, skills, and abilities to meet the challenges and become successful. In a PsyCap

context, self-efficacy plays a vital role in encouraging and energizes employees to pursue their goals and invest time to achieve the goals (Luthans et al., 2007).

According to Seligman (1998), individuals who are optimistic consider that positive events occur due to personal, permanent and pervasive reasons and interpret negative occurring in terms of temporary, external, and, situation-specific factors. Optimism allows individuals to take credit for the positive happenstances in their lives thereby enhancing their sense of self-esteem and upheaval morale (Luthans & Youssef, 2004). People with this explanatory style of optimism will view an event positively and internalize the good aspects of their lives in the past, present and also into the future. In the PsyCap, there is a need for the strength of optimism to be more flexible and realistic person (Luthans et al., 2007).

Hope in PsyCap can be defined as having the willpower and pathways to attain one's goal (Luthans & Youssef, 2004). According to Snyder et al. (1991), hope is a cognitive state for an individual to set realistic but challenging goals and expectations and then by using self-directed determination, energy, and perception of internalized control to achieve the aims. In other words, hope is about persevering toward goals and when required, change or improve the paths to reaching out to the goals. It is composed of the agency which is the actual goal and pathways, which is the planning that is required to meet the goal.

Masten (2001) is the founder of the resiliency concept. Resiliency is the psychological resource that is useful to an individual when struck with failures. According to Luthans (2002), it is the capacity of an individual to cope successfully with adversities and challenges in life. If a person is faced with failures, due to uncontrolled external or even due to internal reasons, the psychological capacity of resiliency helps to retry and overcome the failures.

These positive resources are demonstrated to be state-like by Luthans et al (2015). Hence, they are easy to be developed and improved through training programs, on-the-job activities, and highly focused and short "micro-interventions" (Luthans et al., 2010). Positive psychology and positive organizational behaviors have encouraged the emergence of PsyCap in organizations. The positive traits may have helped employees to cope with negative emotions. As found by Rabenu, Yaniv, & Elizur (2016), PsyCap was

negatively associated with stress, and it also favored employees to cope with stress. Second, PsyCap also potentially strengthen positive attitude in organizations.

2.3.2 Service Climate

Service climate refers to employee perceptions of the practices, procedures, and behaviors that get rewarded, supported, and expected with regard to customer service and customer service quality (Schneider et al., 1998). To support these perceptions, organizations need the proper internal structures, processes, goals, and rewards in place to sustain the behaviors necessary for a favorable service climate (Bowen & Schneider, 2014).

Organizations cannot develop a favourable service climate without first having the antecedents that make it possible to maximize an organization's service system (Schneider & Bowen, 2010). These antecedents include: the quality of service received by internal departments (Erhart et al., 2011), removing barriers to work (Schneider et al., 1998), positive managerial behaviours (Salvaggio et al., 2007), service oriented HRM policies and procedures (Hong et al., 2013), and employees who are engaged in their work (Schneider et al., 2009).

Service climate refers to the shared sense that people who work for an organization have. This includes policies, procedures, and rewarded employee behaviors, which all emphasize service excellence (Schneider, White, & Paul, 1998). A strong service climate is necessary to guide the attitudes and behaviors of employees in the service process (Schneider, Salvaggio, & Subirats, 2002).

In a positive service climate, employees feel a level of team spirit and work with a positive attitude to deliver service quality to their clients (Bowen & Schneider, 2014). Next to their daily tasks, employees who perceive their service climate as positive will engage in extra-role behaviours to promote customer satisfaction, leading to better business results (Schneider et al., 2005). Nowadays, in an environment that manifests a high pressure of competition, service climate may play an important role for a firm to stay ahead of their competitors. Therefore, organizations must understand how leaders induce a team atmosphere in which employees will perceive a positive service climate. In turn, such climate ultimately induces employee efforts to deliver customer's service quality (Kuenzi & Schminke, 2009).

2.4 Job Embeddedness

Job embeddedness (JE) is defined as a broad constellation of psychological, social, and financial influences on employee retention (Mitchell et al., 2001). These influences are present on the job, as well as outside the employee's immediate work environment, and are often likened to strands in a “web” or “net” in which a person can become “stuck” (Mitchell et al., 2001). Job embeddedness comprises three dimensions: links, fit, and sacrifice. Each dimension is further categorized into two sub-dimensions (i.e., organization and community) based on whether the influences occur on-the-job, or off-the job.

The critical aspects of job embeddedness are (a) the extent to which people have links to other people or activities, (b) the extent to which their job and community are similar to or fit with the other aspects in their life space and, (c) the ease with which links can be broken--what they would give up if they left, especially if they had to physically move to another city or home. These three dimensions are called links, fit and sacrifice and they are important both on and off the job (Lee et al., 2004).

JE theory posits that a number of links attach an employee and his or her family in a social, psychological, and financial web that includes co-workers and non-work friends, groups, and the community in which he or she lives. There are links to entities in the organization, such as a team of work colleagues in one's working team, and there are links to entities in one's community, such as relatives, friends and social groups. The greater the number of links between the individual and the web and the more important those links are, the more a worker is bound to the job, the supervisor and entities in the organizations such as teams (Lee et al., 2004).

Good person–organization fit occurs when an employee's personal values, career aspirations, knowledge, skills, and ability are compatible with the organizational culture, and with the requirements of his or her job. In addition, a person will consider how well he or she fits with aspects of the community and surrounding environment such as climate, weather conditions, religious beliefs, and entertainment activities (Mitchell et al., 2001). JE theory postulates that the better the fit with the organization and the surrounding community, the stronger the ties to the organization (Lee et al., 2004). Sacrifice is the perceived psychological, social, or material cost of leaving one's organization and one's community (Mitchell et al., 2001). Leaving an organization incurs

job-related losses: e.g., giving up familiar colleagues, interesting projects or desirable benefits. Leaving an organization may also result in community-related losses (e.g., giving up an easy commute, good day care, or local club membership).

According to the job embeddedness theory, under the same condition, the one who has high level of embeddedness is more likely to stay in their organization, while the one with low level is more inclined to turnover (Zhang, 2012).

2.5 Employee Performance

Job performance is considered the ultimate criterion in human resource management (Organ & Paine, 1999). According to Campbell and Wiernik (2015), job performance is a construct that comprises behaviors under workers' control that contribute to organizational goals. The job performance of the employee is a measurement tool how the employee is performing in the given work (Lagace et al., 1993). Job performance has been defined as the value an organization can expect from discrete behaviors performed by an employee over time. (Motowidlo, 2003).

Furthermore, job performance is the same as individual's excellence in job according to completing tasks, showing efforts and resulting in successfulness (Babu, 1997). Job performance can be defined as how skillful, excellent, and creative in completing individual's job and missions. Performance is the result in work or how well individual does the job. Thus, job performance is the ability in dealing unexpected workplace problems. In other words, job performance is not only the result of work but also the creativeness and flexibility of individual.

Performance is the quantify and qualify of work's outcome achieving by an individual or a team in an organization, following the authority and duties of their responsibilities, in an attempt to accomplish all organizational goals legally, not against the law with morals and ethics (Mangkunegara, 2009). According to Gomes (2003), employee job performance in organization is specified as an accumulation of production results in an unambiguous job function or activity over a certain term.

Employee job performance refers to the behaviors those are proper to the organizational goals and those can be under the control of the employees (Phillips & McCarthy, 2012). Employee's job performance is also a consolidation of capacity, attempt, and chance, which recognized by observing the results of his works or his achievements (Sulistiyani & Rosidah, 2009). Dulebohn and Ferris (2016) argued that

determining employee's performance is the pivotal function of Human Resource Management (HRM) in any organization. Borman and Motowidlo (1993) described a two-factor theory of job performance in which most jobs consist of task performance and contextual performance.

2.5.1 Task Performance

Task performance is defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman & Motowidlo, 1997). Task performance refers to behaviors that contribute to the production of a good or the provision of a service. It entails behaviors that vary across jobs, likely to be role-prescribed and that are usually included in job description (Aguinis, 2013). For instance, Salgado and Cabal (2011) developed a performance appraisal for public employees according to the level of responsibility. Among high- and low-level positions, only two out of five indicators of task performance were shared: technical knowledge and productivity (in terms of quantity and quality). A step forward to a generic framework was the review performed by Koopmans et al. (2011), which included task-performance indicators, such as completing job tasks, keeping knowledge up-to-date, working accurately and neatly, planning and organizing, and solving problems, among others.

Task performance is an understanding under contractual terms between an employer and an employee or a manager and a subordinate to perform an assigned task (Pradhan & Jena, 2016). Task performance can be defined as an employee's fulfillment of the duties and responsibilities of the relevant role in the job description (Van Dyne et al., 1995) and depends on the employee's efficiency to fulfill the duties and responsibilities. In other words, it is about how effectively and efficiently the employees fulfill their responsibilities. Hence, employees' task performance contributes directly or indirectly to all company activities, including production and the efficiency and productivity of the company (Van Scotter, 1994). From the employee's perspective, task performance refers to actions that are expected, evaluated and rewarded (Leung, 2007).

Borman and Motowidlo (1993) defined task performance as the behavior that is directly linked to completion of the job. Task related behaviors contribute to the technical core of the organization. Behavior in the domain of task performance is usually recognized as a formal requirement of an individuals' job. Job description often explicitly stipulates that the job holders must perform these activities.

While professional competence, clear job descriptions, a suitable working environment, and moral qualities are important for high task performance, a precise and reliable job description will increase (Gül, 2013), and an unclear job description will decrease the quality of the performance assessment (Kılıç, 2006). Therefore, employees perceive two different task performances: general and specific task performance (Aslan et al., 2021).

Perceived general task performance includes the perception of how the person performs all the activities in the company, whether directly related to KPIs or not, such as coming to work on time, helping teammates, the general quality of the service produced, and the contribution to company activities other than the tasks defined in the job description and KPIs. Perceived specific task performance is the perception of the employees towards their performance related to main activities in their job description, which are often listed in KPIs. Moreover, all employees know what is in their KPIs what is evaluated formally or informally (Aslan et al., 2021).

2.5.2 Contextual Performance

The second dimension is contextual performance, also referred to as organizational citizenship behavior (OCB). Contextual performance was defined as performance that is not formally required as part of the job but that helps shape the social and psychological context of the organization (Borman & Motowidlo, 1993). Contextual performance has been further suggested to have two facets: interpersonal facilitation and job dedication. (1) Interpersonal facilitation includes “cooperative, considerate, and helpful acts that assist co-workers’ performance”. On the other hand, (2) job dedication, includes “self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives” (Van Scotter and Motowidlo, 1996).

Borman and Motowidlo (1993) defined CP as an individual’s performance, which maintain and enhances an organization’s social network and the psychological climate that supports technical tasks. Furthermore, they explained that CP includes activities that may not represent formal work tasks although they still make an important contribution to the effectiveness of an organization. This type of performance is often not written in a job description but it is considered to be an important component of Job Performance. Contextual performance, also called citizenship performance, involves those behaviors

not directly related to job tasks, but having a significant impact on organizational, social, and psychological contexts.

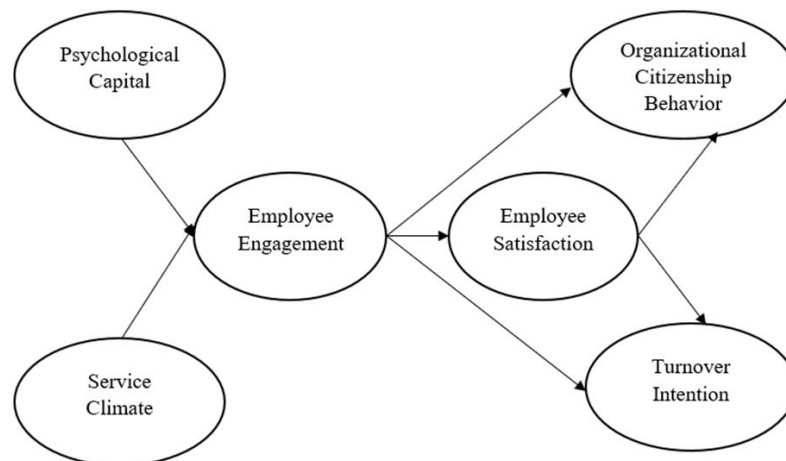
Borman and Motowidlo (1993) described five types of contextual activities: volunteering to carry out task activities that are not formally a part of the job, persisting with extra enthusiasm or effort when necessary to complete own task activities successfully, helping and cooperating with others; following organizational rules and procedures even when personally inconvenient, and endorsing, supporting, and defending organizational objectives (Borman & Motowidlo, 1993).

2.6 Previous Studies

This section presents the previous studies to get the background knowledge of the study. In this section, 3 conceptual frameworks are referred.

Kang (2014) studied the research named a model of hospitality employee engagement. This study focused on employee's state-like psychological resources by investigating individual and organizational antecedents to employee engagement and valued human resource outcomes. It developed and tested a theoretical model that explains the interrelationships among six constructs and to explore the mediating effects of employee engagement. Figure (2.4) presents the conceptual framework of Kang (2014).

Figure (2.4) Conceptual Framework of Kang

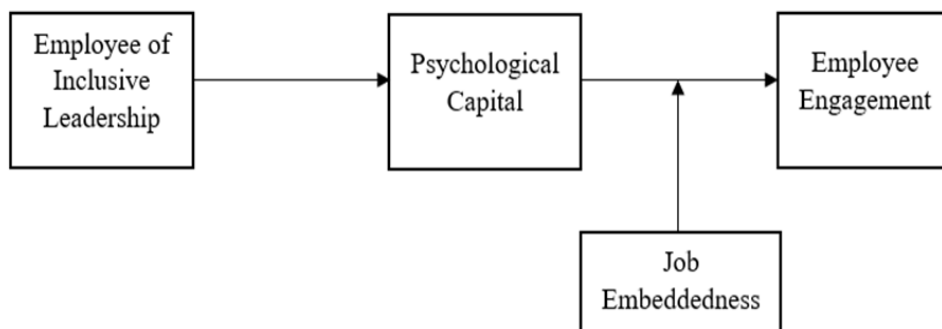


Source: Kang (2014)

Kaung (2014) draw the sample from a large hotel corporation at five different locations in Southwestern U.S. area. All employees were eligible to participate in the study. 320 employees was recommended to test the theoretical model. The findings supported all hypothesized relationships except the direct relationship between employee engagement and turnover intention. Results also revealed a significant mediating role of employee engagement.

Zhou (2018). did the research titled the impact of inclusive leadership on employee engagement: the mediator of psychological capital and the moderator of job embeddedness. His research aimed to demonstrate this relationship by investigating the impact of inclusive leadership on employee engagement, and the mediating effect of psychological capital. Simultaneously, the moderating role of job embeddedness on the relationship between psychological capital and employee engagement was also examined. A quantitative survey was adopted. Population of this study is the financial intermediation employees in southwest China. This research selected 400 respondents with proportionate stratified sampling and a convenience sampling method in data collection from Chongqing, Sichuan, Guizhou Yunnan and Tibet through selfadministered questionnaire. SPSS was used for the internal consistency of the research instrument. Furthermore, the structural equation modeling techniques was conducted to test the validity of the instrument. Hypotheses were analyzed via structural equation model and regression analysis. Figure (2.5) presents the conceptual framework of Zhou (2018).

Figure (2.5) Conceptual Framework of Zhou

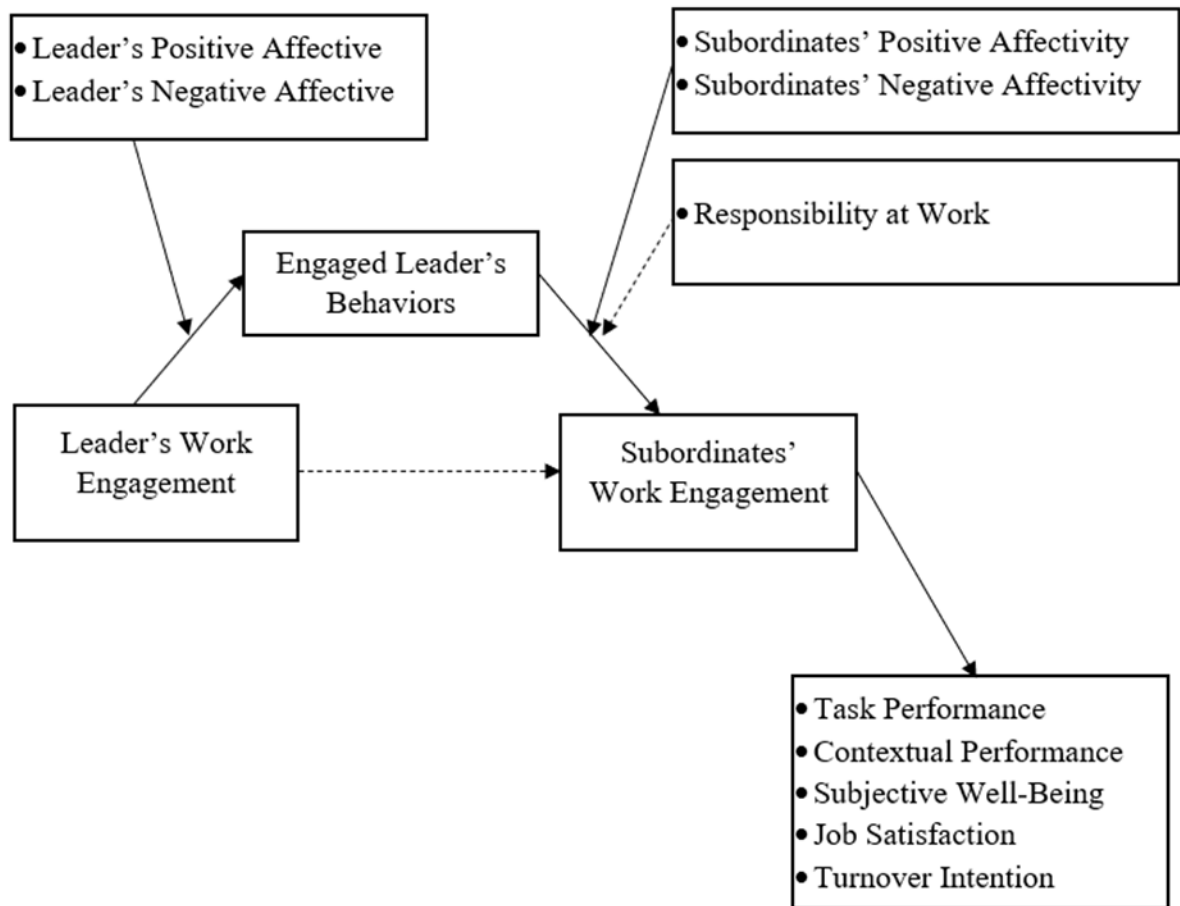


Source: Zhou (2018)

The results showed that inclusive leadership is a positive predictor of employee engagement, inclusive leadership is positively related to psychological capital, psychological capital is positively related to employee engagement, and the relationship between inclusive leadership and employee engagement is mediated by psychological capital. Zhou (2018) found that the relationship between psychological capital and employee engagement is moderated by job embeddedness.

Demircioğlu (2019) did the study named “The Crossover of Work Engagement: Understanding Leader Related Dynamics”. The study of Demircioğlu (2019) was to understand the dynamics in the crossover of work engagement from leaders to subordinates. For this, the role leaders’ engagement on engaged leaders’ behaviors, these behaviors on subordinates’ engagement and subordinates’ performance, turnover intentions, satisfaction and well-being were tested. Also, the moderating role of leader (i.e., positive/negative affectivity) and subordinate (i.e., responsibility) related dynamics was investigated. 129 working participants was conducted. Figure (2.6) presents the conceptual framework of Demircioğlu (2019).

Figure (2.6) Conceptual Framework of Demircioğlu



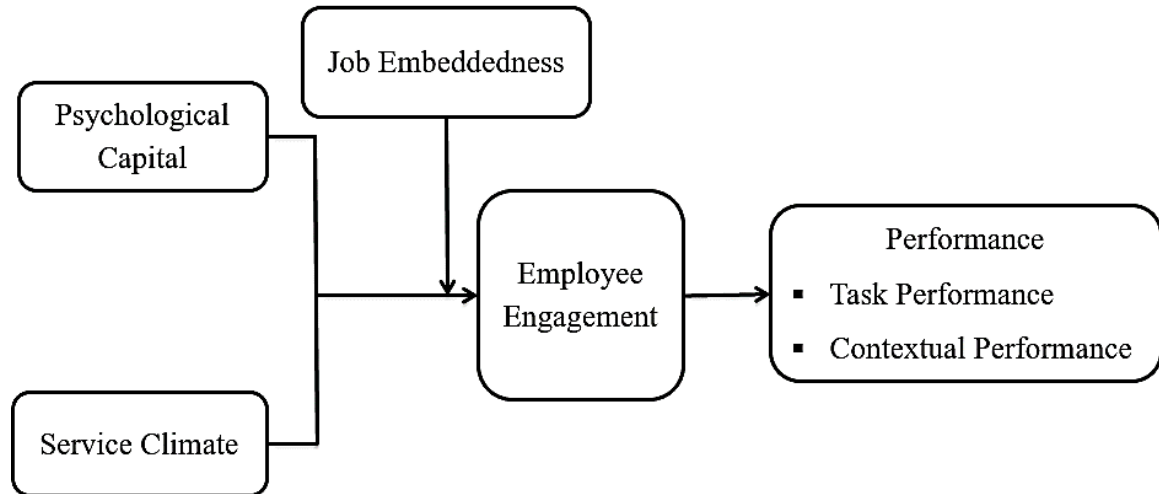
Source: Demircioğlu (2019)

The results supported the direct crossover from leaders' to subordinates' work engagement. The indirect path via engaged leaders' behaviors was not supported. Engaged leaders' behaviors were shown to be related to the subordinates' work engagement directly and individual and organizational outcomes, indirectly. A direct link was also drawn from engaged leaders' behaviors to contextual performance. Also, the moderating role of subordinates' negative affectivity on this relationship was supported. The moderating effects of subordinate responsibility and leader positive and negative affectivity were not significant.

2.7 Conceptual Framework of the Study

According to the mentioned literatures and previous studies, the conceptual framework of the study is developed. The conceptual framework of the study is developed in Figure (2.7).

Figure (2.7) Conceptual Framework of the Study



Source: Own Compilation (2022)

This study is intended to find out whether psychological and service capital have the relationship with employee engagement. In addition, this study focuses to find out the moderating effect of independent variables (psychological capital and service climate) and dependent variable (employee engagement). It is also intended to analyse whether employee engagement has effect on job performance of the employees at Omega Distribution Group Co., Ltd.

In this study, the two independent variables (Psychological Capital and Service Climate) and one moderating variable (Job Embeddedness) are considered as influencing factors on employee engagement. Thus, employee engagement is leading to employee performance, which is measured with two aspects: task and contextual since these two criteria are commonly used at various research.

CHAPTER 3

PROFILE AND SERVICE CLIMATE OF OMEGA DISTRIBUTION GROUP CO., LTD

This chapter presents profile of Omega Distribution Group Co., Ltd by highlighting its vision, mission and organization structure. Then, this chapter explored service climate of Omega Distribution Group Co., Ltd exploring customer ideas and needs, providing quality service, providing required technology and resources responding to customer suggestions, supervising for high quality service and bestowing rewards for high performers. The research design is also presented as the last part of this chapter.

3.1 Profile of Omega Distribution Group Co., Ltd

The profile of Omega Distribution Group Co., Ltd, includes vision, mission and organization structure and company policy. Omega Distribution Group Co., Ltd, established in Mar 2022 is sales and distribution partner of A Plus mobile financial service of A bank. Omega Distribution Group Co., Ltd was formed to manage A Plus mobile wallet agent operation by building the agents network around the nation. A Plus mobile wallet is one of the product of A bank and there are three segment of A Plus Wallet ; consumer wallet, merchant wallet and agents wallet.

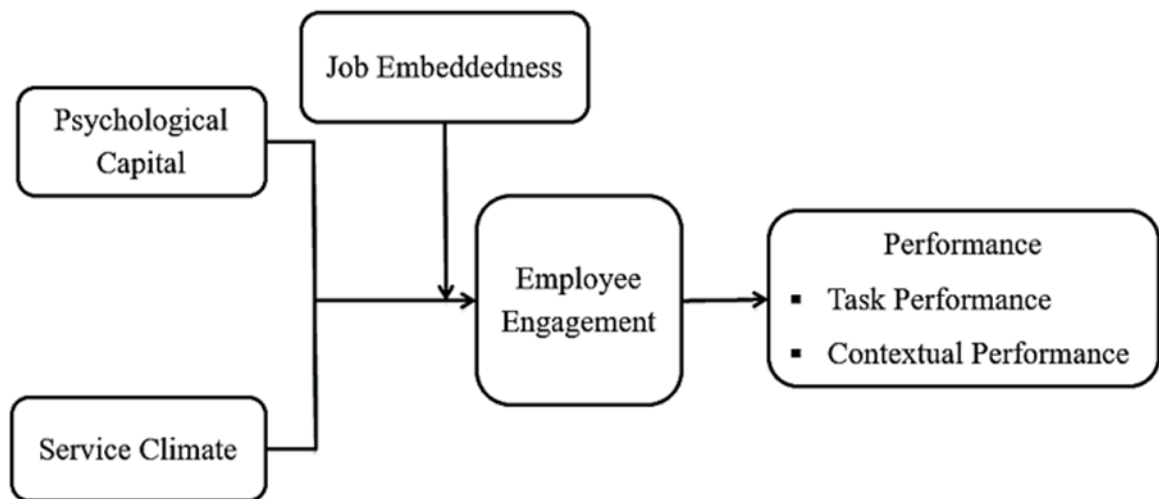
Omega Distribution Group Co., Ltd is responsible to meet the strong agents network coverage for the whole Myanmar by setting monthly target and yearly target of agent acquisition. Simultaneously, Omega Distribution Group Co., Ltd is implementing to reach the business goals of A Plus Wallet agents. A Plus wallet is a fast and easy over-the-counter financial service operating with over 19,000 A Plus Wallet agent across the country. Every person who have valid NRC and a mobile number can send money at agent shops without an A Plus Wallet account. Every person can remit or send money, cash-in, cash-out, top-up and can make payments for bills. The number of A Plus agent shops grew over 19,000 located across in 225 townships nationwide, covering 40% of the country approximately in September, 2022.

The vision of the company is to be a leading and distinctive mobile financial service provider in Myanmar delivering quick, easy, secure and reliable services throughout the country. The mission of the company is to provide best-in-class mobile financial service access to underserved and unbanked people.

3.1.1 Organization Structure of Omega Distribution Group Co., Ltd

The organization structure of the Omega Distribution Group Co., Ltd is presented in Figure (3.1).

Figure (2.7) Conceptual Framework of the Study



Source: Own Compilation (2022)

As shown in Figure (3.1), there are four departments in Omega Distribution Group Co., Ltd. Each department has its own functions to achieve departmental goals, mission, and vision of the company. There are total 52 employees including General Manager (GM) currently working at the Omega Distribution Group Co., Ltd. Managing director and two directors are included in board of directors. General Manager is working as senior management role together with directors.

(i) HR & Admin Department

HR and Admin department has 4 employees and is responsible for creating HR and Admin policies and Standard Operating Procedures (SOPs) reflecting business

strategies. It also has to create a safe work environment and handle disciplinary actions. It maintains the work structure by updating job requirements and job descriptions for all positions. Moreover, this department is responsible for solving the Employee Conflict Resolution and Grievance.

(ii) Business Intelligence Unit Department

Business Intelligence Unit Department has 2 employees and is responsible for managing time and resources to complete the different works in prior level status. It also support to achieve the core value of Company business goals. It is responsible for aligning and building the strong collaborative working relations with other functions to ensure cohesive activities. It cooperates with other departments for market analysis, churn analysis, and campaign monitoring analysis, data management and monitoring process.

(iii) Sales & Distribution Department

Sales and Distribution department has 40 employees and is responsible for developing and implementing sales and distribution strategies to increase market share and profitability on sustainable basis in line with Company sales and distribution strategies. It also works closely with distributor sales team to motivate and drive operational execution to establish coverage, distribution, which align with company standard sales practices. In addition, it is responsible for implementing to meet sales KPI and financial objectives by forecasting requirements, preparing an annual sales target, scheduling expenditures, analyzing variances, and initiating corrective actions.

(iv) Finance & Account Department

Finance and account department has 5 employees and is responsible for cash flow activities. It also responsible for overseeing finance operations and day-to-day operational issues. It manages to cooperate and deals with the respective functional issues between principle and partnership company. It generates the month-end and year-end financial reports and submit to management on timely manner. External audit/statutory audits are conducted and completed as per statutory and principle side's time line.

3.1.2 Company Policy

Omega Distribution Group Co., Ltd has clear company policy regarding working policy, overtime pay etc. Company working hour is from 8:30 am to 5:30 pm. Company provides 1 hour lunch break from 12:00 to 1:00 pm. Working days are from Monday to Friday. The company closes on Saturday, Sunday and gazetted holidays.

Overtime will valid and entitle from 6:00 PM in weekdays and Sat-Sun and gazetted holidays will be entitle as overtime. And overtime payout will be calculate according to government policy. The overtime pay is equal to 2 times of regular salary.

3.2 Service Climate of Omega Distribution Group Co., Ltd

In this study, the three top executives of Omega Distribution Group Co., Ltd are interviewed to explore the company's service climate qualitatively.

(a) Exploring Customer Ideas and Needs

Omega Distribution Group Co., Ltd is always trying to explore customer's ideas and needs to provide better service to customer. Through the hierarchy of organization, channel sales executives collect the information of customer ideas, needs and feedback and report to territory sales manager and then territory sales manager to regional sales manager. And regional sales manager present to senior management at the weekly sales meeting for the next step. And senior management of Omega Distribution Group Co., Ltd is also visiting to distributors and customers or agents across the nation to hear their ideas and needs. On the other hand, customer team from A bank is frequently visiting to the customers, and agents to get their needs, wants. Then customer team of A Bank shares the findings to Omega Distribution Group Co., Ltd.

(b) Providing Quality Service

In MFS markets, service can impact product quality in multiple ways, including the quality of the financial product, but also the quality of the telecommunications channels and agent networks through which these services may be accessed. As trust and system integrity are essential for consumer adoption of mobile financial services, the

quality of the underlying mobile technology is included as an index combining the existence and enforceability of quality of service requirements. A lower quality of service score is associated with more downtime and dropped calls and messages. Where consumers have a wider range of options for products and services, service quality is often promoted, as firms compete on service to mitigate against consumers switching providers. Omega Distribution Group Co., Ltd controls the quality of A+ wallet agents by establishing eligibility requirements and emphasizing by the following factors;

- Ability to maintain sufficient cash and e-money float balances: deployments stipulate minimum values of physical cash and e-money float that agents must maintain. These minimum values are designed to ensure that agents will be able to serve the projected number of customers for their catchment area.
- Strategic retail locations: location for mobile money agents is important and we have focused on creating a dense network of agents along a busy road in Yangon where many prospective customers work in garment factories.
- Literate staff: A Plus Wallet agents must be literate since their responsibilities always include performing processes that involve reading and/or writing.
- Trusted by the community: Credibility of a new service can be enhanced if agents are themselves already deemed trustworthy by consumers.

(c) Providing Technology and Resources

Omega Distribution Group Co., Ltd is providing the required resources for employees such as (i) Laptop and accessories to perform their duties in office and on the go in visiting markets (ii) B2B sim package to communicate inter department and customers for better information flow (iii) Car with driver package for General Manager and Regional Sales Managers to emphasize the job functions all the time and monitoring the business even on the move. And travel allowance for other employees.

(d) Responding to Customer Suggestions

The value of MFS to underserved consumers, comments suggest, can be realized with the assistance of one-on-one or other in-person facilitation. Agents call center receive customer suggestions from agents and super agents and record and pass through

the received suggestion to respective team like product and agents management. And also the information collected by sales and distribution team is reviewed and make decision by senior management for some issues related with super agents and agents' monthly incentive and KPI scheme. And for system related suggestions and issues, senior management of Omega Distribution Group Co., Ltd decide together with senior management of A bank at steering meeting. And sales and distribution team is carry out responding with the resolved status to customers with suitable way of communication.

(e) Supervision for High Quality Service

Daily performance report from Business Intelligent Unit is important to supervise the high quality service of sales and distribution team. Senior management of Omega Distribution Group Co., Ltd reviews the daily performance report including liquidity level of super agents and agents, monthly KPI target versus achievements of Territory Sales Manager, Super Agents and Channel Sales Executive.

Management of Omega Distribution Group Co., Ltd is supervising to sales and distribution team if they are in weakness of quality service to our customers, super agents and agents and even over the counter users. Regarding with system, Omega Distribution Group Co., Ltd cooperate with A+ Wallet product team for better and high quality service of A Plus Wallet Agents, Supper Agents and Channel Sales Executives Apps. In this way, Omega Distribution Group Co., Ltd supervise both internal employee's high quality service and applications of A Plus Wallet.

The company also provides necessary trainings to employees and agents in order to provide the high quality service to customers. By carefully selecting the trainee based on their job titles and responsibilities, the company provides both internal and external trainings. In addition, leaders and supervisors give coaching to employees. They also recommends about the career development of the employees and arrange job rotations based on the interest of the employees. Company creates mutual respect and supporting culture among employees. The company shares the employees about the company's update information relating to new business developments and future plans.

Omega Distribution Group Co., Ltd empowers employees to participate in decision-making and perform the assigned tasks with their own ways. Hence, employees feel valued, trusted and motivated as they have the chance to participate in decision-

making. The company creates good working conditions such as ventilation, and social distancing workplace etc.

(f) Reward Systems for High Performance

Omega Distribution Group Co., Ltd has practiced employee engagement practices to motive and increase the job performance of the employees. The company arranges good service climate factors to engage employees.

Omega Distribution Group Co., Ltd acknowledges the good performance of the employees by sending recognition letters to employees. Department head also announces good performer at the department meetings in order to motivate employees. Promotion and salary increment for high performance employees based on the performance appraisal, which is done every 6 months.

Omega Distribution Group Co., Ltd uses the Key Performance Indicator (KPI) incentive method for sales and distribution team and performance bonus system for sales support and other department as reward system for high performance. Senior management sets monthly target KPI for RSMs and TSM/TSEs to evaluate their performance and give reward according to their KPI achievement. And ODG Co., Ltd uses performance appraisal for sales support and other employees to evaluate their performance and reward performance bonus according to revenue status of the company. It also makes annual staff party at which high performers are achieved rewards and promotions.

3.3 Research Design

This study focused on effect of psychological capital and service climate on employee engagement, moderating effect of job embeddedness and effect of employee engagement on performance of Omega Distribution Group Co., Ltd. The primary data are collected from 52 employees working at Omega Distribution Group Co., Ltd. To collect the primary duty the structured questionnaires is designed. The questionnaire is organized with two main parts: demographic factors and variables to be analyzed. The main variables are psychological capital, service climate, job embeddedness, employee engagement and performance. For data analysis, multiple linear regression method is applied.

3.4 Demographic Profile of Respondents

The demographic factors of 52 respondents are shown in table (3.1).

Table (3.1) Demographic Profile of Respondents

| Sr. No. | Particular | Frequency | Percentage |
|---------|------------------------|-----------|------------|
| | Total | 52 | 100 |
| 1 | Gender | | |
| | Male | 39 | 75.0 |
| | Female | 13 | 25.0 |
| 2 | Age (Years) | | |
| | 18~29 Years Old | 14 | 26.9 |
| | 30~39 Years Old | 35 | 67.3 |
| | 40~49 Years Old | 3 | 5.8 |
| 3 | Education Level | | |
| | Below High School | 4 | 7.7 |
| | High School | 1 | 1.9 |
| | Bachelor | 45 | 86.6 |
| | Master | 2 | 3.8 |
| 4 | Experience | | |
| | Less than 1 Year | 52 | 100.0 |
| 5 | Position | | |
| | Staff | 5 | 9.6 |
| | Executive | 10 | 19.3 |
| | Supervisor | 6 | 11.5 |
| | Manager | 30 | 57.7 |
| | General Manager | 1 | 1.9 |

Source: Survey Data (2022)

According to the survey result, it is found that majority of the respondents are males because Omega Distribution Co., Ltd mainly operates the sales distribution of the A+ wallet. The majority are aged from 30 to 39 years old. It is found that majority of the employees occupy bachelor degree. Most of the respondents are managers who need to assist the super agents and their staffs to get the sales targets of A+ wallet. All of the respondents have been working in Omega for less than 1 year as the company has performed the operation less than 1 year.

3.5 Employee Perception on Service Climate of Omega Distribution Group Co., Ltd

In this study, to analyze the employee perception on service climate of Omega Distribution Group Co., Ltd, the 52 employees are surveyed. The results from descriptive

analysis on employee perception towards service climate of Omega Distribution Group Co., Ltd are as shown in Table (3.2).

Table (3.2) Employee Perception on Service Climate

| Sr. No | Service Climate | Mean Score | Std. Dev |
|---------------|--|-------------------|-----------------|
| 1. | Clear ideas about customers and their needs | 3.88 | 0.81 |
| 2. | Emphasizing high quality service as the best way to keep customers coming back to company | 4.25 | 0.88 |
| 3. | Providing tools, technology, and other resources to support the delivery of superior quality of work and service | 3.83 | 0.88 |
| 4. | Quick responding to the customers' feedback and suggestions | 3.81 | 0.95 |
| 5. | Direct manager/supervisor's encouragement to deliver high quality service | 4.19 | 0.84 |
| 6. | Appropriate recognition and rewards in performing job well | 4.15 | 0.94 |
| | Overall Mean | 4.02 | |

Source: Survey Data, 2022

According to Table (3.2), the respondents state that providing high-quality service is the best way to keep customers coming back to a business because the management of Omega Distribution Group Co., Ltd. oversees the sales and distribution team and checks if teams are providing customers, super agents, and agents, as well as over-the-counter users, with quality service. Moreover, the respondents receive that direct manager/supervisor's encouragement to deliver high quality service because service managers are seeking regular interactions with their employees and they are seeking the feedback on how to provide the best possible customer service, exchanging ideas, and providing the necessary training. The overall mean of service climate is greater than 4. Thus, it can be concluded that employees perceive that the service climate is sound in Omega Distribution Group Co., Ltd.

CHAPTER 4

ANALYSIS ON EFFECT OF PSYCHOLOGICAL CAPITAL AND SERVICE CLIMATE ON EMPLOYEE ENGAGEMENT AT OMEGA DISTRIBUTION GROUP CO., LTD

This chapter consists of two main parts: descriptive analysis and multiple linear regression analysis.

4.1 Psychological Capital and Job Embeddedness of Employees at Omega Distribution Group Co., Ltd

To explore the employee perception on psychological capital and job embeddedness, the descriptive method is applied. The results from descriptive analysis are shown in Table (4.1), (4.2) and (4.3).

Table (4.1) Psychological Capital of Omega Distribution Group Co., Ltd

| Sr. No | Psychological Capital | Mean Score | Std. Dev |
|---------------|--|-------------------|-----------------|
| 1. | Optimistic perception about what will happen in the future | 4.19 | 0.84 |
| 2. | Feeling confident and self-assured in ability | 4.54 | 0.73 |
| 3. | Thinking of many ways to get out in a jam at work | 4.08 | 0.84 |
| 4. | Pursuing work goals energetically at the present time | 4.35 | 0.84 |
| 5. | Recovering from a setback at work or moving on | 4.23 | 0.78 |
| | Overall Mean | 4.28 | |

Source: Survey Data, 2022

According to Table (4.1), the respondents have confidence and self-assured in ability because Omega Distribution Group Co., Ltd offers both internal and external trainings that are specifically tailored to each respondent's job titles and duties. In addition, the respondents claim that they are currently actively pursuing their professional goals since senior management establishes monthly target KPIs for RSMs and TSM/TSEs in order to assess their performance and provide rewards based on KPI achievement. According to over mean score (4.28), the respondents have good psychological conditions and are satisfied with their work based on the findings of Psychological Capital of Omega Distribution Group Co., Ltd.

Table (4.2) Job Embeddedness of Omega Distribution Group Co., Ltd

| Sr. No. | Job Embeddedness | Mean Score | Std. Dev |
|----------------|---|-------------------|-----------------|
| 1. | Feeling attached to this organization | 4.12 | 0.98 |
| 2. | Strong ties with people at department | 4.21 | 0.85 |
| 3. | A good matching for this organization | 4.25 | 0.84 |
| 4. | Feeling that people at work respect with a great deal | 4.10 | 0.88 |
| 5. | Sacrificing a lot after leaving this job | 3.58 | 0.82 |
| | Overall Mean | 4.05 | |

Source: Survey Data, 2022

According to Table (4.2), the respondents believe that they are a good fit for this company since managers and leaders plan job rotations based on employees' preferences. Moreover, the respondents state the feeling of strong ties with people at department because company creates mutual respect and supporting culture among employees. The overall mean score (4.05) demonstrates that the respondents have a positive feeling towards Job Embeddedness of Omega Distribution Group Co., Ltd.

4.2 Employees Engagement and Employee Performance at Omega Distribution Group Co., Ltd

Employee engagement concentrates on employee happiness, satisfaction, and well-being. The performance of a company can be significantly impacted by employee

engagement. Table (4.3) presents the perception of employees to employee engagement of Omega istribution Group Co., Ltd.

Table (4.3) Employee Engagement of Omega Distribution Group Co., Ltd

| Sr. No | Employee Engagement | Mean Score | Std. Dev |
|---------------|--|-------------------|-----------------|
| 1. | Feeling energized at work | 4.21 | 0.85 |
| 2. | Having the tools and resources needed to do the job well | 3.88 | 0.92 |
| 3. | Being valued to work by the organization | 4.13 | 0.79 |
| 4. | Creating a motivating and energizing workplace by supervisor | 4.15 | 0.89 |
| 5. | Organization cares about employees | 4.06 | 0.73 |
| | Overall Mean | 4.09 | |

Source: Survey Data, 2022

According to Table (4.3), the respondents feel energized at work since senior management establishes monthly target KPIs for RSMs and TSM/TSEs to evaluate their performance and award rewards based on their KPI success, the respondents report feeling engaged at work. Furthermore, the respondents agree that the supervisors create a motivating and energizing workplace. Omega Distribution Group Co., Ltd applies Key Performance Indicator (KPI) incentive method for sales and distribution team and performance bonus system for sales support and other department. The overall mean score (4.09) shows that the respondents have a good perception towards employee engagement of Omega distribution Co., Ltd.

Table (4.4) Task Performance

| Sr. No | Task Performance | Mean Score | Std. Dev |
|---------------|---|-------------------|-----------------|
| 1. | Producing high quality work | 4.42 | 0.78 |
| 2. | Accomplishing basic main tasks of work successfully | 4.48 | 0.75 |
| 3. | Managing to plan work to finish on time | 4.43 | 0.75 |
| 4. | Starting new tasks once old ones are finished | 4.37 | 0.77 |
| | Overall Mean | 4.44 | |

Source: Survey Data, 2022

According to Table (4.4), the respondents can accomplish basic main tasks of work successfully since they keep organizing time frame for work completion involving planning, examining, evaluating, and reporting about a particular task's progress, make it easier to follow every task comprehensively. Additionally, according to the respondents, they are able to arrange their work to be completed on time because they consistently organize the timeline for their projects through planning, prioritizing their work, concentrating, and working in a well-organized team. The overall mean score (4.44) shows that the respondents have an optimistic views towards task performances.

Contextual performance of the employees is important for the company to achieve competitive advantage and hardworking workforce. Table (4.5) presents the contextual performance of the employees.

Table (4.5) Contextual Performance

| Sr. No | Contextual Performance | Mean Score | Std. Dev |
|---------------|---|-------------------|-----------------|
| 1. | Taking extra responsibilities | 4.25 | 0.81 |
| 2. | Taking challenging tasks when available | 4.37 | 0.79 |
| 3. | Helping colleagues when needed | 4.63 | 0.69 |
| 4. | Cooperating with others | 4.56 | 0.70 |
| | Overall Mean | 4.45 | |

Source: Survey Data, 2022

According to Table (4.5), the respondents agree that helping colleagues when needed that they always find the own way to show support through effective communication, attentive listening, working together, allowing their ideas, and and overcoming obstacles in a positive way. Moreover, the respondents support for cooperating with others at work since they recognize that teamwork is ingrained the workplace culture, oversee and coordinate with coworkers. The overall means score (4.45) indicates that the respondents have a great work to contribute to the social and psychological core of an organization towards the contextual performance of Omega distribution company.

4.3 Analysis on Psychological Capital and Service Climate on Employees Engagement

To analyze the importance of psychological capital and service climate in raising employee engagement, multiple regression analysis is applied. The regression result is shown in Table (4.6).

Table (4.6) Effect of Psychological Capital and Service Climate on Employee Engagement

| Variable | Unstandardized Coefficients | | β | t | Sig |
|-----------------------|-----------------------------|-----------|---------|-------|------|
| | B | Std Error | | | |
| (Constant) | .328 | .310 | | 1.056 | .296 |
| Psychological Capital | .348*** | .091 | .351 | 3.840 | .000 |
| Service Climate | .565*** | .085 | .605 | 6.624 | .000 |
| R Square | .766 | | | | |
| Adjusted R Square | .756 | | | | |
| F Value | 80.099*** | | | | |

Source: Survey Data (2022)

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

According to Table (4.7), since the value of adjusted R square is 0.756, it can be concluded that this specified model can explain 75.6 % of variation of employee engagement which is predicted by psychological capital and service climate. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Psychological capital has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in psychological capital lead to more employee engagement because employees feel confident and self-assured in ability.

Service climate has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in service climate lead to more employee engagement because employees receive direct manager/supervisor's encouragement to deliver high quality service

According to Standardized coefficient (Beta) score, service climate is the most effective factor on employee engagement. Omega Distribution Group Company emphasizes high quality service as the best way to keep customers coming back to company. The company also appropriate recognition and rewards in performing job well. Hence, service climate has significantly improved the employee engagement of Omega Distribution Group Company.

4.4 Analysis on Moderating Effect of Job Embeddedness on Relationships of Psychological Capital and Service Climate to Employee Engagement

To analyses the moderating effect of job embeddedness, the multiple linear regression analysis is conducted by using the primary data collected from 52 employees. The results from multiple linear regression on the moderating effect of job embeddedness on Relationships between Antecedents of Employee Engagement and Employee Engagement as shown in Table (4.7).

Job Embeddedness has the positive moderating effect on relationship between the Psychological Capital and Employee Engagement at 10 percent significant level. However, this effect is partial moderating effect because the Psychological Capital itself has positive effect directly on Employee Engagement at the 5 percent significant level. B value is 1.168.

Job Embeddedness also has the positive moderating effect on relationship between the Service Climate and Employee Engagement at 10 percent significant level. This effect is complete moderating effect because the Service Climate itself has no direct effect on Employee Engagement with significant value .344 which is greater than .1.

Table (4.7) presents that job embeddedness has a significant moderating effect on the relationship between Antecedents of Employee Engagement (Psychological Capital and Service Climate) and employee engagement. The reason is that the addition of job embeddedness resulted in change delta R Square value of .014 which means overall 1.4 % moderating effect of job embeddedness. Job embeddedness has the partial moderating effect on relationship between Antecedents of Employee Engagement (Psychological Capital and Service Climate) and employee engagement.

According to multiple regression results in Model 2, a significant positive moderating effect of job embeddedness is investigated between independent variable (psychological capital and service climate) and employee engagement. Therefore, job embeddedness could improve the effect between antecedents of employee engagement (Psychological Capital and Service Climate) and Employee Engagement.

Table (4.7) Moderating Effect of Job Embeddedness on Relationship of Psychological Capital and Service Climate to Employee Engagement

| Variables | Model 1 | | | | Model 2 | | | |
|-----------------------|-----------------------------|------------|----------------------------------|------|-----------------------------|------------|----------------------------------|------|
| | Unstandardized Coefficients | | Standardized Coefficients (Beta) | Sig | Unstandardized Coefficients | | Standardized Coefficients (Beta) | Sig |
| | B | Std. Error | | | B | Std. Error | | |
| (Constant) | .337 | .303 | | .273 | .403 | .650 | | .538 |
| Psychological Capital | .232 | .110 | .233 | .040 | 1.168** | .561 | 1.176 | .043 |
| Service Climate | .454 | .104 | .486 | .000 | .547 | .572 | .585 | .344 |
| Job Embeddedness | .231 | .129 | .247 | .079 | .131 | .251 | .140 | .604 |
| PC_JE | | | | | .235* | .141 | 1.702 | .102 |
| SC_JE | | | | | .270* | .152 | 1.931 | .081 |
| R Square Change | .014 | | | | | | | |
| R Square | .781 | | | | .795 | | | |
| Adjusted R Square | .767 | | | | .772 | | | |
| F Value | 56.894*** | | | | 35.608*** | | | |

Source: Survey Data (2022)

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

According to the regression result of Model 2, a moderating effect of job embeddedness reinforces the positive relationship between psychological capital and employee engagement. When psychological capital is increased by 1 unit, it will increase the employee engagement by 0.235 unit while job embeddedness play as moderating factor.

According to the regression result of Model 2, a moderating effect of job embeddedness reinforces the positive relationship between service climate and employee

engagement. When service climate is increased by 1 unit, it will increase the employee engagement by .270 unit while job embeddedness play as moderating factor.

Omega Distribution company provides necessary tools, technology, and other resources to support the delivery of superior quality of work and service. As employees have confident and self-assured in ability, they can give quality service to the customers. Hence, customers keep coming back to company as they are satisfied. In addition, employees have optimistic perception about the future of company and their career. As the result, they are attached to the company and strong ties with people at the department. Therefore, employees feel good-fit towards their organization.

4.4 Analysis on the Effect of Employee Engagement on Employee Performance

In this study, employee performance is evaluated with two aspects: task performance and contextual performance.

(a) Analysis on the Effect of Employee Engagement on Task Performance

In this section, to find out the effect of employee engagement on task performance, regression analysis is applied. The regression result is shown in Table (4.8).

Table (4.8) Effect of Employee Engagement on Task Performance

| Variable | Unstandardized Coefficients | | β | t | Sig |
|--------------------------|-----------------------------|-----------|---------|-------|------|
| | B | Std Error | | | |
| (Constant) | .949 | .413 | | 2.298 | .026 |
| Employee Engagement Mean | .853*** | .100 | .770 | 8.542 | .000 |
| R Square | .593 | | | | |
| Adjusted R Square | .585 | | | | |
| F Value | 72.964*** | | | | |

Source: Survey Data (2022)

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

According to Table (4.8), since the value of adjusted R square is 0.585, it can be concluded that this specified model can explain 58.5 % of variation of task performance which is predicted by employee engagement. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Employee engagement has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in employee engagement leads to better task performance because employees feel energized at work and they can finish the assigned tasks on time.

According to the regression result, employees are satisfied with employee engagement practice of the company. Regression model proves that employee engagement significantly improves the task performance of the employees at Omega Distribution Company. Engaged employees display higher levels of energy with regard to their work, often involve themselves deeply in their jobs and perform better,

(b) Analysis on the Effect of Employee Engagement on Contextual Performance

In this section, to find out the effect of employee engagement on contextual performance, regression analysis is applied. The regression result is shown in Table (4.9).

Table (4.9) Effect of Employee Engagement on Contextual Performance

| Variable | Unstandardized Coefficients | | β | t | Sig |
|--------------------------|-----------------------------|-----------|---------|-------|------|
| | B | Std Error | | | |
| (Constant) | 1.748 | .461 | | 3.792 | .000 |
| Employee Engagement Mean | .661*** | .111 | .643 | 5.934 | .000 |
| R Square | .413 | | | | |
| Adjusted R Square | .401 | | | | |
| F Value | 35.208*** | | | | |

Source: Survey Data (2022)

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

According to Table (4.9), since the value of adjusted R square is 0.401, it can be concluded that this specified model can explain 40.1 % of variation of contextual performance which is predicted by employee engagement. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Employee engagement has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in employee engagement leads to contextual performance because employees are happy at the work. Hence, employees cooperate with others and take extra works.

Multiple regression result proves that employee engagement significantly improves the contextual performance of the employees since employees feel valued by Omega Distribution Company and work hard for the company. As receiving good engagement, employees used to take extra abilities and challenging tasks. In addition, most of the employees help colleagues when needed.

(c) Analysis on the Effect of Employee Engagement on Employee Performance

All firms need strong employee engagement initiatives because employee engagement can improve work environments, lower staff turnover, boost productivity, foster better working relationships with clients, and have a positive influence on bottom lines. In this section, to find out the effect of employee engagement on employee performance, regression analysis is applied. The regression result is shown in Table (4.10).

Table (4.10) Effect of Employee Engagement on Employee Performance

| Variable | Unstandardized Coefficients | | β | t | Sig |
|--------------------------|-----------------------------|-----------|------|-------|------|
| | B | Std Error | | | |
| (Constant) | 1.349 | .404 | | 3.342 | .002 |
| Employee Engagement Mean | .757*** | .098 | .739 | 7.760 | .000 |
| R Square | .546 | | | | |
| Adjusted R Square | .537 | | | | |
| F Value | 60.216*** | | | | |

Source: Survey Data (2022)

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

According to Table (4.10), since the value of adjusted R square is 0.537, it can be concluded that this specified model can explain 53.7 % of variation of employee performance which is predicted by employee engagement. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Employee engagement has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in employee engagement leads to increase employee performance. Since Omega Distribution Company cares and motivates the employees, employees produce high quality of work and take extra responsibilities.

According to the regression result, employees are satisfied with the employee engagement of the company. Hence, they take challenging tasks when available and finish their tasks on time. Highly engaged employees hold very favourable opinions of their place of work. Since employees feel connected to their teams, love their jobs, and have positive feelings about organization, they put in extra effort to help the organization succeed.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions relating to the employee engagement and performance of the employees in Omega Distribution Group Co., Ltd. Then, suggestions and recommendations are made based on the findings. Finally, it presents the need for further research.

5.1 Findings and Discussion

This study aims to analyze the effect of psychological capital and service climate on employee engagement at Omega Distribution Group Co., Ltd, investigate the moderating effect of job embeddedness on the relationship between psychological capital and employee engagement, investigate the moderating effect of job embeddedness on the relationship between service climate and employee engagement and analyze the effect of employee engagement and employee performance at Omega Distribution Group Co., Ltd. Census sampling method is applied to collect the primary data from these 52 employees. Personal interview method is applied by using structured questionnaire with 5-point likert scale.

Majority of the respondents are males who are 30 to 39 years old. It is found that majority of the employees occupy bachelor degree. Most of the respondents are managers assisting regional sales agents and have been working in Omega Distribution Group Co., Ltd for less than 1 year.

As the first objective, this study analyzes the effect of psychological capital and service climate on employee engagement at Omega Distribution Group Co., Ltd. Both psychological capital and service capital has the positive effect on employee engagement. Employees have confidence and self-assured in ability because they receive internal and external trainings relevant for their job titles and duties. In addition, they receive that direct manager/supervisor's encouragement to deliver high quality service. Among those significant factors, service climate is more effect on employee engagement.

Regarding second objective, this study investigates the moderating effect of job

embeddedness on the relationship between psychological capital and employee engagement. It is found that a partial positive moderating effect is observed where job embeddedness reinforces the positive relationship between psychological capital and employee engagement. Employees have the feeling of strong ties with colleagues at department because company creates mutual respect and supporting culture among employees.

As regards third objective, the moderating effect of job embeddedness on the relationship between service climate and employee engagement is analyzed. Regression result reveals that a complete positive moderating effect is observed where job embeddedness strengthens the positive relationship between service climate and employee engagement. The employees believe that they are a good fit for this company since managers and leaders plan job rotations based on employees' preferences.

Regarding fourth objective, it is found that employee engagement has the positive effect on employee performance at Omega Distribution Group Co., Ltd. Specifically, employee engagement has the positive effect on both task performance and contextual performance because employees feel energized at work and they can finish the assigned tasks on time. Employees are happy at the work and they used to cooperate with others and take extra works.

5.2 Suggestions and Recommendations

Omega Distribution Group Co., Ltd can improve the employee engagement and employee performance of the employees based on the findings. In order to improve the job performance and employee engagement, Omega Distribution Group Co., Ltd should organize customer service teams based on regions to quick responding to the customers' feedback and suggestions. In addition, company should support enough trainings and tools (B2B sim cards and internet package) so that employees can give the good service to the Aplus agents wallet users. By having enough supports and equipment, agents will have fewer complaints and will be more satisfied while giving financial service with Aplus wallet.

For psychological capital, Omega Distribution Group Co., Ltd should help employees focus on their past successes, ideally those similar in nature to their current challenge. Then, it should help employees increase their awareness of personal success

stories and appreciate them. Supervisors should provide an open and friendly atmosphere for employees, thereby encouraging Optimistic perception and creativity in the workplace. Moreover, the company should implement weekly check-in calls with managers and HR to discuss challenging issues to go a long way in building psychological capital. Omega Distribution Group Co., Ltd should invest in human capital management including building tacit knowledge rather than hiring a skilled temporary workforce. Then, employees will have more confidence and positive thinking towards their work. In addition, company should develop performance based rewards and recognition system so that there will be more challenging among employees. Finally, to have good mental health, company should introduce flexible work arrangements to improve the work-life balance of the employees and reduce the stress. By following the above suggestions, employees will have good psychological capital while working at Omega Distribution Group Co., Ltd.

5.3 Limitations and Needs for Further Research

This study has some limitations. The first one is that tenure with the organization is less than 1 year for all participants. Therefore, the rating for PsyCap , Service Climate and Job Embeddedness may differ for the participants who engage 1 year and above with the organization. The second one is that this study collects data in only one time of period and employee engagement and employee performance could change over time based on how the company treats and provides the necessary things for employees.

This study only focused on employee engagement at the individual level. However, a great deal of work is carried out by teams and it does not cover team levels. Hence, future research should also consider examining the factors that contribute to team engagement. Furthermore, it only focused on the psychological capital and service climate that affect employee engagement at Omega Distribution Group Co., Ltd. It does not cover other HRM factors that can affect employee engagement in the distribution industry. Therefore, further study should find out the possible factors that could affect employee engagement and job performance of the employees by analyzing the whole distribution industry in Myanmar. Finally, demographic data of the employees can also affect on employee's perception, hence, the further studies should focus demographic data such as age, position, income as the moderating variables.

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APPENDIX A

Survey Questions for Employee Engagement and Employee Performance at Omega Distribution Group Co., Ltd

Part (A)

Please kindly read all questions carefully and answer as best as you can.

1. Gender

- Male Female

2. Age

- 18~29 Years Old 30~39 Years Old
 40~49 Years Old 50~59 Years Old
 60 Years and above

3. Education Level

- Below High School High School
 Bachelor Master

4. Tenure with the Organization

- Less than 1 Year 1~5 Years
 6~10 Years Above 10 Years

5. Position

- Staff Executive
 Supervisor Manager
 General Manager Others:

Part (B)

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

Index: 1 = Strongly disagreed

2 = Disagreed

3 = Neutral

4 = Agreed

5 = Strongly agreed

Please rate your influencing rate over the following items.

| | Psychological Capital | 1 | 2 | 3 | 4 | 5 |
|---|---|----------|----------|----------|----------|----------|
| 1 | At work, I am optimistic about what will happen in the future. | | | | | |
| 2 | I feel confident and self-assured in my ability. | | | | | |
| 3 | If I found myself in a jam at work, I could think of many ways to get out of it. | | | | | |
| 4 | At the present time, I am energetically pursuing my work goals. | | | | | |
| 5 | When I have a setback at work, I do not have trouble recovering from it or moving on. | | | | | |

| | Service Climate | 1 | 2 | 3 | 4 | 5 |
|---|--|----------|----------|----------|----------|----------|
| 1 | My company has clear ideas about customers and their needs. | | | | | |
| 2 | High quality service is emphasized as the best way to keep customers coming back to our company. | | | | | |
| 3 | Our company provides tools, technology, and other resources to support the delivery of superior quality of work and service. | | | | | |
| 4 | My company always responds to the customers' feedback and suggestions quickly. | | | | | |
| 5 | My direct manager/supervisor encourages me to deliver high quality service. | | | | | |
| 6 | If I perform my job well, I receive appropriate recognition and rewards. | | | | | |

| | Job Embeddedness | 1 | 2 | 3 | 4 | 5 |
|---|---|----------|----------|----------|----------|----------|
| 1 | I feel attached to this organization. | | | | | |
| 2 | I have strong ties with people at my department. | | | | | |
| 3 | I am a good match for this organization. | | | | | |
| 4 | I feel that people at work respect me a great deal. | | | | | |
| 5 | I would sacrifice a lot if I left this job. | | | | | |

| | Employee Engagement | 1 | 2 | 3 | 4 | 5 |
|---|---|----------|----------|----------|----------|----------|
| 1 | I feel energized at work. | | | | | |
| 2 | I have the tools and resources I need to do my job well. | | | | | |
| 3 | My work is valued by the organization. | | | | | |
| 4 | Supervisor creates a motivating and energizing workplace. | | | | | |
| 5 | This organization cares about employees. | | | | | |

| | Performance | 1 | 2 | 3 | 4 | 5 |
|-------------------------------|---|----------|----------|----------|----------|----------|
| Task Performance | | | | | | |
| 1 | I produce high quality work. | | | | | |
| 2 | I successfully accomplish main tasks that are the basis of my work. | | | | | |
| 3 | I manage to plan my work to finish on time. | | | | | |
| 4 | I start new tasks myself once old ones are finished. | | | | | |
| Contextual Performance | | | | | | |
| 1 | I used to take on extra responsibilities. | | | | | |
| 2 | I take on challenging tasks when available. | | | | | |
| 3 | I help my colleagues when they needed. | | | | | |
| 4 | I always cooperate with others. | | | | | |

APPENDIX B

Effect of Antecedents of Employee Engagement in Job Engagement

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .875 ^a | .766 | .756 | .31436 |

a. Predictors: (Constant), Service Climate Mean, Psychological Capital Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 15.831 | 2 | 7.915 | 80.099 | .000 ^b |
| | Residual | 4.842 | 49 | .099 | | |
| | Total | 20.673 | 51 | | | |

a. Dependent Variable: Employee Engagement Mean

b. Predictors: (Constant), Service Climate Mean, Psychological Capital Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .328 | .310 | | 1.056 | .296 |
| | Psychological Capital Mean | .348 | .091 | .351 | 3.840 | .000 |
| | Service Climate Mean | .565 | .085 | .605 | 6.624 | .000 |

a. Dependent Variable: Employee Engagement Mean

Effect of Job Embeddedness on the Relationship between Antecedents of Employee Engagement and Employee Engagement

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| | | | | | | F Change | df1 | df2 | |
| 1 | .883 ^a | .781 | .767 | .30747 | .781 | 56.894 | 3 | 48 | .000 |
| 2 | .891 ^b | .795 | .772 | .30377 | .014 | 1.588 | 2 | 46 | .215 |

a. Predictors: (Constant), Job Embeddedness Mean, Psychological Capital Mean, Service Climate Mean

b. Predictors: (Constant), Job Embeddedness Mean, Psychological Capital Mean, Service Climate Mean, PC_JB, SC_JB

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 16.135 | 3 | 5.378 | 56.894 | .000 ^b |
| | Residual | 4.538 | 48 | .095 | | |
| | Total | 20.673 | 51 | | | |
| 2 | Regression | 16.428 | 5 | 3.286 | 35.608 | .000 ^c |
| | Residual | 4.245 | 46 | .092 | | |
| | Total | 20.673 | 51 | | | |

a. Dependent Variable: Employee Engagement Mean

b. Predictors: (Constant), Job Embeddedness Mean, Psychological Capital Mean, Service Climate Mean

c. Predictors: (Constant), Job Embeddedness Mean, Psychological Capital Mean, Service Climate Mean, PC_JB, SC_JB

| Model | | Coefficients ^a | | | | |
|-------|----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .337 | .303 | | 1.110 | .273 |
| | Psychological Capital Mean | .232 | .110 | .233 | 2.109 | .040 |
| | Service Climate Mean | .454 | .104 | .486 | 4.370 | .000 |
| | Job Embeddedness Mean | .231 | .129 | .247 | 1.795 | .079 |
| 2 | (Constant) | .403 | .650 | | .620 | .538 |
| | Psychological Capital Mean | 1.168 | .561 | 1.176 | 2.083 | .043 |
| | Service Climate Mean | .547 | .572 | .585 | .957 | .344 |
| | Job Embeddedness Mean | .131 | .251 | .140 | .522 | .604 |
| | PC_JB | .235 | .141 | 1.702 | 1.669 | .102 |
| | SC_JB | .270 | .152 | 1.931 | 1.782 | .081 |

a. Dependent Variable: Employee Engagement Mean

Effect of Employee Engagement in Task Performance

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .770 ^a | .593 | .585 | .45413 |

a. Predictors: (Constant), Employee Engagement Mean

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 15.048 | 1 | 15.048 | 72.964 | .000 ^b |
| | Residual | 10.312 | 50 | .206 | | |
| | Total | 25.359 | 51 | | | |

a. Dependent Variable: Task Performance Mean

b. Predictors: (Constant), Employee Engagement Mean

| | | Coefficients^a | | | | |
|-------|--------------------------|---------------------------------|------------|---------------------------|-------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | .949 | .413 | | 2.298 | .026 |
| | Employee Engagement Mean | .853 | .100 | .770 | 8.542 | .000 |

a. Dependent Variable: Task Performance Mean

Effect of Employee Engagement in Contextual Performance

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .643 ^a | .413 | .401 | .50674 |

a. Predictors: (Constant), Employee Engagement Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 9.041 | 1 | 9.041 | 35.208 | .000 ^b |
| | Residual | 12.839 | 50 | .257 | | |
| | Total | 21.880 | 51 | | | |

a. Dependent Variable: Contextual Performance Mean

b. Predictors: (Constant), Employee Engagement Mean

| | | Coefficients^a | | | | |
|-------|--------------------------|---------------------------------|------------|---------------------------|-------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 1.748 | .461 | | 3.792 | .000 |
| | Employee Engagement Mean | .661 | .111 | .643 | 5.934 | .000 |

a. Dependent Variable: Contextual Performance Mean

Effect of Employee Engagement in Performance

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .739 ^a | .546 | .537 | .44377 |

a. Predictors: (Constant), Employee Engagement Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 11.859 | 1 | 11.859 | 60.216 | .000 ^b |
| | Residual | 9.847 | 50 | .197 | | |
| | Total | 21.705 | 51 | | | |

a. Dependent Variable: Performance Mean

b. Predictors: (Constant), Employee Engagement Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.349 | .404 | | 3.342 | .002 |
| | Employee Engagement Mean | .757 | .098 | .739 | 7.760 | .000 |

a. Dependent Variable: Performance Mean