

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

**EFFECT OF HIGH-INVOLVEMENT WORK PROCESS ON  
EMPLOYEE TRUST AND ENGAGEMENT AT  
GLOBAL STAR MIN CO., LTD.**

**SOE SOE HLAING**

**EMBA II – 6**

**EMBA 18<sup>th</sup> BATCH (NAYPYITAW)**

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**ACADEMIC YEAR (2019-2022)**

**Supervised by:**

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EMBA II -6  
EMBA 18<sup>th</sup> Batch (NPT)  
(2019-2022)

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

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# ACCEPTANCE

This is to certify that the thesis entitled "**Effect of High-Involvement Work Process on Employee Trust and Engagement at Global Star Min Co., Ltd.**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## ABSTRACT

The purposes of this study are to analyze the effect of high-involvement work process and organizational justice on employee trust at Global Star Min Co., Ltd., and to explore the effect of employee trust on engagement at Global Star Min Co., Ltd. To achieve these objectives, both primary and secondary data are used. For data analysis, descriptive method and multiple linear regression method are applied. Census sampling method is used to collect data from employees. In this study, total population size is 32 employees at Global Star Min Co., Ltd. Personal interviews are conducted with these 32 employees by using structured questionnaire. Secondary data are collected from previous papers, thesis, texts and websites. From descriptive analysis, it is found that most of the employees believed that the employer or top management has been providing enough power (authority to perform tasks), information and knowledge to complete their tasks effectively. Moreover, employees perceived that they are receiving high rewards from the company. Employees are sure that the employer/top management has justice in making decision for procedure, information sharing, interpersonal treatment, and distributive of required things among employees. However, employee trust level on employer/top management is not too high: this level is just above average level. From regression analysis, it is found that higher interpersonal justice will reduce employee trust. High performers do not like the equal interpersonal treatment on both high performers and low performers. The higher informational justice will increase employee trust. Employees believed that the information for doing to reach organizational goals must be fairly distributed. Thus, for high employee trust, the employer or top management should emphasize on sharing required information among employees fairly.

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## CHAPTER 1

### INTRODUCTION

In organizational behavior theories and concepts, the term "High-involvement Work Process" becomes a crucial issue to be emphasized. High-involvement work processes (HIWPs) are associated with high levels of worker effect over the job processes, such as high grades of authority over how to manage personal job tasks or a high involvement at the workplace, or a high level in designing work procedures (Boxall P. et al., 2019). The high-involvement work process of an organization can be investigated with its effort on delegation practice to transfer relevant power to employees, communication practice to distribute relevant information to employees, compensation practice to bestow relevant rewards to employees, and talent management practice to equip employees with the required knowledge.

High-Involvement Work Process means providing power, information, reward, and knowledge to employees. At the organizations, especially at the service organizations, employees need to have enough authority (power), complete information (information), an equitable reward for effort (reward), and up-to-date knowledge about the procedures, rules and regulations, and systems (knowledge).

If the organization provides these factors, employees can involve in the work at a high level. Employees working at an organization where they can involve highly will trust their employer. Moreover, employer justice will also support employee trust. With trust in the employer, employees will be engaged physically, emotionally, and cognitively engagement also they will have. This engagement is essential for the organization's success. Recently in business, particularly in the service business, not only High-involvement Work Processes but organizational justice has become essential to achieve employees' trust in employers.

Organizational justice introduces "people's perceptions of fairness in organizations" (Colquitt et al., 2005). Traditionally, organizational justice scholars have tended to use the terms "justice" and "fairness" interchangeably. However, recently, researchers have proposed that "this conceptual strategy may have run its course" as justice and fairness are not duplicate things (Goldman & Cropanzano, 2015). Similarly,

Colquitt and Zipay (2015) suggest that, as more and more researchers are operationalizing both "justice" and "fairness" in their research as separate concepts, the time has returned to differentiate them.

Colquitt and Rodell (2015) defined justice as "the perceived adherence to rules that reflect appropriateness in decision contexts," while they defined fairness as "a global perception of appropriateness ."Similarly, Goldman and Cropanzano (2015) suggest that "justice should refer to whether one adheres to specific rules or standards, while 'fairness' ought to discuss how one responds to perceptions of those rules (rule compliance) .They maintain that justice describes normative standards and the way these are implemented; fairness describes reactions to those standards (Goldman & Cropanzano, 2015). According to these distinctions, fairness is the outcome of justice rules perception – "a perception that tends to lie theoretically downstream of justice" (Colquitt & Zipay, 2015).

Organizational justice refers to the extent to which employees perceive workplace procedures, interactions, and outcomes to be fair. These perceptions can influence attitudes and behavior for good or, in turn, positively or negatively influence employee performance and the organization's success. Organizational justice extends traditional models of work behavior that conceptualize job demands, control, and social support as the primary elements determining individual well-being and productivity. Work psychologists have highlighted three distinct, though overlapping, types of organizational justice: distributive, procedural, and interactional (Mehmood, 2019).

The joint practice of high-involvement work processes and organizational justice will lead to Employee Trust. Trust is the outcome of the interactions among people's values, attitudes, moods, and emotions. This expertise is the main element of dyadic cooperation (Jones & George, 1998). Trust has been described as the most influential element affecting the efficiency and quality of the cooperation between organizational members, which is essential in today's fast-changing environment due to the increased quality and uncertainty faced. This has led to employees' trust in organizational leaders becoming a critical issue (Norman et al., 2010). Trust could be a psychological state consisting of the trustor's intention to accept vulnerability supported by positive expectations of the actions of the trustee (Rousseau et al., 1998) that, a person's confidence in and ready to act based on the words, actions, and decisions of another (McAllister,1995). Social exchange theory states the relationship between supervisors and

employees (Hsieh & Wang, 2015). Employee Trust will not be enough for a firm's success and good public image. Their engagement is necessary, which may come out from their trust in employers.

According to Reilly (2014), a modern definition of employee engagement is that: "Engaged employees stand apart from their not-engaged and actively disengaged counterparts because of the discretionary effort they consistently bring to their roles. These employees willingly go the extra mile, work passionately, and feel a profound connection to their company. They are the people who will drive innovation and move your business forward" (Imandin & Christoff, 2016).

Shuck and Reio (2013), emotional engagement revolve around the broadening and investment of the emotional resource employees have within their influence. When employees are emotionally engaged with their work, they invest personal resources such as pride, trust, and knowledge. The investment of such resources may seem trivial initially; however, think about the work of prideful employees who trust their work environment. Managing employee emotions relates to intrapersonal intelligence: the ability to be self-aware and acknowledge and understand one's thoughts, feelings, and emotions. Individuals must be able to focus entirely on their tasks rather than be distracted by negative or irrelevant thoughts to develop the right mindset for engagement. Accordingly, these feelings of positive emotion broaden an employee's available resources and enhance critical and creative thinking processes. During the emotional engagement process, feelings and beliefs an employee hold influence and direct outward energies toward task completion. Emotional drivers, such as one's relationship with one's manager and pride in one's work, have a more significant impact on discretionary work effort than rational drivers, such as salary and benefits (Hughes & Rog (2008), Gallup (2011), (Imandin et al., 2016)).

Employee engagement, through employee trust, which high-involvement work process and organizational justice influence, plays a significant role in providing services to clients effectively at the service companies, obviously can be seen in freight forwarding companies in Myanmar. For example, Global Star Min company is one of Myanmar's freight forwarding service companies.

A freight forwarder role is crucial in this era. A freight forwarder forwards freight from one point to another. The freight forwarder or forwarding agent is an essential

associate of the international trade and transportation community, and the freight forwarder prepares for the international shipment of merchandise. Like travel agents, but dealing with cargo rather than passengers, freight forwarders apply their understanding of changing freight rates to give the shipper the best rates. With booking freight, freight forwarders also manage export shipments and customs documentation, insurance, and port and terminal charges. Small exporters often discuss with their freight forwarders before quoting a price in a tender for a particular international transaction.

A shipper, also well known as a consignor, is the person or company who is typically the supplier or owner of commodities shipped over billing on air/inland/sea freight costs; failure to insure cargo or prepare adequate coverage; late presentation of documents on letters of credit. Understanding customers' attitudes towards the forwarding agent industry are the primary consideration for policymakers and a significant challenge for freight forwarders in making strategic decisions. Therefore, it is necessary to recognize those attitudes for existing players and new entrants in the forwarding agent industry.

This study covers the links between high-involvement work processes, organizational justice, employee trust, and employee engagement in Global Star Min Company Limited.

## **1.1 Rationale of the Study**

In a modern business environment, new forces and challenges (e.g., working from home, self-managing teams' problem-solving for client complaints) are emerging, especially in the service sector, particularly in freight forwarding companies. Thus, employees' perception of high-involvement work processes and organizational justice become a significant necessity at service organizations like freight forwarding companies. According to Mehmood (2019), a high-involvement work process can be developed by employees by giving autonomy (power), training and development (knowledge), information sharing (information), and bestowing relevant benefits and recognition (reward) to employees to accomplish their tasks flawlessly.

Organizational justice can also support such task accomplishment. Employees also provide this: fairness in allocating rewards and resources (distributive justice), information sharing (informational justice) in setting procedures (procedural justice), and fairness in treating employees (interpersonal justice). Although an employer is developing

systems for high-involvement work processes and organizational justice to improve trust from employees in employers, employee perception of high-involvement work processes and organizational justice are more important. Suppose they perceive that they are working at an organization with a high-involvement work process and organizational justice. In that case, employees trust employers, generating their intention to stay long at this organization (engagement).

In Myanmar, in freight forwarding companies, employee engagement is a necessary intangible resource for gaining market share: a competitive advantage. Employees' physical effort with optimum knowledge and skills, emotional work attitude, commitment, and cognitive involvement in the firm's service-providing operations are the foundations of a firm's stand out among competitors. All these engagements can result from their trust in employers. Thus, owners of the service companies, including freight forwarding companies, must try to gain employees' trust.

For employees' trust in employers, employers should pay attention to high-involvement work processes and organizational justice. They need to provide necessary inputs to employees to contribute to their organizations with good outputs. These inputs are power, information, reward, and knowledge. Therefore, not only high involvement work process but also organizational justice is vital for good outcomes for employees. At first, the organizations must focus with inputs of high-involvement work processes, especially in service organizations, including freight forwarding businesses. In the second step, service organizations, including freight forwarding businesses, need to consider the role of organizational justice. Organizational justice can be seen with four typical types: procedural justice, distributive justice, interpersonal justice, and informational justice. Without justice (equity, in other words) in organizational procedures, in the allocation or distribution of rewards or duties, in communication or relations with employees, and in giving information, employers cannot gain the trust of their employees. Without trust, employees do not engage in their organizations. This issue is more severe in service organizations, particularly freight forwarding organizations. Thus, freight forwarding companies must pay attention to high-involvement work processes and organizational justice.

If the freight forwarding companies do not give relevant power to employees, employees cannot manage their operations effectively: and the service to clients may be delayed. Similarly, when freight forwarding companies do not provide complete



information to employees, the service employees cannot deliver quick and quality service to the clients, leading to customer dissatisfaction and employee disengagement. Moreover, the third element of high involvement work process reward is crucial for employees' high trust and engagement in the freight forwarding company's employer. The freight forwarding companies are also responsible for upgrading the knowledge of their employees. If the service employees need to learn more about the freight forwarding procedure, documentation, and regulations, the client is satisfied with their service. However, the employees are also demotivated and do not engaged in the organization.

This study explores the effect of the high-involvement work process and organizational justice on employee trust at the Global Star Min Co., Ltd. In addition, the relationship between employee trust and employee engagement are also analyzed for this company in this study.

## **1.2 Objectives of the study**

The objectives of the study are:

- 1.) To analyze the effect of high involvement work process and organizational justice on employee trust on Global Star Min Co., Ltd.
- 2.) To examine the effect of employee trust on employee engagement at Global Star Min Co., Ltd.

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

This paper only focuses on the high-involvement work process, employee trust, and employee engagement at Global Star Min Co., Ltd. There are 32 employees at Global Star Min Co., Ltd. Census sampling method is used to collect data from all employees. The personal interview method collects data from these 32 employees by using a structured questionnaire. Descriptive methods, linear regression, and multiple linear regression models are applied for data analysis. Secondary data are collected from previous papers, theses, texts, and websites.

## **1.4 Organization of the Study**

This paper is organized into five chapters. Chapter one covers the introduction, the rationale of the study, the study's objective, the scope and method, and the study's organization. Chapter two reviews the relevant literature, theoretical background,

previous research models, and conceptual frameworks of the study. Chapter three illustrates the profile and high-involvement work process of Global Star Min Co., Ltd. Chapter four presents the analysis of employee trust and engagement at Global Star Min Company Limited. Finally, chapter five covers the conclusion described by the findings and discussions, suggestions, recommendations and needs for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter is organized into five parts: theories of the high-involvement work process, equity theory, employee engagement theory, empirical studies, and conceptual framework.

#### **2.1. Lawler's Model of High-Involvement Work Process**

In Lawler's model, Lawler et al. (1986) suggest the presence of 4 constructs in terms of the High Involvement Work Process: "communication," "training," "rewards," and "empowerment. "Communication is a type of data communicated with the employees for decision-making linked to the advancement of their job position or the company's progress. Training means systematic, formula training offered to employees in different skills during the last three years and in different skills to increase their commitment and develop global quality management or similar systems. Rewards mean the use of reward programs or systems that tend to encourage employee involvement. Finally, empowerment means organizational changes or programs that allow decision-making or power to be transferred to employees.

#### **2.2. Organizational Practices of High-Involvement Work Process**

Human resource management is acquiring, training, appraising, and compensating employees and attending to their work relations, health and safety, and fairness considerations (Dessler, 2017). All these activities can be approached from two aspects: activities for the high-involvement work process (acquiring, training, appraising, and compensating) and activities for organizational justice (e.g., attending to their work relations, health and safety, and fairness considerations). Lawler (1986) proposed four organizational practices as the inputs for a high-involvement work process that may influence employees' job-related attitudes, including trust, which are essential for good performance.

##### **(a) Power**

Power refers to the employment of various varied practices, similarly participative decision-making, and job enrichment that provide employees a degree of control in

decisions that affect their work. This element comprises the decision-making approach of the organization that can vary between fully participative and non-participative and comprises three types of decisions: day-to-day decisions involving job holders, higher-level strategy decisions made by top-level management, decisions that involve human resource management in most cases, these decisions are shared by the top - level management and the human resources department (Boxall & Macky, 2009).

**(b) Information**

The information involves updating employees about company and organization unit goals and providing timely performance feedback. Information that enables employees to participate and decide fosters cooperation and coordination. Thus, to promote participation, it is crucial that information can be moved to lower levels (Vandenberg et al., 1999).

**(c) Rewards**

Rewards must be compelled with contingent reward systems that link compensation, promotions, and recognition to individual, group, and organizational performance. It is an essential part of motivation, as they influence behaviors ' direction and intensity. Rewards can work at the extrinsic and intrinsic levels, namely through gain sharing (extrinsic rewards) and by promoting accomplishment and self-worth (intrinsic rewards) (Dalvi & Ebrahimi, 2013).

**(d) Knowledge**

Knowledge refers to employee skill development support through training, job rotation, and supervisory coaching. Knowledge and Skills are at the center of each plan to promote participation and involvement. A deficit in knowledge and skills will compromise any attempt to involve the organization's lower levels, as the lack of knowledge and skills can impoverish participation and decisions. Organizations can enhance the skills and knowledge of their employees through training, either on the way to do their jobs (including technical skills) or on how to work and participate in a very work team (including social and leadership skills) (Riordan et al., 2005).

### 2.3 Equity Theory

Equity theory concentrates on individuals' perceptions of how fairly they are treated and correspond with others. Equity theory suggests that people are encouraged to seek social equity in their performance bonuses. According to equity theory, if people understand their compensation as capable of what others obtain for equal contributions, they will feel that their treatment is truthful and fair. People measure equity by a ratio of inputs to outcomes. For example, puts in to a job include education, experience, effort, and ability. Results from a job consist of salary, acknowledgement, allowances, and promotions. The input-to-outcome ratio may be set side-by-side to another in the workgroup or to a perceived group average. A state of equity exists whenever one person's outcomes to inputs equal the ratio of another's results to inputs (Daft, 2016).

Inequity occurs when the input-to-outcome ratio is out of disequilibrium, such as when a new, unskilled employee gets the same salary as someone with a high level of experience. Interestingly, realized inequity also happen in other directions. Thus, if an employee discovers that employee is making more money than those who devote the same inputs to the company, the employee may sense the need to fix the inequity by performing harder or getting more education. Scientific studies show that the human brain seems programmed to dislike inequity, even when we benefit from it. Moreover, people get less satisfaction from the money they receive without having to earn it than they do from the money they work to receive. Perceived inequity designs tensions within individuals that inspire them to bring equity into balance (Daft, 2016).

The main common ways for reducing a perceived inequity are these:

**Adjust work effort:** A person might like to improve or reduce their input to the institution better. Individuals who consider underpaid may decrease their effort or improve their absenteeism. Conversely, overpaid people may increase their effort on the job.

**Change outcomes:** A person may change their outcomes. For example, an underpaid person may request a salary increase or a bigger office. On the other hand, a union may try to keep wages and working situations constant with a comparable union whose members earn more money.

**Change perceptions:** Research suggests that people may change perceptions of equity if they cannot change inputs or outcomes. For example, they make increasing the status

attached to their jobs artificially or distort others' perceived rewards to bring equity into balance.

Leave the job: People who feel inequitably treated may decide to leave their jobs instead of suffering the inequity of being underpaid or overpaid. In their new works, they expect to find a more favorable balance of rewards (Daft, 2016).

## **2.4 Organizational Justice**

Organizational justice got significant attention when Homans (1961) introduced the concept of distributive justice. Later, social scientists, including management experts, began to pay attention to this fundamental aspect of human behavior. Finally, the concept started getting focused on organizational behavior research with the work of scholars like Adams (1963) and Blau (1964). The concept of organizational justice, first coined by Greenberg (1987), was an employee's perception of fairness in their organizations' behaviors, decisions, and actions and how they influence their attitudes and behaviors at work. Within the past five decades, organizational justice literature has been one of the hottest issues to be discussed in human resource management, organizational behavior, and organizational psychology. As a result, justice becomes a concern for both employees and management in organizations and scholars. Employees are concerned about being treated fairly; managers are concerned with treating fairly those for whom managers are responsible.

Organizational justice explains the fairness perceptions of individuals or the group, and their behaviors can be observed according to the treatment they receive from their organization (Deutsch, 1975). Greenberg (1990) reviewed and predicted that organizational justice would be at the top in organizational behaviors; the reason behind this is the robust relation of organizational justice variables to the organizational outcomes as Folger and Konovsky (1989) came to know that organizational justice perceptions were strongly related to organizational commitment and related supervisory commitment. The organizational justice theory provides a valuable framework for understanding individuals' attitudes toward work, work behaviors, and job performance based on their perception of fairness (justice) in the workplace (Lee, 2007). However, while organizational unjustness may conduct in undesired organizational results such as lower job satisfaction, retaliation, turnover, misbehavior, low productivity, and lower work commitment, perceived fairness of rewards, decision-making procedures, and

interpersonal treatment in an institution contributes to the growth of high-quality work relationships (Srivastava, 2015).

Looking back to the history of justice literature, organizational justice has developed initially from distributive justice, followed by procedural justice and interactional justice, which again was broken down into interpersonal and interactional justice. By combining each dimension of justice, the aggregate term of organizational justice appeared as a higher-order latent factor, representing the general justice concept that explains individuals' fairness perceptions. Then their behaviors can be observed according to the treatment they receive from their organization (Deutsch, 1975). Therefore, this study is based on organizational justice as a single latent construct comprised of four dimensions: distributive, procedural, informational, and interpersonal justice.

#### **2.4.1 Distributive Justice**

Distributive justice is called the primary part of justice principles. It concerns the reality that not all workers are treated the same way, as the allocation of outcomes is differentiated in the workplace. (Cohen-Charash and Spector, 2001). Individuals are concerned with whether or not they received their "just/fair share." The earliest theory of distributive justice may be attributed to Aristotle. In *Nicomachean Ethics*, Aristotle maintained that just distribution involved something proportional, defined as "equality of ratios". Crapanzano et al. (2007) identified the three allocation rules that can lead to distributive justice equality (to each the same), equity (to every by contributions), and wish (to each by the utmost urgency). These rules map onto Aristotle's famous dictum that all men wish to be treated like all other people (equality), like some other people (equity), and like no other person (need).

Stouffer et al. (1949) was the first research on workplace fairness. Employers emphasized the concept of relative deprivation, where people's reactions to outcomes depend less on the absolute level of those outcomes than on how compare to outcomes of others against whom people judge t. The trend was changed with the focus on fairness in social exchanges by Homans (1961), who argued that the participants in an exchange come to expect a profit proportional to investments and that fairness exists whenever that expectation is met. If one perceives that pay is unjust, employee can change behaviors to "earn " more (altering his outcome), change his behaviors to lower inputs, or change perceptions about what is fair. Blau (1964) again suggested a similar idea to Homans

(1961) in that satisfaction with exchange relationships depends in large part on the benefits received relative to the expectations held by the parties, driven by a party's own experience, along with an awareness of the benefits received by others.

The most influential theory in distributive justice is the equity theory by Adams (1963, 1965). Adams specified the outcomes of injustice or inequity in exchange relationships in this theory. According to Adams, equity is judged by the perceived ratio of outcomes to inputs. Individuals compare the ratio of outcome/input to that of others; and if the ratio falls short of others, experience underpayment equity; which motivates people to restore balance by altering their outcomes or inputs or withdrawing from the relationship. Leventhal (1976) changed the focus on the behavior of reward allocators from that of reward recipients. The author proposed that rewards are subject to an allocation norm, a social rule specifying the criteria that define certain distributions of rewards and resources as fair and just. A fair outcome resulted whenever an allocation norm benefited the achievement of crucial goals productivity, solidarity, welfare, and so on).

The belief in equity in agencies emerged from the social-psychological literature on distributive justice (Adams, 1963, 1965), (Deutsch, 1975, 1985). As distributive justice deals with the perceived fairness of outcomes, it can have substantial implications in the organizational context, in which the distribution of outcomes is integral (Cohen-Charash & Spector, 2001). Realizing the potential implications of distributive justice, and especially equity theory, on the organizational context, researchers examined the perceived fairness of organizational outcomes (e.g., pay selection and promotion decisions) and the relations of those justice perceptions to various criterion variables, such as quality and quantity of work (Walster et al., 1978). Due to its focus on outcomes, distributive justice is predicted to be related mainly to cognitive, affective, and behavioral reactions to particular outcomes. Thus, when a particular outcome is perceived to be unfair, it should affect the person's emotions (e.g., experience, anger, happiness, pride, or guilt): (Weiss et al., 1999), cognitions (e.g., cognitively distorted inputs and outcomes or the other, Adams, 1965; Walster et al., 1978), and ultimately behavior (e.g., performance or withdrawal).

#### **2.4.2 Procedural Justice**

Equity theory paved the way for the concept of procedural justice. Procedural justice is the process by which outcomes are allocated, not precisely the outcomes themselves. The key message of this principle is that everybody is equal in front of the



law or rules and its process. Leventhal (1980) started the ball of procedural justice rolling with the critique that equity theory ignores the procedures that result in the outcome distribution. Indeed, Thibaut and Walker (1975) were the pioneers who introduced the procedural justice construct in that the just procedure for resolving the types of conflict that result in litigation is a procedure that entrusts much control over the process to the disputants themselves and relatively little control to the decision maker. The critical requirement for procedural justice is the optimal distribution of control. Leventhal (1980) extended procedural justice from dispute resolution contexts to allocation contexts and defined procedural rule as an individual's belief that allocative procedures which satisfy specific criteria are fair and appropriate. The six rules for fair procedures are:

1. Consistency with all
2. Free from bias
3. Accuracy of information
4. Correctability
5. Consideration of group opinion (Representative)
6. Consistency of ethical norms.

Leventhal et al. (1980) argued that an individual's concern about fairness is only one motivational force among many that affect perception and behavior and are often a weaker force than others. Procedural justice was introduced to the organizational studies by Greenberg and Folger (1983) on participatory management, leadership, and decision-making. They described the effect of choice and voice on employee reactions. In 1985, Folger and Greenberg suggested that procedural rules could make performance evaluations fairer by giving employees input into the appraisal process, allowing them to complete self-appraisals, and improving record-keeping procedures. Greenberg (1986) surveyed a sample of middle managers between procedural and distributive justice to ensure the discriminant validity of the two justice dimensions.

Lind and Tyler (1988) were the seconds that brought the procedural justice construct to organizational studies. They examined the effects of fairness on job satisfaction, compliance with organizational rules, job performance, and other vital outcomes. Then, a series of scholars did empirical tests on procedural justice, especially trying to make a distinction between distributive and procedural justice. For example, Folger and Konovsky (1989) found that distributive justice was the primary predictor of

satisfaction with raise, whereas procedural justice was the more significant predictor of commitment and trust.

Procedural justice research has resulted in vast evidence that decision control (authority to make a decision) contributes to justice perceptions. People are more likely to perceive a decision as fair if they have a voice or a sense of process control. Conversely, people are more likely to accept unfavorable outcomes when they perceive that the process of arriving at a decision is fair (Folger & Greenberg, 1985), (Cropanzano & Prehar, 1999). These findings suggest that employees are not simply looking for favorable outcomes in decisions; they expect fair procedures in decision-making.

Fair processes lead to intellectual and emotional recognition. This, in turn, creates the trust and commitments that build voluntary cooperation in strategy execution. On the other hand, procedural injustice releases "intellectual and emotional indignation," resulting in "distrust and resentment." Ultimately, this reduces cooperation in strategy (Chan & Mauborgne, 2005). As work on organizational justice continued to advance, scholars realized that the two-factor justice model concentrated only on outcomes and procedures, neglecting the effects of another important aspect of social exchange within an organization: interpersonal treatment, and introduced the concept of interactional justice (Lee, 2007).

### **2.4.3 Interpersonal Justice**

Greenberg (1993) split the concept of interactional justice into interpersonal justice and informational justice. The four rules proposed by Bies and Moag (1986) were used for these two concepts. Interpersonal justice captured the respect and etiquette rules, and informational justice captured the justification and truthfulness components. Interpersonal justice is fundamental in shaping employee behavior (Greenberg & Alge, 1988), (Judge et al., 2006), (Neuman & Baron, 1997), (Robison & Greenberg, 1999), (Skarlick & Folger, 2004). Interpersonal justice addresses the fairness of person-adjusted treatment. Day-to-day interpersonal encounters are so frequent in organizations that interpersonal justice becomes more relevant and psychologically meaningful to employees than other types of justice information (Bies, 2005; Fassina et al., 2008). Social exchange theory (Blau, 1964; Thibaut & Kelley, 1959) and the norm of reciprocity (Gouldner, 1960) suggest employees reciprocate the treatment (good or bad) they receive from others. Hence, employees who perceive unfair interpersonal treatment are generally

more likely to engage in behaviors harmful to their organization or individuals (Dalal, 2005; Mitchell & Ambrose, 2007; O' Leary - Kelly et al., 1996). Meta-analytic evidence corroborates the effect of interpersonal injustice on workplace deviance (Berry et al., 2007; Colquitt et al., 2001; Hershcovis et al., 2007).

#### **2.4.4 Informational Justice**

Informational justice refers to the fairness of information provided during the procedures and outcome distributions. It focuses on explanations provided to people that convey information about why procedures were applied in a specific way or why outcomes were allocated in a specific manner (Greenberg, 1990, 1993). In other words, informational justice prefers the truthfulness and justification of information provided to employees. The appraisal that information is inadequate or untrue leads to perceptions of injustice (Greenberg & Colquitt, 2013). Informational justice consists of factors that enhance individual perceptions of the efficacy of explanations provided by the organizational agents. These factors contain, in reality, information sharing about organizational matters, i.e., just keeping employees informed is often viewed by people as a fairness issue (Bies, 2001).

#### **2.5 Employee Trust on Employer**

Nowadays, an organization's productivity is made by a partnership between employers and employees, internal and external stakeholders, and employees and customers (Pigeon, 2017). Trust can be described as the core of all relationships. Besides that, trust has played an essential role in our social life. It can facilitate individual friendships, establish favorable conditions for bargaining and negotiation, and reduce the price of transactions between individuals (Tomic et al., 2018). Esteem building of trust may be seen as an efficient means of resolving regional conflicts of foreign employees in an organization. Thus, trust is also an essential part of the effectiveness of social processes. In the surroundings of an organization, trust is an efficient indicator of workers' positive attitudes and behaviors in an organizational setting, organizational engagement, and employee trust (Yu et al., 2018).

Employee trust has become an essential topic in the world of work. Other companies have successfully used trust-developing strategies, and general ways to develop and maintain trust will also be studied. Employee trust is specific to an employee and their trust toward their employer. For employee trust, however, there must first be organizational trust. Without being able to trust the organization they work for, there will be no employee trust.

## **2.6 Employee Engagement**

Mehmood (2019) means that employee engagement exists, the work of Kahn (1990) is the most influential; Kahn defined engagement as "the harnessing of organization associates' selves to their job positions; in engagement, people employment and expressing themselves physically, cognitively, and emotionally during position performance." Another widely cited definition of engagement is offered by Schaufeli et al. (2002) who described engagement as "a positive, fulfilling, work-related condition of mind, illustrated by vigor, dedication, and absorption."

Although some scholars treat engagement and burnout as opposite ends of the same continuum (Maslach & Leiter, 2008), others consider engagement and burnout as two separate constructs (Moliner et al., 2008; Schaufeli et al., 2006). While some question the discriminant validity of engagement and believe that it is spurious reframing, or "old wine in a new bottle" (Macy & Schneider, 2008; Guest, 2014; Newman & Harrison, 2008), others have called for further research to clarify the status of employee engagement (e.g., Cole et al., 2012). Definitional issues aside, a growing body of literature suggests that employee engagement is a positive, fulfilling, work-related state of mind that recreates a crucial part of an organization's success and competitiveness (Gruman & Saks, 2011; Schaufeli & Bakker, 2004). Based on Kahn's (1990) conceptualization of engagement, Rich et al. (2010) argue that engaged employees harness their whole selves (hands, head, and heart) to work roles. In contrast, disengaged employees withhold their physical, cognitive, and emotional energies. Furthermore, 15 employees engaged in creating positive feedback, appreciated their contribution, and recognized their success and, unlike workaholics, also enjoy things outside work (Bakker et al., 2011). More specifically, engaged employees seem to play an essential role in organizational effectiveness.

Employee engagement, according to Crabb (2011), has recently drawn a wealth of managerial attention, especially after research into the management concept indicated that a competitive advantage could be achieved by organizations with engaged employees (Towers Perrin, 2007). However, this attention results mainly from practitioners, and that scientific research by academia are lacking, especially in measuring and determining the current level of employee engagement in an organization (Saks, 2006) (Kular et al., 2008). According to Reilly (2014), a modern definition of employee engagement is that: "Engaged workers stand apart from their not-engaged and actively disengaged counterparts because of the discretionary effort they consistently bring to their roles. Willingly, these employees go the extra mile, work passionately, and feel a profound connection to their company. They are the people who are willing to drive innovation and move your business forward". This study is based on employee engagement which comprises three dimensions: physical engagement, emotional engagement, and cognitive engagement (Lailah et al., 2016).

### **2.6.1 Physical Engagement**

According to Shuck and Reio (2013), physical engagement is the most overt form of the employee engagement process. It is often described as "what we can see someone does". So understood, because of the physical manifestation of the cognitive and emotional engagement combination, behavioral engagement can be understood as increased levels of effort directed toward organizational goals. Resultantly, behavioral engagement may be represented as the broadening of an employee's available resources displayed overtly.

A managerial challenge is that engagement is based on how employees feel about their work experiences. Fundamentally, engagement is about whether or not an employee wishes to place forth discretionary effort. Engaged employees exhibit the following precise behaviors: belief in the organization refers to 'sharing the DNA,' where employees demonstrate a firm belief in the purpose, values, and work of the organization. Desire to improve their work: engaged employees are willing to put forth discretionary effort into their work in the form of time, intelligence, and energy, above and beyond what is considered adequate. An understanding of the business strategy: an organization is aligned when all have a commonality of purpose, a shared vision, and an understanding of how their roles support the overall strategy (Johnson, 2011).

The ability to collaborate with and assist colleagues. The willingness to demonstrate extra effort in their work (defined as an employee's willingness to engage in discretionary effort and an employee's willingness to go above minimal job responsibilities). The drive to continually enhance their skill set and knowledge base. Employees who enhance their skills through training are more likely to engage entirely in their work because they derive satisfaction from mastering new tasks. Consequently, it is concluded that engaged employees are willing to put forth the discretionary effort to ensure the organization is successful (Parkes, 2011).

### **2.6.2 Emotional Engagement**

According to Lailah et al. (2016), emotional engagement revolves around the broadening and investment of the emotional resource employees have inside their influence. When employees are emotionally engaged with their work, they invest personal resources such as pride, trust, and knowledge. The investment of such resources could appear trivial initially; however, think about the work of prideful employees who trust their work situation. Managing employee emotions relates to intrapersonal intelligence: the ability to be self-aware and acknowledge and understand one's thoughts, feelings, and emotions. Individuals must be able to focus entirely on their tasks rather than be distracted by negative or irrelevant thoughts to develop the right mindset for engagement. Accordingly, these feelings of positive emotion broaden an employee's available resources and enhance critical and creative thinking processes. During the emotional engagement process, feelings and beliefs an employee hold influence and direct outward energies toward task completion. Emotional drivers, such as one's relationship with one's manager and pride in one's work, have a more significant impact on discretionary work effort than rational drivers, such as salary and benefits (Johnson, 2011).

### **2.6.3 Cognitive Engagement**

According to Shuck and Reio (2013), the levels of cognitive engagement originate from employees' appraisal of whether their work is meaningful and safe (physically, emotionally, and psychologically) and if they have sufficient resources to complete their work. This psychological interpretation of work reflects a level of engagement in or movement toward their work, paralleling the broadening of resources, and those who

believe their work matters embrace and engage it. Employees who experience unfavorable work circumstances (such as an adverse workplace climate or organizational culture) develop a downward spiral of emotions that often ends in feelings of loneliness, ostracism, and burnout. Such a hostile work environment makes workers feel irritable, anxious, and defensive, potentially leading to poor productivity, a lack of motivation and morale, and poor communication.

A favorable workplace environment is filled with employees who believe they have a purpose at their jobs; they are making a difference, adding to the company's growth, or simply being a valuable part of the team. A hostile environment lacks this feeling – the employees will feel they are performing work that does not serve a purpose. Without a sense of purpose, the motivation to complete responsibilities with pride and enthusiasm is hard to come by. Cognitive engagement revolves around how employees appraise their workplace climate and the tasks they are involved in. As an employee makes an appraisal, they determine levels of positive or negative affect, which, in turn, influences behavior. Cognitively engaged employees are positively work-orientated and exhibit higher levels of productivity (Mone et al., 2011).

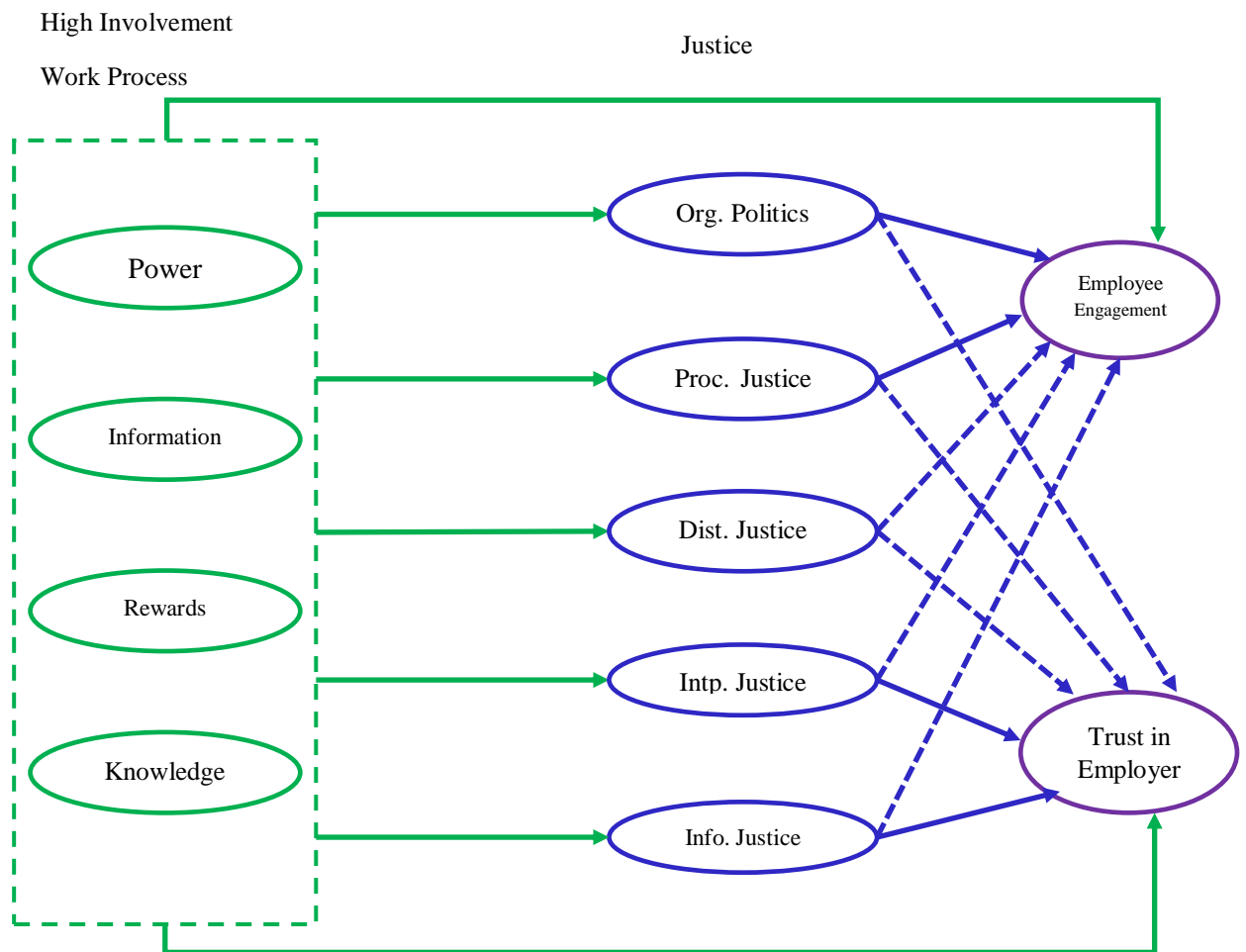
## **2.7 Empirical Studies**

To design the study's conceptual framework, the three previous research models are based.

### **2.7.1 Review on the Conceptual Model of Mehmood (2019)**

Figure (2.1) shows the conceptual model of Mehmood (2019). From this model, the concept of the influence of the high-involvement work process (power, information, reward, and knowledge) on employee trust is adopted in the conceptual framework for this thesis.

**Figure (2.1) Previous Model (1)**



Source: The previous research of Mehmood (2019) described the effect of a high-involvement work process on employee engagement and trust. The high-involvement work process consists of four elements: power, information, rewards, and knowledge. Moreover, it also analyzed the effect of justice on employee engagement and trust. Justice is approached from four types: procedural justice, distributive justice, interpersonal justice, and informational justice.

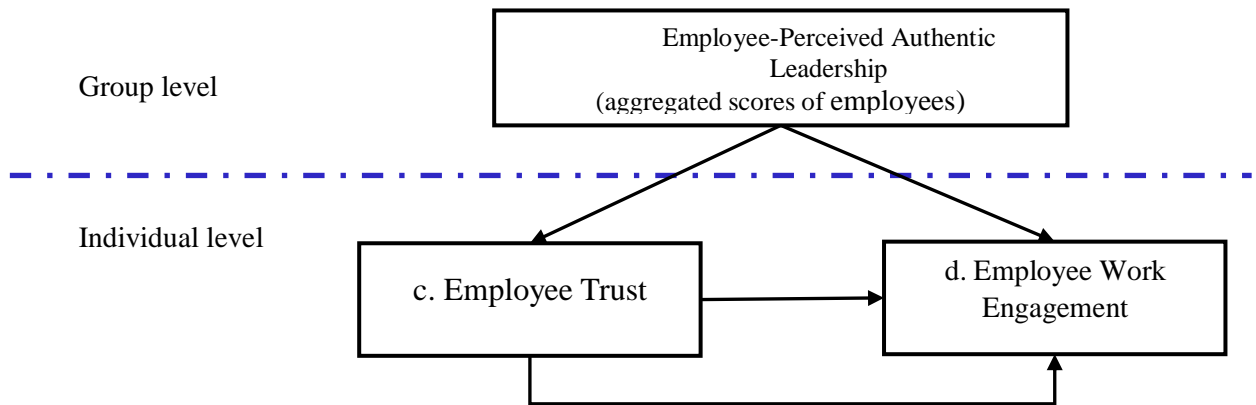
This paper focuses on employees from 233 branches of 14 banks in Pakistan. The respondents are clerical and administrative employees such as cashiers, tellers, front desk employees, back office employees, and service representatives. The questionnaires are distributed to sample employees. It is found that High-Involvement Work Process positively affects justice, and justice also affects employee engagement and trust.

### 2.7.2 Review on the Conceptual Model of Hiseh and Wang (2015)



Figure (2.2) shows the conceptual model of Hsieh and Wang (2015). This model adopts the concept of the influence of employee trust on employee engagement in the conceptual framework for this thesis.

**Figure (2.2) Previous Model (2)**



Source: Hsieh and Wang (2015)

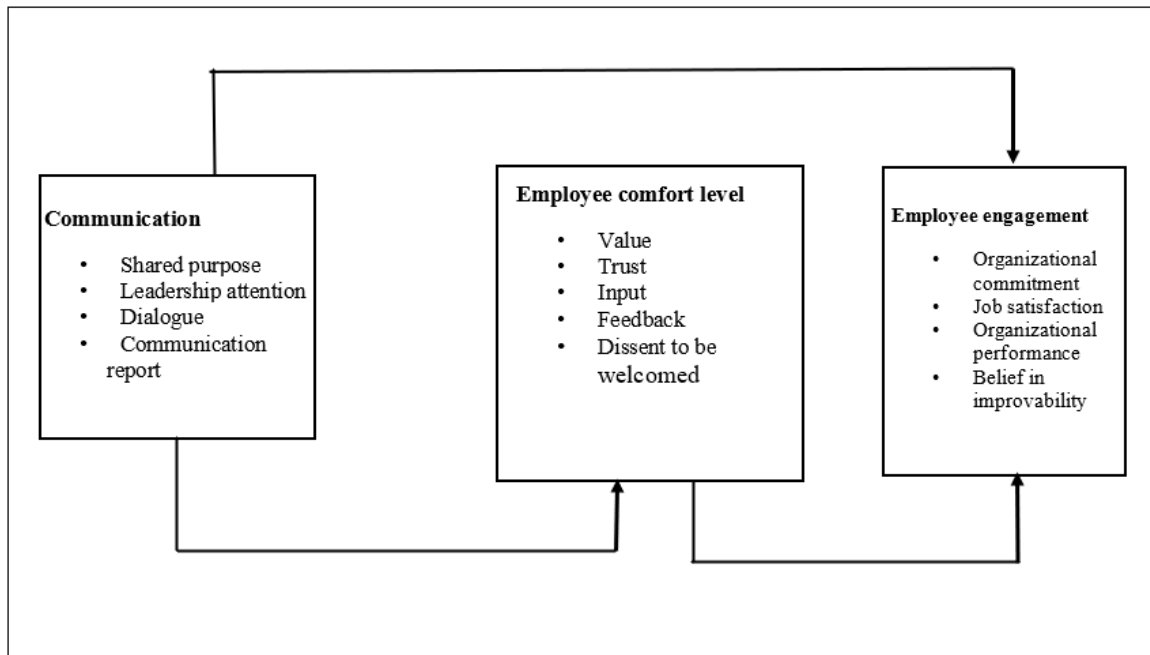
This conceptual model This conceptual model pointed out the linkage between employee trust and engagement at the individual level and the effect of leadership on employee trust and engagement at the group level. This paper focused on team supervisors and employees of private companies in Taiwan.

The data are collected from 77 team supervisors and 345 employees of 36 companies. It is found that employee trust partially mediates the relationship between authentic leadership and employee engagement. At the individual level, it is focused on the effect of trust on employee engagement.

### **2.7.3 Review on the Conceptual Model of Ahmad and Aldakhil (2012)**

Figure (2.3) shows the conceptual model of Ahmad and Aldakhil (2012). From this model, the concept of the influence of employee trust (as the element of employee comfort level shown in the previous researcher's model) on employee engagement is adopted in the conceptual framework for this thesis.

**Figure (2.3) Previous Model (3)**



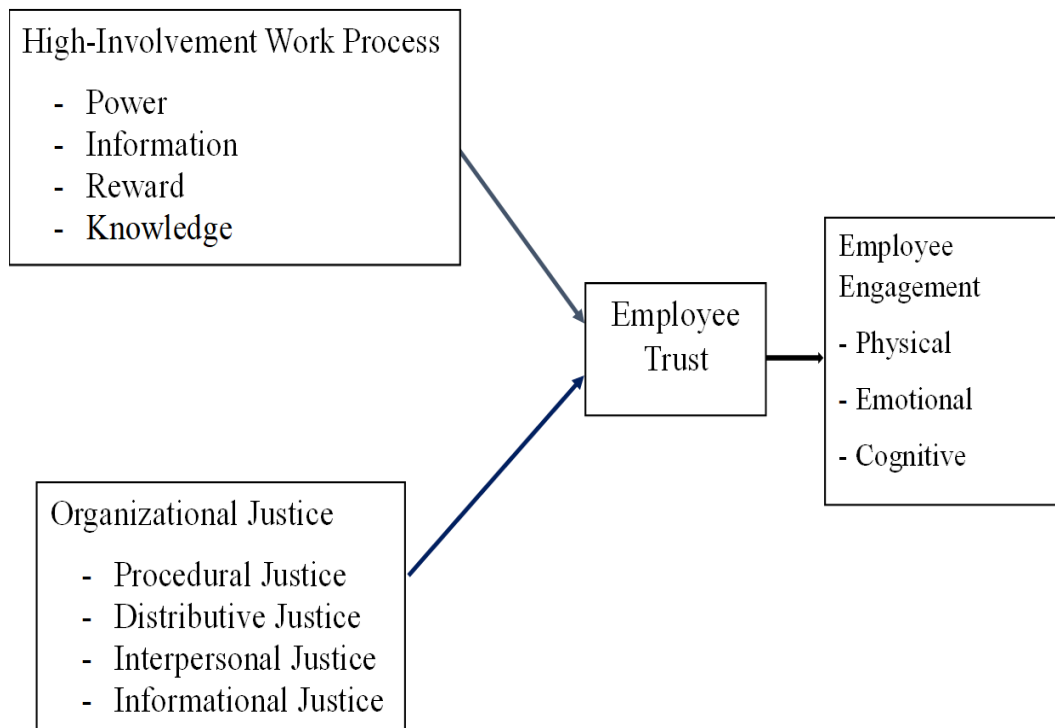
Source: Ahmad and Aldakhil (2012)

This research focused on the effect of communication on employee comfort level and employee engagement. In addition, it also examined the effect of employee comfort level on employee engagement. Employee comfort level is measured with five elements: value, trust, input, feedback, and dissent to be welcomed. The data are collected from 237 employees of Saudi Arabian banks. It is found that communication has a positive effect on employee comfort level and also on employee engagement. In addition, the employee comfort level (including trust) also positively affects employee engagement.

## **2.8 Conceptual Framework of the Study**

The conceptual framework of the study is shown in Figure (2.4).

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



Source: Own Compilation, 2022

This Conceptual Framework is developed by adapting to three previous papers. From the previous study (1), as shown in Figure (2.1), the effect of a high-involvement work process on trust and justice on employee trust is adopted. The measures for the high-involvement work process: power, information, rewards, and knowledge, and the measures for justice: procedural justice, distributive justice, interpersonal justice, and informational justice, are also adopted. From the previous study (2) and (3), the effect of trust on employee engagement is adopted.

## **CHAPTER 3**

### **PROFILE AND HIGH-INVOLVEMENT WORK PROCESS AT GLOBAL STAR MIN CO., LTD.**

This chapter is organized into two parts: the profile of Global Star Min Co., Ltd. and the high-involvement work process of Global Star Min Co., Ltd.

#### **3.1 Profile of Global Star Min Co., Ltd.**

The profile of Global Star Min Co., Ltd. is presented with three parts: background; mission, core values, and objectives; and organizational structure.

##### **3.1.1 Background of Global Star Min Co., Ltd.**

In the modern world, there are more than one hundred freight forwarding companies in Yangon, Myanmar. Most of these companies provide shipping and logistics services from/to many countries, including Europe, the Middle East, Africa, the Far East, India, the Intra Asia region, etc. Among them, Global Star Min Co., Ltd. is one of the freight forwarding companies that can provide global services by conducting agents worldwide. However, Global Star Min Co., Ltd. does not own shipping containers and vessel lines.

Global Star Min Co., Ltd. is a forwarder service agent, which means Global Star Min Co., Ltd. helps exporters and importers to export or import by dealing with counterparts such as overseas freight forwarders, container lines in Yangon, shipping lines, and airlines. Moreover, Global Star Min Co., Ltd. has a massive network of most overseas counterparts (freight forwarder agents), shipping lines, and airlines. Therefore, it provides excellent service to clients who want to export their cargo to many countries. In addition, Global Star Min has many counterpart agents, such as overseas freight forwarding agents, custom clearance agents, etc.

Global Star Min Co., Ltd. was established in July 2020. Global Star Min Co., Ltd. has a tall organizational structure to manage the employees effectively and efficiently. There are 32 skilled employees to operate respective departments professionally. Top management of Global Star Min delegates authority and responsibility to respect in charge to give quality service to clients/customers.

### **3.1.2 Mission, Core Values and Objectives of Global Star Min Co., Ltd.**

The mission statement of Global Star Min Co., Ltd is "Freight by sea/air/land and Logistics Services Globally throughout Customer highest level satisfaction with the slogan "To be delightful, lets us carry your cargo."

Core Values are honesty, commitment, trust, caring, and accountability.

The main objectives of Global Star Min Co., Ltd. are as follows:

- 1) To maximize customer satisfaction through core values and best service quality of Global Star Min Co., Ltd.
- 2) To get more loyal customers and maintain retention rates
- 3) To spread the goodwill of Global Star Min Co., Ltd. and become the most successful freight forwarding and logistics company in Myanmar.

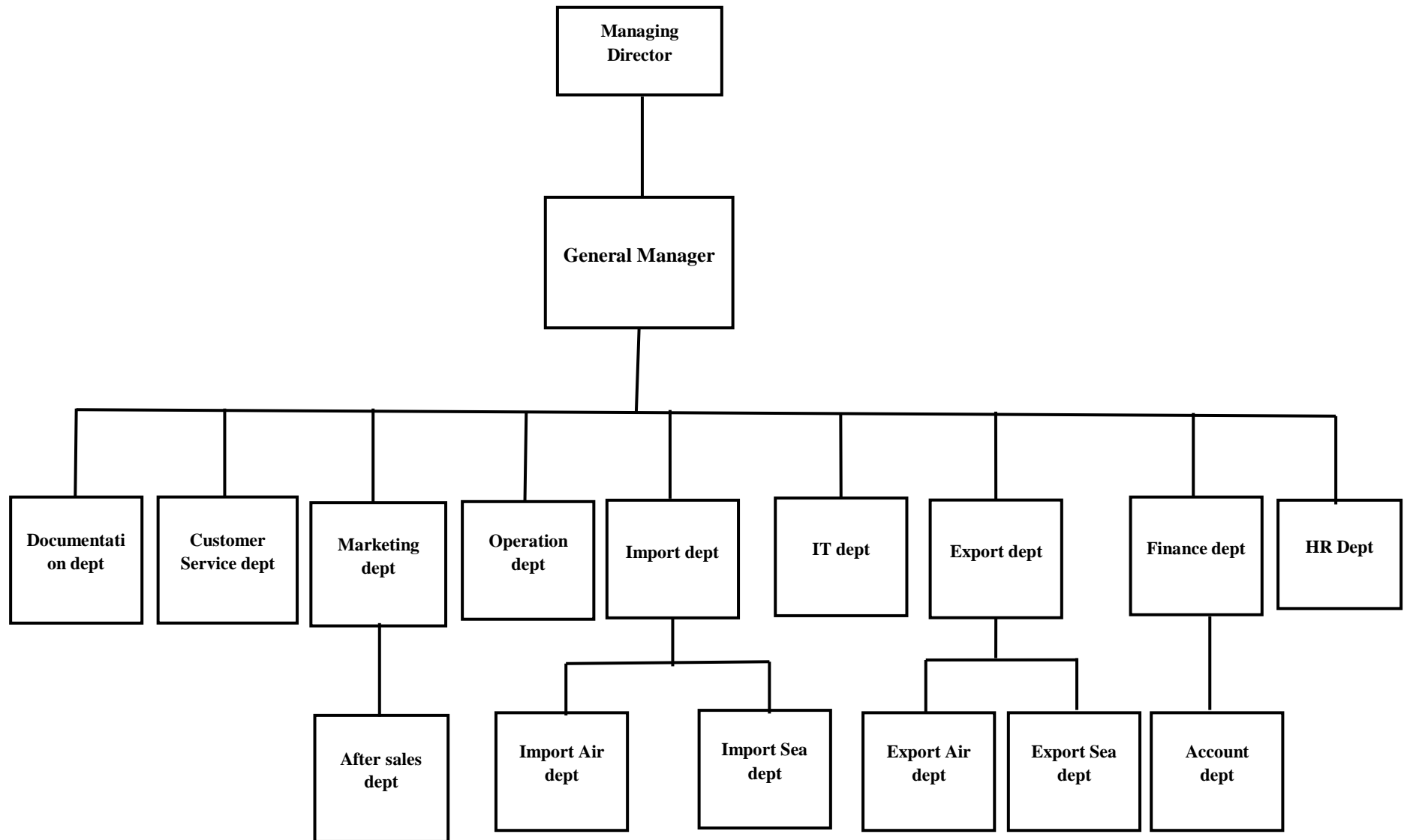
### **3.1.3 Organizational Structure of Global Star Min Co., Ltd.**

The organization structure of Global Star Min Co., Ltd is a tall structure, and it is presented in the chart. According to the nature of the freight forwarding and logistics business, all departments in charge have the authority to make decisions. Therefore, Global Star Min Co., Ltd. can be seen as a decentralized organization. Moreover, the number of departments and functions of departments in Global Star Min Co., Ltd can be seen in this section. The organizational structure of Global Star Min Co., Ltd is shown in Appendix II.

According to the organizational structure of Global Star Min Co., Ltd., the managing director is playing at the top position. Under the supervision of the managing director, the general manager takes responsibility for nine departments.

The nine departments are marketing department, import department, export department, customer service department, operation department, IT department, account department, documentation department, and HR department. Since Global Star Min Co., Ltd. has been providing the freight forwarding service for both air and sea (export and import) shipments, in the organization structure, the import department and export department have two sections (air and sea) each.

**figure (3.1) Organizational Structure of Global Star Min Co., Ltd.**



Source: Global Star Min Co., Ltd. (2022)

## **3.2 High-Involvement Work Process of Global Star Min Co., Ltd.**

Based on the concepts presented by previous researchers and the study's conceptual framework, the qualitative research (in-depth interview) is conducted to explore the four practices of Global Star Min Co., Ltd.'s high-involvement work process.

### **3.2.1 Practices of Global Star Min Co., Ltd. to Give Power to Employees**

Global Star Min Co., Ltd. does not limit employees' power, responsibilities, and working process in operations and the shipping process. The procedure of transport obtaining and retaining shipping system in each inland and global shipping. Global Star Min's employees give offerings concerning their customer's particular needs.

Thus, the company gives the full power to employees to get a successful job without delay. Moreover, management decisions should be taken on the principle of alternatives and make decisions based on employees' performance. Hence, the power to make decisions that concern employees and opportunities to make suggestions in more comprehensive organizational decisions.

### **3.2.2 Practices of Global Star Min Co., Ltd. to Share Information to Employees**

Global Star Min Co., Ltd., the company shares four types of information: order information, operational information, strategic information, and competitive information, by using communication channels such as telephone, email, and in person with mutual trust each other. The freight forwarder and logistics sector play a crucial role in Global Star Min Co., Ltd. Company gives the potential information sharing to improve the company's growth. Information sharing practice between employees and customers/clients is a curial issue.

Strategic information is demand information to get the best rate, so we need to reduce the total cost to get the low cost and can provide the best rate to clients/ customers. We should share exact and timely information about new technology in turbulent times. The policy is changed time and again. Moreover, we must take care of our clients who need to meet clients' satisfaction through close relationships. Forwarders cooperate with shipping lines that collaborate to streamline and digitalize the shipping process and enhance interoperability by developing a common set of information technology standards in the container shipping industry.

The company needs to acquire updated information and consider its timely, adequate, accurate, and reliable characteristics to use effectively in the decision-making

of Global Star Min. Therefore, the company shares openness and relevant information honestly and frequently with employees.

### **3.2.3 Reward Practices of Global Star Min Co., Ltd.**

Global Star Min Co., Ltd. provides financial and non-financial rewards based on the performance of the employees. The Reward systems of Global Star Min Co., Ltd. are presented in this section. These reward systems include base pay, contingent pay, recognition, work conditions, and career development opportunities.

Global Star Min Co., Ltd. makes the wages and salary system based on standardized policies, and this standardized salary range is classified as the position level in the organization. The salary range is confidential for employees. The company gives employees' salaries at the month's end. The HR department manages all employees' salaries, but the principal makes financial decisions.

For the bonus plan purpose, the company gives the bonus one time for each year. This bonus-giving time is generally in April every year. In addition, the company recognizes employee performance by making performance appraisals and promoting their position for the bonus plan. But the bonus plan depends on the board of directors' decision. Therefore, bonus ranges are also classified as the position.

Non-financial factors in the company include holidays, performance management, recognition, working condition, and career development (training). For holiday plans, the employee can take any holiday, such as casual, maternity, compassionate, or medical leave. For example, the company provides five days holiday plan for compassionate leave—an employee with at least 12month work experience in Global Star Min Co., Ltd. For causal leave, the company gives employees six days within one year.

The company uses a performance appraisal form to recognize its performance for performance management. The main areas used in performance assessment are the achievement of goals, quality of work, job knowledge and skills, self-improvement effort, following procedures and instructions, keeping attention on the job performed, team spirit, attendance & punctuality, timeliness upon the assigned job, communicating with clients, communication with superiors, communication with colleagues. In addition, the manager reviews the potential of the employee who can be promoted, the employees' positions, and the need for training requirements to improve performance and knowledge.



Furthermore, managers are responsible for close supervision and coordination with the activities of the employees by giving comments in this performance appraisal form.

Rewards and appreciation are two of the most effective practices for providing recognition. For recognition, the company recognizes its employee performance by raising monetary bonuses. Monetary bonuses make them feel the company dramatically appreciates employees' hard work.

#### **3.2.4 Knowledge Developing Practices of Global Star Min Co., Ltd.**

Global Star Min Co., Ltd. provides a training program for employees every Saturday. All department managers, general managers, assistant managers, and all employees are taught the necessary skills to develop the employee's career paths. The employees are also interested in developing both personally and professionally.

Knowledge is a vital component for any company to conduct a competitive advantage in the market, and when adequately incorporated, it can help a company in the long run. Therefore, a learning organization must communicate and share knowledge properly. Knowledge sharing is voluntarily occurring and depends on a person's own will and intention. No proper planning and prior intention are necessary for it, and it is also viewed as a socially linked activity. Employees interact in a friendly environment with each other and share views and ideas. Only willingness and motivation encourage individuals to share their expertise, ideas, and skills. It is only the motivation and willingness that the individual who requires help and guidance will honestly and willfully collect and learn from others.

For every post new employee, the organization chooses, selects, and appoints new staff among applicants. The new employees have been taught about the nature job nature and work as a job trainees for about two weeks. Thus, the newly appointed staff know thoroughly about the working nature of Global Star Min Co., Ltd. There has been using this practice for nearly three years. Hence, the relationship between employer and employees and between employees is very kind, friendly, and respectful, so trust is already created. Teamwork, decision-making, and performance are done. The key to organizational success in today's competitive world relies on employees.

### **3.3 Employee Perception on High-Involvement Work Process of Global Star Min Co., Ltd.**

In this study, the employee perception of the High-involvement Work Process of Global Star Min Co., Ltd. is quantitatively analyzed by surveying 32 Global Star Min Co., Ltd employees.

The research method used in this study is quantitative, and the instrument used for this research is a questionnaire. The questionnaires were made with a five-point Likert scale. The questionnaires were organized into two parts. The first part is demographic information. The second part measures the High-involvement Work Process of Global Star Min Co., Ltd. The degree of employees' satisfaction was determined according to a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree): 1.0-1.80 means strongly disagree, 1.81-2.60 means disagree, 2.61-3.40 means neutral, 3.41 to 4.20 means agree, and 4.21 to 5.00 means strongly agree.

#### **3.3.1 Employee Perception on Power of Global Star Min Co., Ltd.**

The survey result from the analysis of employee perception on the power (authority) they receive to work effectively at Global Star Min Co., Ltd. are shown in Table (3.1).

**Table (3.1) Perception on Power**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1	Sufficient authority to fulfil employee' job responsibilities.	4.00
2	Enough input in deciding how to accomplish employee' work.	3.88
3	Encouraged to participate in decisions that affect employee.	3.97
4	Enough freedom over how employee do in job.	3.88
5	Enough authority to make decisions necessary to provide quality customer service.	4.16
6	For the most part, encouraged to participate in and make decisions that affect my day-to-day activities.	3.94
7	All in all, given enough authority to act and make decisions about work.	3.38
	<b>Overall Mean</b>	<b>3.88</b>

Source: Survey Data, 2022

According to the results shown in Table (3.1), the overall mean agrees with the level; thus, most of Global Star Min Co., Ltd. employees have enough authority to complete the decisions necessary to deliver quality customer service. And the highest mean value of 4.16 is found at "Enough authority to make decisions necessary to provide quality customer service," which means the top management (including the employer) of Global Star Min Co., Ltd. understands well that employees' decision makings are necessary for logistics services to customers. On the other hand, the lowest mean value is 3.38, which means it is at a neutral level.

### **3.3.2 Employee Perception on Information of Global Star Min Co., Ltd.**

The survey result from the analysis of employee perception on information they receive to work effectively at Global Star Min Co., Ltd. are shown in Table (3.2).

**Table (3.2) Perception on Information**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Company policies and procedures are clearly communicated to employees.	4.00
2.	Management gives sufficient notice to employees prior to making changes in policies and procedures.	3.91
3.	Most of the Time employee receive sufficient notice of changes that affect in work group.	3.78
4.	Management takes Time to explain to employees the reasoning behind critical decisions that are made.	3.94
5.	Management is adequately informed of the important issues in concerned department.	3.81
6.	Management tends to stay informed of employee needs.	3.69
7.	The channels of employee communication with top management are effective.	3.66
8.	Top management communicates a clear organizational mission and how each division contributes to achieving that mission.	3.91
	<b>Overall Mean</b>	<b>3.84</b>

Source: Survey Data, 2022

As shown in Table (3.2), the highest mean value of 4.00 is found that a company's policies and procedures are communicated to employees" which means that employees at Global Star Min Co., Ltd. get the updated and completed information to do the working process smoothly (do not delay anything) is crucial. The relevant information in the freight forwarding and logistics service field is necessary for operation procedures. The lowest mean value is 3.66 the lowest mean value is at the agreed level. The overall mean value is 3.84; thus, the overall mean value agrees with the level.

Most employees are satisfied with the fact that is employee feel bursting with energy at work and continue working for long periods. This is because the set rules and procedures are not strict for all employees, and all are flexible. Furthermore, the employee has a less stressful workload when they deal with various clients and customers in their day-to-day operation. Therefore, according to the overall mean score, the employees are satisfied and engaged in their workload and overtime given by the company.

### 3.3.3 Employee Perception on Reward of Global Star Min Co., Ltd.

The survey result from the analysis of employee perception on the reward they receive for working effectively at Global Star Min Co., Ltd. are shown in Table (3.3).

**Table (3.3) Perception on Reward**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Performance evaluations within the past few years have been helpful to employee in professional development.	3.66
2.	There is a strong link between how well perform in job and the likelihood of receiving recognition and praise	3.44
3.	There is a strong link between how well perform in job and the likelihood of receiving a raise in pay/salary.	3.28
4.	There is a strong link between how well perform in job and the likelihood of receiving high performance appraisal ratings.	3.09
5.	Generally, employee feel this company rewards employees who make an extra effort.	4.13
6	Satisfied with the amount of recognition received when employees do a good job.	4.13
7.	Perform in job well, likely to be promoted.	3.94
	<b>Overall Mean</b>	<b>3.67</b>

Source: Survey Data, 2022

According to the data analysis table 3.3, According to the data analysis table 3.3, questions regarding "Generally, employees feel this company rewards employees who make an extra effort" and "Satisfied with the amount of recognition received when employees do a good job" have the highest mean value of 4.13. These are proved that employees get motivation when they receive rewards when they can do the job well. That's why the reward is essential for developing and growing the business to enrich more and more. And the lowest mean value is 3.09. Moreover, the overall mean value is 3.67, which is at agree level too. Therefore, employees feel this company rewards system is fair, and employees make an extra effort.

#### **3.3.4 Employee Perception on Knowledge of Global Star Min Co., Ltd.**

The survey result from the analysis of employee perception on knowledge they receive to work effectively at Global Star Min Co., Ltd. are shown in Table (3.4).

**Table (3.4) Perception on Knowledge**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Given a real opportunity to improve employee' skills at this company through education and training programs.	3.81
2.	Sufficient job -related training.	3.84
3.	Supervisor helped employee acquire additional job -related training when needed it.	4.00
4.	Employees receive ongoing training, which enables employees to do in job better.	4.03
5.	Satisfied with the number of training and development programs available to employee.	3.84
6.	Satisfied with the quality of training and development programs available to employee.	3.84
7.	Educational activities have received enabled to perform in job more effectively.	3.53
8.	Overall, satisfied with in training opportunities.	3.47
	<b>Overall Mean</b>	<b>3.80</b>

Source: Survey Data, 2022

Table (3.4) shows the maximum mean value of 4.03: "Employees receive ongoing training, which enables employees to do a job better." Meanwhile, the minimum value of 3.47 is found at "Overall, satisfied within training opportunities." This means that the employees are interested in personal and professional development. The company provides a training program for the employee every weekend for career development opportunities that are adequate for the company. Moreover, the overall mean value is 3.80. Thus, the overall mean is in agreement with the level. Therefore, a knowledge-sharing program to employees will benefit the professional life of employees, and the company will receive success due to employees updated knowledge.

**CHAPTER 4**

**ANALYSIS ON EFFECT OF HIGH-INVOLVEMENT WORK PROCESS AND ORGANIZATIONAL JUSTICE ON EMPLOYEE TRUST AND EMPLOYEE ENGAGEMENT AT GLOBAL STAR MIN CO., LTD.**

This chapter examines the effect of high-involvement work process and organizational justice on employee trust and employee engagement at Global Star Min Co., Ltd.

**4.1 Demographic Profile of Respondents**

In this study, primary data are collected from 32 employees who are working at Global Star Min Co., Ltd. (participated in High-Involvement for Global Star Min Co., Ltd.). The profile of these 32 employees is shown in Table (4.1).

The demographic data was collected from 32 employees and these questionnaires included gender, age, level of education, job position level and monthly salary.



**Table (4.1) Profile of Respondents**

Sr. No.	Variable	Demographic Factors	No. of Respondents	Percentage
	<b>Total</b>		<b>32</b>	<b>100</b>
1	Gender	Male	22	68.75
		Female	10	31.2
2	Age (years)	21-25	5	15.63
		26-30	8	25.00
		31-35	10	31.25
		36 and above	9	28.13
3	Levels of Education	Graduate (Bachelor Degree)	28	87.50
		Under graduate	4	12.50
4	Job position levels	General Manager	1	3.13
		Manager	9	28.13
		Assistant Manager and staff	22	68.75
5	Monthly Salary in kyats	200,000-300,000	4	12.50
		300,001-400,000	6	18.75
		400,001-500,000	10	31.25
		500,000 kyats Above	12	37.50

Source: Survey Data, 2022

According to Table (4.1), in gender, respondents are described by male and female with frequency and percentage. Simply, age is described by 21-25 years, 26-30 years, 31-35years, and over 36 years respectively. Furthermore, the education is described into under-graduate and Bachelor Degree. The item, the current job position level of the respondents is set into general manager, manager, assistant manager and staff. Furthermore, their monthly salary is described 200,000-300,000 kyats, 300,001 – 400,000 kyats and 500,000 kyats above. According to the survey data, the most of the respondents

are male. It is showed that men are more likely to work in the logistics and freight forwarding services firm. Because the logistics and freight forwarding firm is servicing warehousing services, customs brokerage, door to door delivery both inbound and outbound, project cargo handling and transportation, and logistics services to customers so that men are more suitable in this organization.

Age of the respondents are grouped in four 21-25 years, 26-30 years, 31-35 years and above 36years. The most of the respondents who are between the age of 31-35 years and the second largest number of respondents who are between the age of above 36 years. It is show that graduated people who are more experiences in their field so that they can work more effectively, efficiently and productively. In addition, the age of 31- 35 years and over 36 years can also handle the big problems and have enough knowledge in their field.

In addition, the level of education classified into two. Most of the respondent are graduated and the another one is under graduated. The current job positions are classified into three. Most of the respondent are assistant manager/staff level and the second largest is manager level. In this survey, the monthly salary is divided into three. The most salary range that employee can get above 500,000 kyats. The company arranges for their salary depend on individual job position.

#### **4.2 Organizational Justice of Employees at Global Star Min Co., Ltd.**

In this study, primary data are collected from 32 employees who are working at Global Star Min Co., Ltd. (participated in High-Involvement for Global Star Min Co., Ltd.). Organizational Justice has four dimensions of justice. There are Procedural Justice, Distributive Justice, Interpersonal Justice and Informational Justice. There are 6 items of procedural justice. These items are related to the employees' voice in decision making procedure, receptivity and appeal process. The mean value for each statement and the general mean value are presented in Table (4.2).

**Table (4.2) Procedural Justice of Respondents**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Ability to express employees' views and feelings during decision making procedures.	4.25
2.	Having influence over the outcomes arrived at by decision making procedures.	4.25
3.	Applying consistent procedures	4.25
4.	Free of bias decision-making procedures	4.25
5.	Having been based on accurate information	3.12
6.	Having upheld ethical and moral standards by procedures	3.66
	<b>Overall Mean</b>	<b>4.06</b>

Source: Survey Data, 2022

As the survey results shown in Table (4.2), highest mean value is 4.25. It shows that employees are pleased with decision making procedures (Ability to express employees' views and feelings during decision making procedures, having influence over the outcomes arrived at by decision making procedures, applying consistent procedures and free of bias decision making procedures). Employees perceived that their leaders (superiors) are giving them the right to participate in decision making and they also believed that their superiors are following the consistent procedures. Lowest mean value is 3.12. It is at neutral level.

According to the overall mean value of procedural justice 4.06, it can be observed that decision making procedures are appropriated for employees. Therefore, the opportunity to appeal a decision and the consideration by company to one's appeal may foster of procedural justice.

The following Table (4.3) represents the mean value distributive justice of respondents (pay, rewards, promotions, etc.) that influence on employee at Global Star Min Co., Ltd. There are four questionnaires to analyze pay, rewards and promotions, etc. and all data are collected from 32 employees of Global Star Min Co., Ltd.

**Table (4.3) Distributive Justice of Respondents**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	The outcomes (pay, rewards, promotions, etc.) reflect the effort employees have put into work	4.22
2.	The outcomes (pay, rewards, promotions, etc.) appropriate for the work employees have completed.	3.88
3.	The outcomes (pay, rewards, promotions, etc.) reflect employees have contributed to work.	3.84
4	The outcomes (pay, rewards, promotions, etc.) justified with employees' performance.	3.81
	<b>Overall Mean</b>	<b>3.94</b>

Source: Survey Data, 2022

As the survey results shown in Table (4.3), maximum mean value is 4.22. Thus the most employees are most satisfied the fact that is employee who are ready to increase work effort to gain more rewards and promotions because the company recognizes employee performance by giving allowances and rewards for employees. The company provides the rewards and promotions by reviewing employee's performance that motivates their performance in the workplace. In addition, some of the employees are satisfied on receiving rewards and promotions are better than other similar company because the company considers bonus plan at the end of the year by reviewing performance that include attendance & punctuality, effort, job knowledge and skills for each employee. Minimum value is 3.81 that is at agree level too. According to the overall mean score 3.94, the employees are felt that pay, rewards (Bonus), promotions and etc. allocation are fair and square in employees of Global Star Min Co., Ltd.

The following Table (4.4) represents the mean value interpersonal justice of respondents at Global Star Min Co., Ltd. There are four questionnaires and all data are collected from 32 employees of Global Star Min Co., Ltd. Employees are sensitive to the quality of interpersonal treatment they receive during the enactment of organization

procedure. The mean value for each statement and the overall mean value are presented in Table (4.4).

**Table (4.4) Interpersonal Justice of Respondents**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Treating with a polite manner by manager/supervisor	3.72
2.	Treating with dignity by manager/supervisor	3.69
3	Treating with respect by manager/supervisor.	4.22
4.	Refraining (avoid) from improper remarks or comments by manager/supervisor	4.22
	<b>Overall Mean</b>	<b>3.96</b>

Source: Survey Data, 2022

According to Table (4.4), highest mean value is 4.22. It shows at agree level. Thus, employees are treated with respect by manager and are refrained from improper remarks or comment by manager. Managers show their trust on subordinates. Employees are treated with dignity by manager is the lowest mean value 3.69. Overall mean value of interpersonal justice 3.96 shows at agree level. It can be assumed that employees at Global Star Min Co., Ltd. have interpersonal justice as their expectation respect, value and protected.

Informational Justice is tested with 5 items. The mean value for each statement and general mean value are presented in Table (4.5).

**Table (4.5) Informational Justice of Respondents**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Being candid in communications	3.94
2.	Having explained decision procedures thoroughly	4.06
3.	Having explanations regarding the procedures reasonable	4.09
4.	Having communicated details in a timely manner	4.09
5.	Having seemed to tailor communications to individuals' specific needs	3.94
	<b>Overall Mean</b>	<b>4.03</b>

Source: Survey Data, 2022

According to Table (4.5), explanations regarding the procedures reasonable and communicating details in a timely manner show the highest mean value of 4.09 and being candid in communications with employee, having seemed to tailor communications to individuals' specific needs are lowest mean 3.94. It appears that mean value of all items are ranged from 3.94 to 4.09. Overall mean value of informational justice 4.03 also shows at agree level. It can be concluded that employees at Global Star Min Co., Ltd. have informational justice. Managers let their subordinates to understand the decision procedures clearly.

### **4.3 Employee Trust in Employer at Global Star Min Co., Ltd.**

In this study employee trust are tested. There are 6 items of employee trust. The mean value for each statement and the general mean value are presented in Table (4.6).

**Table (4.6) Employee Trust in Global Star Min Co., Ltd.**

Sr. No	Item	Mean
1.	Employer being open and upfront	3.88
2.	Employer has high integrity	4.00
3.	Employer's motives and intentions being good	3.94
4.	Employer being honest and truthful	3.88
5.	Having confident that employer will always try to treat one fairly	3.91
6.	Having expected that employer to treat one in a consistent and predictable manner	4.09
	<b>Overall Mean</b>	<b>3.95</b>

Source: Survey Data, 2022

According to table 4.6, lowest mean value is 3.88. Even lowest mean value is at agree level. Highest mean value is 4.09 that is at agree level too. Overall mean value of employee trust 3.95 (near 4.00) is at agree level. It can be seen that most of the employees believed that their employer has high integrity. Global Star Min Co., Ltd. has good reputation among clients, without fraud and error. They are also sure that employer is fair in treating them without discrimination and bias.

#### **4.4 Employee Engagement at Global Star Min Co., Ltd.**

Employee Engagement has three dimensions of engagement. There are physical engagement, emotional engagement and cognitive engagement. There are 6 items of physical engagement. These items are related to the employees' intensity and effort. The mean value for each statement and the general mean value are presented in Table (4.7).

**Table (4.7) Employee Engagement (Physical) in Global Star Min Co., Ltd.**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Working with intensity on job.	4.03
2.	Having exert with full effort to job	3.69
3.	Being devoted a lot of energy to job	4.03
4.	Trying with hardest to perform well on job	3.78
5.	Having strived as hard as to complete job	3.53
6.	Being exert a lot of energy on job	3.44
	<b>Overall Mean</b>	<b>3.75</b>

Source: Survey Data, 2022

According to Table (4.7), the highest mean value of 4.03 shows employees work with intensity on their job and devote a lot of energy to their job. The lowest mean value of 3.44 shows employees exert a lot of energy on their job. General mean value of 3.75 also shows at agree level. It can be seen that employees in Global Star Min Co., Ltd. work intensity and devote a lot of energy to their job.

There are 6 items of emotional engagement. These items are related to the employees' enthusiastic and interesting in job. The mean value for each statement and the general mean value are presented in Table (4.8).



**Table (4.8) Employee Engagement (Emotional) in Global Star Min Co., Ltd.**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Being enthusiastic in job	4.09
2.	Being feel energetic at job	4.03
3.	Being interested in job	3.91
4.	Being proud of job	3.84
5.	Having feel positive about job	3.72
6.	Being excited about job	4.06
	<b>Overall Mean</b>	<b>3.94</b>

Source: Survey Data, 2022

According to Table (4.8), overall mean value is near 4.00 (3.94). It is at agree level. Thus, employees have high emotional engagement to job. Specifically, the employees at Global Star Min Co., Ltd. are motivating at work and they have serious concern about their duties and their relationships with clients. Highest mean value is 4.09. It means that employees are enthusiastic in job. Lowest mean value is 3.72. It is at agree level too.

There are 6 items of cognitive engagement. These items are related to the employees' attention and absorption in job. The mean value for each statement and overall mean value are presented in Table (4.9).

**Table (4.9) Employee Engagement (Cognitive) in Global Star Min Co., Ltd.**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1.	Being focused on job mindfully	4.00
2.	Pay a lot of attention to job	4.06
3.	Being focused a great deal of attention on job	4.00
4.	Being absorbed in job	4.06
5.	Concentrate on job	4.00
6.	Devote a lot of attention to job	3.94
	<b>Overall Mean</b>	<b>4.01</b>

Source: Survey Data, 2022

According to Table (4.9), the highest mean value of 4.06. It is at agree level and shows employees pay attention to their job and they absorb in job. Even though the lowest mean value of 3.94. It is at agree level. It shows employees devote a lot of attention to job. It appears that mean value of all items are ranged from 3.94 to 4.06. Overall mean level of cognitive engagement in Global Star Min Co., Ltd. 4.01 above 4 also shows at agree level. It can be seen that employees in Global Star Min Co., Ltd. pay a lot of attention and focus on job mindfully. Moreover, the employees love their jobs, and also love their company.

The following Table (4.10) represents the mean value of employee engagement in Global Star Min Co., Ltd.

**Table (4.10) Employee Engagement in Global Star Min Co., Ltd.**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1	Physical engagement mean value	3.75
2	Emotional engagement mean value	3.94
3	Cognitive engagement mean value	4.01
	<b>Overall Mean</b>	<b>3.90</b>

Source: Survey Data, 2022

According to Table (4.10), the highest mean value of 4.01 shows employee cognitive engagement. The lowest mean value of 3.75 shows employee physical engagement. It appears that mean value of all items are ranged from 3.75 to 4.01. Overall mean score level of employee engagement in Global Star Min Co., Ltd. 3.90 (nearly 4.00) also shows at agree level. It can be seen that employee engagement in Global Star Min Co., Ltd. is good situation.

#### **4.5 Analysis on Effect of High-Involvement Work Process and Organizational Justice on Employee Trust in Global Star Min Co., Ltd.**

To analyze the effect of High-Involvement Work Process and Organizational Justice on Employee Trust, the multiple linear regression analysis is conducted.

##### **4.5.1 Effect of High-Involvement Work Process on Employee Trust in Global Star Min Co., Ltd.**

The results from multiple linear regression analysis on effect of High-Involvement Work Process on Employee Trust are shown in Table (4.11).

**Table (4.11) Effect of High-Involvement Work Process on Employee Trust**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.735	0.902		1.925	0.065		
Power	0.719***	0.255	0.650	2.819	0.009	0.431	2.318
Information	-0.043	0.210	-0.049	-0.206	0.838	0.403	2.483
Reward	-0.158	0.164	-0.171	-0.960	0.345	0.726	1.377
Knowledge	0.043	0.172	0.043	0.251	0.803	0.784	1.275
R	0.617						
R Square	0.380						
Adjusted R Square	0.289						
F value	4.144***						
Durbin-Watson	2.003						

\*\*\*significant at 1%, \*\*significant at 5%, \*significant at 10%

Source: survey data (2022)

From the results of multiple linear regression analysis, it is found that the high-involvement work process for giving power to employee and providing knowledge to employees have positive significant effect on employee trust in Global Star Min Co., Ltd. There is no effect of High-Involvement Work Process for giving information and giving reward on Employee Trust in Global Star Min Co., Ltd.

The employees also believe that employer should also provide the reward for their work effort and commitment. Thus, their trust cannot be high because of the information, knowledge and reward they receive. Only power can generate their trust on employer. Delegation, empowerment and autonomy can increase their trust on employer.

According to the results from multiple regression analysis, as shown in Table (4.11), showed statistically significant relationships between the independent variables (power, information, reward and knowledge) and the dependent variable, employee trust.

Power has a positive significant effect on employee trust at a 1% significant level. Information, reward and knowledge have no significant effect on employee trust. The B value of independent variable, power is 0.719. The result showed that if Global Star Min Co., Ltd. increases the practices of power of one unit, employee trust will increase by 0.719.

The specified model could explain about the variation of the effect of High-Involvement Work Process on Employee Trust of the respondents since the value of R square is 0.380. The model can explain 28.9 percent of the variance of the independent variable and dependent variable because the Adjusted R square is 0.289. The value of the F test, the overall significance of the model, is highly significant at a 1% significant level. This specified model can be said valid. Power is a significant impact on employee trust.

Employees at Global Star Min Co., Ltd. perceived that the top management and employer should give enough information and knowledge about work procedures and regulations because the clients cannot receive good service if they don't know the information and they don't understand the procedures.

#### **4.5.2 Effect of Organizational Justice on Employee Trust in Global Star Min Co., Ltd.**

The results from multiple linear regression analysis on effect of Organizational Justice on Employee Trust are shown in Table (4.12).

**Table (4.12) Effect of Organizational Justice on Employee Trust**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.654	0.679		3.309	0.001		
Procedural Justice	0.534	0.374	0.724	1.427	0.165	0.111	8.972
Distributive Justice	0.237	0.276	0.387	0.858	0.398	0.141	7.097
Interpersonal Justice	-0.676*	0.376	-0.936	-1.979	0.084	0.106	9.474
Informational Justice	0.217*	0.120	0.315	1.800	0.083	0.937	1.067
R	0.475						
R Square	0.226						
Adjusted R Square	0.111						
F value	1.968*						
Durbin-Watson	1.486						

\*\*\*significant at 1%, \*\*significant at 5%, \*significant at 10%

Source: survey data (2022)

From the results of multiple linear regression analysis, it is found that organizational justice for interpersonal justice and informational justice to employees have positive significant effect on employee trust in Global Star Min Co., Ltd. There are no effect of procedural justice and distributive justice on Employee Trust in Global Star Min Co., Ltd.

According to the results from multiple regression analysis, as shown in Table (4.12), showed statistically significant relationships between the independent variables (procedural justice, distributive justice, interpersonal justice and informational justice) and the dependent variable, employee trust.

Informational justice has positive significant and interpersonal justice has negative significant effect on employee trust at a 10% significant level. Procedural justice and distributive justice have no significant effect on employee trust. The B values of independent variables (informational justice and interpersonal justice) are 0.217 and -0.676. The results showed that if the Global Star Min Co., Ltd. increases the practices of informational justice of one unit, employee trust will increase by 0.217 and employee trust will decrease by 0.676 if the Global Star Min Co., Ltd. increases the practices of interpersonal justice of one unit.

The specified model could explain about the variation of the effect of Organizational Justice on Employee Trust of the respondents since the value of R square is 0.226. The model can explain 11.1 percent of the variance of the independent variable and dependent variable because the Adjusted R square is 0.111. The value of the F test, the overall significance of the model, is significant and the value is 0.1. This specified model can be said valid. Interpersonal justice and informational justice are significant impact on employee trust.

In Global Star Min Co., Ltd., employees do not like consistent treatment on them in all situations. In some cases (e.g. in the case of fraud, making repeated errors and carelessness), high performer-employees (they take care on their responsibilities, they are motivated and committed) will be dissatisfied with equal treatment of employer or top management on both groups. Thus, it can be seen that higher interpersonal justice will reduce employee trust on employer.

According to informational justice, in the company, good employees like fair and equal distribution of information. Thus, higher informational justice will increase employee trust on employer.

#### **4.6 Analysis on Effect of Employee Trust on Employee Engagement in Global Star Min Co., Ltd.**

The results from linear regression analysis on Employee Trust on Employee Engagement are shown in Table (4.13).

**Table (4.13) Effect of Employee Trust on Employee Engagement**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.890	0.502		5.760	0.000		
Employee Trust	0.258**	0.126	0.350	2.044	0.050	1.000	1.000
R	0.35						
R Square	0.122						
Adjusted R Square	0.093						
F value	4.178**						
Durbin-Watson	1.826						

\*\*\*significant at 1%, \*\*significant at 5%, \*significant at 10%

Source: survey data (2022)

From the results of linear regression analysis, it is found that employee trust has positive significant effect on employee engagement in Global Star Min Co., Ltd. According to the results from linear regression analysis, as shown in Table (4.13), showed statistically significant relationships between the independent variable employee trust and the dependent variable employee engagement.

Employee trust has a positive significant effect on employee engagement at a 5% significant level. The B value of independent variable, employee trust is 0.258. The result showed that if the Global Star Min Co., Ltd. increases the practices of employee trust of one unit, employee engagement will increase by 0.258.

The specified model could explain about the variation of the effect of Employee Trust on Employee Engagement of the respondents since the value of R square is 0.122.



The model can explain 9.3 percent of the variance of the independent variable and dependent variable because the Adjusted R square is 0.093. The value of the F test, the overall significance of the model is highly significant at a 5% significant level. This specified model can be said valid. Employee trust is a significant effect on employee engagement. Thus, the level of employee trust has positively effect on employee engagement. Most of employees are working at Global Star Min Co., Ltd and they don't move to another job. They do their best in the work at Global Star Min Co., Ltd.

## **CHAPTER 5**

### **CONCLUSION**

This chapter presents a discussion on findings from the study of Effect of High-Involvement Work Process on Employee Trust and Engagement at Global Star Min Co., Ltd and suggestions and recommendations that emerge from these findings. This chapter is organized with three parts. They are findings and discussions, suggestions, and recommendations are presented based according to the survey results. It also presents need for further results.

#### **5.1 Findings and Discussions**

This study is based on effect of high-involvement work process and organizational justice towards employee trust and employee engagement (physical engagement, emotional engagement and cognitive engagement). Primary and secondary data are used in this study in order to achieve this paper. To examine the effect of high-involvement work process on employee trust and employee engagement at Global Star Min Co., Ltd. are analyzed by collecting structured questionnaires from 32 employees. Then, regression analysis is used in seeking to determine the effect of high-involvement work process and organizational justice on employee trust and employee engagement.

According to the survey results, high-involvement Work System towards employee trust, most of the respondents are satisfied on base power (giving power to employee) because this company gives the power to employee to make decision in working process/ job procedures. In addition to employee are satisfied that power (enough authority) they receive the sufficient authority and responsibilities to make decisions necessary to provide quality of customer service.

Even though employees have enough power (authority), if they don't have updated information in freight forwarding and logistics field, company can meet the problems between clients and company in working process. Global Star Min can lose the valuable clients due to employees do not have updated information in working procedures. Everybody says "Information is Gold". Information is changed time and again. Thus, employees must know the fresh and updated information and need to share information to colleagues in organization at once. Additionally, Global Star Min Co., Ltd. provides policies and procedures which are clearly communicated to employees. That's

why employees know the reason of practicing these procedures in operation. Management takes time to explain to employees the reasoning behind critical decisions that are made. Employees understand well working process therefore job can be finished successful within time limitation.

According to the survey results, giving reward to employee is the one thing that is support to get high-involvement work process.. Most of the respondents are satisfied on base pay/salary because this company gives the salary on time and paid well for employee. In addition, employee feels that the salary they receive is match with their effort and skill. Moreover, company pay the bonuses to employees by using performance appraisal each individual performance.

According to the survey results, giving reward non- financial reward, most of the respondents are satisfied on recognition and work condition because company gives positive recognition when employee can handle and solves the best way for every problem. And then, company provides the best working environment, warmly and friend.

All of the managers who work in company treat fairly and highlight employee by providing the job -related training to full fill necessary skill to get High-Involvement Work Process. The respondents are slightly satisfied on career development opportunities. The company provides career development opportunities for employee by attending seminar, providing and giving training with outside specialist teacher and general manager who work in company.

To reach the objective one of this study, employees' perception on organizational justice using four different dimensions such as procedural justice, distributive justice, interpersonal justice and informational justice are analyzed. Employees' perception on procedural justice, distributive justice, interpersonal justice and informational justice are measured by using five-point Likert scale. In order to get High-Involvement Work Process, employees must know procedural processes in Global Star Min Co., Ltd. The finding of present investigations are the criteria of procedural justice including participation in decision making, appealing managerial decisions, equal treatment, consistency and free of bias decision-making procedures should practice in organization.

Interpersonal justice and informational justice are at agree level. It can be assumed that employees are treated with dignity and respect and get updated and fresh information

and explanations in real time by Global Star Min Co., Ltd. Employees react very strongly to perceptions of organizational justice and it would be very important for employers to take charge of every aspects of organizational justice in the organization in order to have better employee outcomes. It is highlight that the importance of organizational justice in creating better employee behaviors. It can also be found that organizational justice influences outcomes such as employee trust in employer and employee engagement.

In comparing the effect size of regression weights on these four variables, high-involvement work process, organizational justice, employee trust and employee engagement, high involvement work process has greatest influence on employee trust.

The results found that the level of employee trust has strongly related on employee engagement. All of the employee share knowledge and idea among fellow workers, work together and build mutual understanding in their workplace by solving the problems and handling challenge situations. In addition, employer and general manger help their employees to get to know job knowledge and information. In addition, manager gives clarify goal and responsibilities for each employee who can handle multiple assignment and biggest contribution for achieve organizational goals. All of these factors are improving not only employee trust but also to gain the employee engagement.

Base on the results of the study, this model can explain the effect of employee trust has positive effects on employee engagement. This mean that employee engaged in their work with base employee trust in employer, recognition and working environment was greatly enhanced. All of these employees are satisfied on these factors that paid well and giving salary on time, positive recognition when they can solve the problem and provide friendly and fun working environment and it can be increased employee trust and employee engagement level.

## **5.2 Suggestions and Recommendations**

According to the findings, it can be suggested that Global Star Min Co., Ltd. should provide attractive reward to be increased organizational justice to create employee trust in the workplace. Most of the employees are satisfied with financial rewards (salary) that is provided by company and it is moderately related with the employees' needs and wants. To increase employee engagement, employer should create a good salary for employees and motivate in workplace by adjusting salary amount on employee's

expectations. To increase employee engagement (physical, emotion and cognitive), company needs to get the employee trust.

Organizational justice is very important factor to show positive attitudes of the employees at their workplace. Employees tend to reciprocate the favorable treatment would last longer in return of their reciprocation. Organizational justice that employees perceived from their employers. Nowadays, it is important for firms to attract, retain and develop employee trust. Freight forwarding and logistics companies in Myanmar should try to develop a good perception of organizational justice in employees in order to create better in-role and stronger employee trust in employer.

Organizational justice (distributive justice, procedural justice, interpersonal justice and informational justice), should be improved. When promoting distributive fairness, employers may need to take actions that positively influence employees' evaluations of reward, resource and responsibility allocations and should aware of and align their distributions of rewards and responsibilities with accepted norms in the local context.

Employer should be aware that employees evaluate fairness of their outcomes and rewards allocations in terms of the consistency and morality of the outcomes and rewards they received from employers.

Moreover, company should provide allowances and benefits for overtime and travelling for a job. Therefore, the company should review on employees' salary plans compare with other similar companies. Bonuses need to pay as a performance bonuses to employees who achieve satisfactory or high ratings during their annual performance appraisals, regardless of their position and salary level. In addition, company should provide year-end holidays and profit-sharing bonuses. By providing these bonuses, employees come to understand well their performances affect company's achievements or the roles they play in the company's success. The company should review and update these salaries and bonuses more than current in order to achieve employee engagement and increase employee trust in employer in the workplace.

When engaged in procedural justice, managers need to apply procedures in a consistent, unbiased, accurate and transparent manner, and try to encourage employees to participate in decision making process more. Global Star Min Co., Ltd. needs to build justice into own design at the managerial level only. Managers in Global Star Min Co., Ltd. need to understand that challenging decisions and sharing power does not mean

losing respect. They may need to put more trust in employees' work, share more information, and give employees more control over their work.

Interpersonal justice should also reflect their attempts to respond to values that are deeply rooted in employees' trust. In order to get interpersonal justice, Global Star Min Co., Ltd. should give awareness to the managers to create a good relationship co-workers and manager exchange relationship. If Global Star Min Co., Ltd. creates to get improvement of relationship with employees and promote interpersonal justice refers to how one person treats to another.

Informational justice criteria of accurate explanations and justifications and timely information emerged in the present study. Managers need to explain and justify reasons for various decisions and actions and it is essential for the explanation to answer the employee's question(s). The respondents also highlighted that communications between managers and subordinates must be open and sincere: thus, it might be plausible to infer that open and sincere communication develops mutual understanding between managers and employees leading to the individual's positive attitudes and behaviors. For informational justice, there should be a good information system so that proper information is passed through the organization. Because interpersonal and informational justice emphasize one-on-one transactions, employees often seek it from their employer and manager.

Base on the finding, it can be suggested that the company should consider the best way to start career development opportunities program for employee rather than current. Most of the employee are satisfied on working condition because employer treats fairly and highlight employee job at work. In addition, the employer builds close relationship with employees. To increase the employee engagement, the company should focus a better perception on employee performance. To increase the employee engagement, the company should consider for entry and junior level employee to find the work with full of meaning and purpose. Moreover, employer should create career development path for all employee.

In addition, the company should praise on their individual performance. Most of the employee are slightly satisfied on career development program that provided by the company. The company should provide opportunities for expanded responsibilities and training for job advancement and facilitate peer- to- peer recognition programs for

outstanding performance at work. Therefore, the company should emphasize recognition program than more to gain engage their work, improve their skill and increase productivity in the workplace. According to the results of the study, employee engagement factors is strongly related to employee trust in employer. Employee who are given the freedom to develop their ideas are more likely to feel happy and motivated in the workplace, and this can have knock on effect for this company. By providing and allowing these factors, the employee engagement and employee trust in employer will be increase than the company expected.

### **5.3 Limitations and Needs for Further Research**

This study was selected 32 employees of the Global Star Min Co., Ltd. There is a limitation and boundaries when measuring the effect of high-involvement work process on employee trust and engagement at Global Star Min Co., Ltd. that define the path way for further research. As this study is conducted only at the Global Star Min Co., Ltd., the further research should be conducted by using a larger sample to present more concrete analysis of data, not just with one company, but with the certain industry.

This study focuses on to examine the effect of high-involvement work process on employee trust and engagement at Global Star Min Co., Ltd. Since the study has explored one area of high-involvement work process and organizational justice with the research on employee trust and engagement, therefore the exploration of other factors such as employee trust, employee engagement (physical engagement, emotional engagement, cognitive engagement), high-involvement work process and organizational justice. The research is applied by using self –rating Likert scale, open-ended question should be included in next research. It should be carried out more detail with different questionnaire and different industry. In addition, the other aspects of the human resource system should consider to maximize the analysis of the employee trust on employee engagement in further research.

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## APPENDIX I

### Questionnaire

#### EFFECT OF HIGH-INVOLVEMENT WORK PROCESS ON EMPLOYEE TRUST AND ENGAGEMENT AT GLOBAL STAR MIN CO., LTD.

This questionnaire will be used to study the effect of high-involvement work process on employee trust and engagement at Global Star Min Co., Ltd. I sincerely request you to kindly spend a few minutes to complete the questionnaire. This would be confidential and data will be only used for the academic research of MBA thesis for Yangon University of Economics. Your response would be a great help for my research for the completion of MBA degree. I deeply appreciate your kind co-operation.

#### Section (A) : Demographic Information

*Instructions:* Please put a tick  in the box next to the answer of your choice.

**1. Gender**

- (a) Male  (b) Female

**2. Age**

- (a) 21-25 years  (b) 26-30 years   
(c) 31-35 years   
(d) 36 years and above

**3. Educational Qualifications**

- (a) Graduate (Bachelor Degree)   
(b) Under Graduate

**4. Job position level ( Occupation)**

- (a) General Manager

(b) Manager

(c) Assistant Manager and staff

**5. Monthly Salary (kyats)**

(a) 200,000 – 300,000

(b) 300,001 – 400,000

(c) 400,001 – 500,000

(d) 500,000 kyats above

**Section (B)**

Please read the following statements and tick the number that represents your degree of agreement/disagreement with them.

**1** - Strongly disagree **2** - Disagree **3** – Neither Agree nor Disagree **4** - Agree **5** - Strongly Agree

Please put a tick in the box  the number that most closely represents your perceptions about each statement.

**High-Involvement Work Process**

	<b>Power</b>	1	2	3	4	5
1	I have sufficient authority to fulfil my job responsibilities.					
2	I have enough input in deciding how to accomplish my work.					
3	I am encouraged to participate in decisions that affect me.					
4	I have enough freedom over how I do my job.					
5	I have enough authority to make decisions necessary to provide quality customer service.					
6	For the most part, I am encouraged to participate in and make decisions that affect my day-to-day activities.					
7	All in all, I am given enough authority to act and make decisions about my work.					



	<b>Information</b>	1	2	3	4	5
8	Company policies and procedures are clearly communicated to employees.					
9	Management gives sufficient notice to employees prior to making changes in policies and procedures.					
10	Most of the Time I receive sufficient notice of changes that affect my work group.					
11	Management takes Time to explain to employees the reasoning behind critical decisions that are made.					
12	Management is adequately informed of the important issues in my department.					
13	Management tends to stay informed of employee needs.					
14	The channels of employee communication with top management are effective.					
15	Top management communicates a clear organizational mission and how each division contributes to achieving that mission.					

	<b>Reward</b>	1	2	3	4	5
16	My performance evaluations within the past few years have been helpful to me in my professional development.					
17	There is a strong link between how well I perform my job and the likelihood of my receiving recognition and praise					
18	There is a strong link between how well I perform my job and the likelihood of my receiving a raise in pay/salary.					
19	There is a strong link between how well I perform my job and the likelihood of my receiving high performance appraisal ratings.					

20	Generally, I feel this company rewards employees who make an extra effort.					
21	I am satisfied with the amount of recognition I receive when I do a good job.					
22	If I perform my job well, I am likely to be promoted.					

	<b>Knowledge</b>	1	2	3	4	5
23	I am given a real opportunity to improve my skills at this company through education and training programs.					
24	I have had sufficient job -related training.					
25	My supervisor helped me acquire additional job -related training when I have needed it					
26	I receive ongoing training, which enables me to do my job better.					
27	I am satisfied with the number of training and development programs available to me.					
28	I am satisfied with the quality of training and development programs available to me.					
29	The training and educational activities I have received enabled me to perform my job more effectively.					
30	Overall, I am satisfied with my training opportunities.					

### **Justice**

	<b>Procedural Justice</b>	1	2	3	4	5
31	You are able to express your views and feelings during decision making procedures.					
32	You can influence the decisions arrived at by decision making procedures.					

33	Decision making procedures are been applied consistently.					
34	Decision making procedures are free of bias.					
35	Decision making procedures are based on accurate information.					
36	Decision making procedures uphold ethical and moral standards.					

	<b>Distributive Justice</b>	1	2	3	4	5
37	The outcomes (pay, rewards, promotions, etc.) reflect the effort you have put into your work					
38	The outcomes (pay, rewards, promotions, etc.) appropriate for the work you have completed.					
39	The outcomes (pay, rewards, promotions, etc.) reflect you have contributed to your work.					
40	The outcomes (pay, rewards, promotions, etc.) justified with your performance.					

	<b>Interpersonal Justice</b>	1	2	3	4	5
41	Your supervisor treats you in a polite manner.					
42	Your supervisor treats you with dignity.					
43	Your supervisor treats you with respect.					
44	Your supervisor refrain (avoid) from improper remarks or comments.					

	<b>Informational Justice</b>	1	2	3	4	5
45	Your supervisor is candid in communications with you.					
46	Your supervisor explains decision procedures thoroughly.					

47	Your supervisor's explanations are regarding the procedures reasonable.					
48	Your supervisor communicates details in a Timely manner.					
49	Your supervisor seems to tailor communications to individuals' specific needs.					

### Employee Trust

	Employee Trust	1	2	3	4	5
50	My employer is open and upfront with me.					
51	I believe my employer has high integrity.					
52	In general, I believe my employer's motives and intentions are good.					
53	My employer is not always honest and truthful. (Reverse)					
54	I don't think my employer treats me fairly.( Reverse)					
55	I can expect my employer to treat me in a consistent and predictable manner.					

### Employee Engagement

	Physical Engagement	1	2	3	4	5
56	I work with intensity on my job.					
57	I exert my full effort to my job.					
58	I devote a lot of energy to my job.					
59	I try my hardest to perform well on my job.					
60	I strive as hard as I can to complete my job.					
61	I am interested in my job.					

	<b>Emotional Engagement</b>	1	2	3	4	5
62	I am enthusiastic in my job.					
63	I feel energetic at my job.					
64	I am interested in my job.					
65	I am proud of my job.					
66	I am proud of my job.					
67	I am excited about my job.					

	<b>Cognitive Engagement</b>	1	2	3	4	5
68	At work, my mind is focused on my job					
69	At work, I pay a lot of attention to my job.					
70	At work, I focus a great deal of attention on my job.					
71	At work, I am absorbed by my job.					
72	At work, I concentrate on my job.					
73	At work, I devote a lot of attention to my job.					

### APPENDIX III

#### Multiple Linear Regression

(Regression Between High-Involvement Work Process and Employee Trust at Global Star Min Co., Ltd.)

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.617 <sup>a</sup>	.380	.289	.39830	.380	4.144	4	27	.010	2.003

a. Predictors: (Constant), HIKnowledgeMean, HIPowerMean, HIRewardMean, HIInformationMean

b. Dependent Variable: EmployeeTrustMean

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.630	4	.657	41.44	.010 <sup>b</sup>
	Residual	4.283	27	.159		
	Total	6.913	31			

a. Dependent Variable: EmployeeTrustMean

b. Predictors: (Constant) HIKnowledgeMean, HIPowerMean, HIRewardMean, HIInformationMean

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.735	.902		1.925	.065		
	HIPMean	.719	.255	.650	2.819	.009	.431	2.318
	HIInfoMean	-.043	.210	-.049	-.206	.838	.403	2.483
	HIRewdMean	-.158	.164	-.171	-.960	.345	.726	1.377
	HIknowMean	.043	.172	.043	.251	.803	.784	1.275

a. Dependent Variable: Employee Trust Mean

## Multiple Linear Regression

### (Regression Between Organizational Justice and Employee Trust on Global Star Min Co., Ltd.)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.475 <sup>a</sup>	.226	.111	.44525	.226	1.968	4	27	.128	1.486

a. Predictors: (Constant), OJInformationMean, OJProceduralMean, OJDistributiveMean, OJInterpersonalMean

b. Dependent Variable: EmployeeTrustMean

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.561	4	.390	1.968	.128 <sup>b</sup>
	Residual	5.353	27	.198		
	Total	6.913	31			

a. Dependent Variable: EmployeeTrustMean

b. Predictors: (Constant), OJInformationMean, OJProceduralMean, OJDistributiveMean, OJInterpersonalMean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.654	0.679		3.909	0.001		
	OJProceMean	0.534	0.374	0.724	1.427	0.165	0.111	8.972
	OJDistriMean	0.237	0.276	0.387	0.858	0.398	0.141	7.097
	OJInterpMean	-0.676	0.376	-0.936	-1.797	0.084	0.106	9.474
	OJInfoMean	0.217	0.120	0.315	1.800	0.083	0.937	1.067

Dependent Variable: EmployeeTrustMean

## Linear Regression

### (Regression Between Employee Trust and Employee Engagement on Global Star Min Co., Ltd.)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.350 <sup>a</sup>	0.122	0.093	0.33187	0.122	4.178	1	27	0.05	1.826

a. Predictors: (Constant), EmployeeTrustMean

b. Dependent Variable: EE

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.46	1	0.460	4.178	.050 <sup>b</sup>
	Residual	3.304	30	0.110		
	Total	3.764	31			

a. Dependent Variable: EE

b. Predictors: (Constant), EmployeeTrustMean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.89	0.502		5.76	0.000		
	EmployeeTrustMean	0.258	0.126	0.35	2.044	0.05	1.000	1.000

a. Dependent Variable: EE