

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

**FACTORS AFFECTING EMPLOYEE
ENGAGEMENT OF PTTEP OIL AND GAS COMPANY
IN MYANMAR**

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PGDHRM- 32
PGDHRM 1ST BATCH**

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ACADEMIC YEAR (2021-2022)

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"A dissertation submitted to the Board of Examiners in partial fulfillment of
the requirements for the degree of Post Graduate Diploma in Human
Resource Management"

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ACCEPTANCE

This is to certify that the thesis entitled “**Factors Affecting Employee Engagement of PTTEP Oil and Gas Company in Myanmar**” has been accepted by the Examination Board for awarding Post Graduate Diploma in Human Resource Management (PGDHRM) degree.

Board of Examiners

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ABSTRACT

This study aims to explore the human resource practices and their effect on the employee engagement at PTTEP Company. The five factors affecting studied in this paper are reward and recognition, team and co-worker relation, work environment, leadership support and training and career development. The research is based on 174 responses obtained by distributing the structured questionnaires to the employees at PTTEP Company in Myanmar. The findings reveal that reward and recognition, team and co-worker relation, training, and career development have the significant effect on the employee engagement. In addition, employee engagement also has the effect on the employee performance. Among these three variables, reward and recognition factor has the most significant effect on the employee engagement. Therefore, PTTEP Company focuses on providing the attractive and generous reward and recognition package to its employees as well as on rewarding them with bonuses and other incentives to appreciate their good performance so that the employees will be more satisfied with their job and be more committed to the company.

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LIST OF ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
HSE	Health, Safety and Environment
IST	Information System and Telecom
IT	Information Technology
PTTEP	PTT Exploration and Production
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factors

CHAPTER 1

INTRODUCTION

Human resource management is one of the main functions of a business. It is a set of activities conducted therefore the right people are given the right job to do at the right time. HRM are the operations exercised strategically by HR personnel and serve as foundation based on which the employees are managed (Perucci, 2020). HRM department have to responsible such as setting rules and regulations, developing goals and frameworks, creating and organizing programs, evaluating the employees' performance and so on. These practices are done in coordination with the executive plans of the organizations (Prakash, 2019). Common HRM include recruitment and selection, assessing employees' performance, training and development, planning compensation and pay packages, reward and recognition.

One of the most important functions of HRM is motivating and increase performance. The importance of motivating people at work can be felt at all levels of organization. Starting from managers who need to be aware of factors that motivate their subordinates to perform well, through HR professionals who have to understand the employee engagement so that to effectively design and implement reward structure and systems, ending up with employees. However, because of a complex nature of human behavior, employee engagement function is not easy to understand and use.

Employee engagement has always been an important factor in the development of business planning. It affects directly on the employee morale, productivity, and reasons for retaining in the company. Organizations are using engaged employees as a tool of strategic competency. A highly engaged employee will always deliver outperform and set new standards. Engaged employees contribute to the bottom line of any business and their engagement is reflected in their services to clients and customers. Therefore doing, engaged employees are helping to generate more patronage and customers loyalty, which in turn, gives organization a huge profitability. Some researchers supported the claim that HR factors influence the performance of the organization through employee engagement and commitment of the employees (Byremo, 2015). Another research has found that employee engagement serves as a mediating variable to the relationship between the influencing factors and job performance (Khan, Md Yusoff, Hussain, & Ismail, 2019). Therefore, many firms are struggling to survive in this difficult economic climate, and employee

performance are the only way for them to obtain a competitive advantage in the marketplace.

Further, Gomes (1995) explained that there are two criteria for measuring employee performance, namely (1) result-based performance evaluation, and (2) behavior-based performance evaluation. There are several factors that determine a person performance, namely the opportunity, capacity, and willingness to do the achievement. In an oil and gas industry, such as PTTEP company, increased employee performance is critical to business growth. PTTEP company is one of the 33-year-old companies in Myanmar and therefore, the improvement of the employee performance of PTTEP company can also investigate in this paper.

It is important for the company to plan and develop strategies to pull back their businesses from the crisis. The role of human resources is critical in developing the best strategies and successfully implementing them. Therefore, it is necessary for the organizations to exercise HR practices to get employee engagement. In this paper, the objective of the study is to explore several human resource practices of PTTEP Company in Myanmar. The research also aims to investigate the kind of relationship that these influencing factors have with the employee engagement of the employees of the company.

1.1 Rationale of the Study

In recent years, various sectors in Myanmar have begun to develop and the level of foreign investments has been rising in these sectors. Oil and gas manufacturing industry is one of the developing sectors in Myanmar and there has been an increase of businesses in this industry. For survival in the competitive industry, it is important to have competent and capable employees who are committed to their work and who are hardworking to achieve the goals and objectives of the company. Attractive compensation packages, rewards and recognition are the most effective way to get employee engagement. Sometimes, the employees tend to work harder for the company that pays attention to the welfare of the employees. When there are conflicts or miscommunication between the employees, it will have negative effects on their work. The company is providing training and development programs for the employees for self-improvement.

Moreover, regularly assessing the employee performance can help them become aware of the areas to improve and rise up in their career development. Employee performance has become one of the most important factors for most businesses. Many firms are struggling to survive in this difficult economic climate, and employee performance are

the only way for them to obtain a competitive advantage in the marketplace. If these influencing factors are not properly exercised, it can badly affect the employees and can result in the poor performance of the employees and the business will suffer from it such as having lower productivity. The purpose of this research is to study the factors affecting on the engagement of employees at PTTEP in Myanmar.

The engagement of employees is associated with both their physical and emotional aspects. Satisfying the physical conditions is not enough to get the employees feel satisfied and content with their job. The organizations have to consider many factors concerning with the management of their personnel. Various HR factors are exercised in the organizations; therefore, they can increase the employees' performance at work and to encourage them to be more committed to their job when they are accomplishing the goals and objectives of the organization. One of the aims of this research study is to explore the five of the influencing factors in the company, reward and recognition, teams and Co-worker relationship, training and career development, work environment, leadership. The main purpose of the study is to examine the effect of these five factors on job engagement of employees.

1.2 Objectives of the Study

The main purpose of this study is to examine the factors influencing the job engagement of the employees at PTTEP in Myanmar. The objectives of the research study are specified as below:

1. To examine the factors affecting employee engagement of PTTEP Oil and Gas Company.
2. To analyze the effect of employee engagement on employee performance of PTTEP Oil and Gas Company.

1.3 Scope and Method of the Study

This study focuses on the analysis of employee engagement and employee performance of PTTEP Oil and Gas Company. To achieve the objectives of this study, both primary and secondary data are used. Secondary data is collected from the records of PTTEP Oil and Gas Company, relevant textbooks, relevant articles, previous research papers, thesis papers, journals, websites and online resources. The primary data are collected using structured questionnaires. Most of the questions in the questionnaire are Likert scales questions. The sample size of this study is 174 employees who are randomly

selected from total of 314 employees by using Roasoft sample size calculator. Simple random sampling method is applied for the selection of respondents from different departments of PTTEP Oil and Gas Company. It is a quantitative study where the structured questionnaires are given to the respondents. Linear regression analysis is applied to evaluate the effect of employee engagement on employee performance of PTTEP Oil and Gas Company.

1.4 Organization of the Study

There are five chapters in this thesis. Chapter one is the introduction which includes the rationale of the study, objectives of the study, methodology and sources data of the study, scope and limitation of the study and organization of the study. Chapter two presents the theoretical background. The profile and work nature of PTTEP company in Myanmar, its employee engagement practices and profile of respondents. Chapter four reveals the analysis on the factors effecting employee engagement and the effect of employee engagement on employee performance of PTTEP Oil and Gas Company. Finally, chapter five is the conclusion of the study including findings and discussions, suggestions, and recommendation, needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

In this chapter, the theories associated with employee engagement and employee performance are reviewed. The concepts on the employee engagement and its relationship with the selected factors are also explained. In addition, the relationship between the employee engagement and employee performance are also described. The chapter focuses on the literature review and the empirical studies on these theories and the conceptual framework of this study is also described.

2.1 Employee Engagement

Employee engagement is the emotional commitment with the company and its goals. This tag has grown in popularity since company recognized it as a strategic advantage which is hard to emulate. According to Kahn (1990), an emotionally as well as physically are present when performing job task or organization functions. Employee engagement is also the loyalty level that employees have regarding their organization. If staffs are satisfied with the company, they will stay with the company for a longer time and will be loyal to the company. This can have beneficial consequences, such as enhancing organizational results and increasing customer loyalty (Mathimaran & Kumar, 2017).

Employee engagement will directly affect every organization's smooth operation, efficiency, success, and long-term sustainability, and it will also indirectly affect the company's reputation as a whole (Azeez, 2017). In engagement, factors such as organizational health and culture, family support, incentives, appreciation, training and development and career growth all play an important role. The working climate is also a crucial factor when it comes to employee engagement (Palwasha, 2017).

One of the greatest problems facing businesses now-a-days is keeping successful workers in a company. Companies' management, top-level executives and HR divisions split their sweat and blood, investing their time, effort, and cash to avoid turnover and keep key workers. There are endless reasons to willingly say farewell to the people from their organizations where they work. The turnover problem needs to be solved because it has tremendous costs for both individuals and organizations (Cloutier, 2015). Employers typically pay tremendous costs for their employees in terms of recruiting, employing, retaining, educating, improving and keeping them back in their company. Organizational

administrators are doing their utmost to follow certain steps that minimize the turnover of workers. Employee turnover is such a phenomenon for which there is no standard formula for understanding; thus, so many components have been determined that would help to explain employee turnover (Kossiv, 2016).

It is a difficult job to combat employee engagement issues. In order to combat this issue, comprehensive policy discussion is needed. It cannot be done solely through monetary rewards. Management must take into account on-the-job and off-the-job variables when creating an organizational HR strategy. The organization's top brass conducts a survey to determine certain essential variables that drive workers to engage the organization (Aguenza, 2018). Organizations select a strategy that blends the distinct culture, compensation, overall incentives and importance of key talents of the company by making them feel relevant.

There are numerous ways and means to reduce employee turnover. Management is strongly necessary to Figure out the variables why workers exit the company, therefore management can take the appropriate treatment due to the rise in direct and indirect spending on the turnover of employees (Bode, 2015). Failure to pay attention to the engagement of dedicated workers could prove fatal in term of the organizations' survival. To find out the effect of various HR activities on employee engagement, a number of organizations are conducting research. This research helps companies create a supportive environment that encourages the engagement of employees. Some of these activities include providing workers with fair remuneration (apart from wages and fixed bonuses) representing efficiency, acknowledging and appreciating employee efforts and accomplishments, making the work of employees adequately demanding and interesting, and providing training and bright job opportunities. These HR activities will assist the employee in determining whether or not to engage of employee on the company (Aruna & Anitha, 2015).

2.2 Factors Affecting Employee Engagement

According to Saks (2006), the precursor of worker's engagement are employment qualities, perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice.

According to Joshi and Sodhi (2011), six administrative functions facade in order of significance as vital determinants of executive engagement, namely: job content

(autonomy, challenging opportunities for learning), compensation/monetary benefits (attractive salary vice versa qualifications and accountability, sufficient reparation for the work and intra-organization parity), work-life balance (appreciative of personal needs, able to spend time with family), top-management employee relations (approachability of top management, their values and ethical conduct, equality in treatment, respecting the views of subordinates, providing an environment of working together), scope for advancement and career development (well-made policy, sufficient opportunities for career development and advancement, evidently laid down career development paths; implementation of the promotion policy in a fair and transparent manner, help to the workers in accomplishing development) and team orientation/team work (significance, cooperation in inter- and intra-department teams).

In this study, the theoretical background for the factors affecting employee engagement are reward and recognition, team and co-worker relationship, work environment, leadership support, training and career development.

2.2.1 Reward and Recognition

Pitts (1995) stated that the advantages obtained from performing a mission, service or duty are rewards. In order to ensure that the contribution and contributions of workers to the company are appreciated and rewarded, incentives and acknowledgement management deals with the policies, methods and processes involved. The design, implementation and maintenance of reward systems are concerned. The rewards scheme is structured to meet the needs of both the company and its stakeholders and to act equally, fairly and reliably (Armstrong & Taylor, 2020). Reward management in modern organizations has been described as a key feature of HRM systems and is often structured to attract, retain and motivate employees (Hammarfelt, 2017) . The topic of incentive management from various perspectives has been explored by several scholars. Some of these viewpoints are being concentrate on the division into two types of incentive systems; extrinsic and intrinsic rewards. Extrinsic compensation programs typically concentrate on providing workers with performance-related pay raises, cash incentives, long-term retention plans, team-based rewards and safety benefits (Laursen & Foss, 2018). Among the workers, intrinsic incentives come from. Examples of intrinsic incentives are challenging work and significant work-to-employee benefit.

Recognition is the way to thank people for their positive performances. This is one of the basic criteria of workplace appreciation. Employees often feel their worth and bring

their energies into the operation of activities efficiently. Employee behavior can effect the efficiency and engagement of customers. Organizations need to develop acknowledgement strategies to enhance and inspire additional employee actions (Islam, 2018).

2.2.2 Team and Co-worker Relationship

Teamwork and co-worker relationship is very critical in every organization. Relationship means a process where the individuals exchange information with the use of symbols, behaviors, signs and so on. It means conveying the information by speaking out the message through the mouth to each other of employee. The examples are face-to-face communication, conversations, meetings and talking over the phone. On the other hand, non-verbal communication refers to delivering the information through body language and signals.

When the team and co-worker relationship is interrupted or when it is difficult to deliver the message or when the method of communication is not qualified, it can disrupt the business transactions in the organizations. It is important for the managers to pay attention to the teamwork since it can affect the business. It is required of them to employ clear, precise, and good communication continuously when working in their organizations (Rajković et al., 2018).

Effective teamwork with the members of the team is essential for achieving objectives of the team. It is necessary to talk with the members to know what more can be done so that the members will totally dedicate and cooperate with the team. It is not possible to achieve engagement from the employees when the information is not conveyed to them properly. Making them participate in the discussions and contribute their opinions on the topic can lead to more effective communication and employee performance, which in turn increase the level of employee engagement.

2.2.3 Work Environment

A working environment equipped with positive communication can result in the increase of the degree of employee performance (Mehra & Nickerson, 2019). A study conducted in Malaysia has shown that well working environment has an effect on employee engagement and that there is a significant relationship between the two variables. The purpose of well work environment is to ensure that the employees are able to work in an environment where they feel comfortable and secure. In 2018, Phoenix Health and Safety Consultant Organization stated that the intention behind the employment of this safety

environment is to develop the wellbeing of the employees to the highest level, to protect them from risks and dangers regarding their health, and to create the working environment in accordance with the physical and mental conditions of the employees. Working environment refers to promoting favorable wellbeing of the employees and reducing the risks of being injured or suffering from illness (Mihiravi & Perera, 2016).

The organizations have the responsibility and obligations to care for the wellbeing of the employees and have to provide health and safety related training in the workplace. By doing so, the organizations obtain several benefits. One benefit is that employees will be less absent at work. Good environment can lead to fewer accidents and thus, less costs related to these issues at work. It can also help the employees aware of how to work without risking their tasks and safety. In 2017, fit for work team organization stated that a positive organizational culture can be created by exercising these factors.

Working environment of human resource management has an effect on the engagement of employees. There are many researches that have proved this fact. In a study conducted by Perera (2019), the findings show that the work environment has significant influence on employee engagement and job performance of the employees. Another study has also indicated that the dimensions of this working environment variable significantly and positively affect employee engagement (Mihiravi & Perera, 2016).

2.2.4 Leadership Support

Leadership takes place in various types of leadership styles and this is assessed as one of the employee-centeredness by the degree. It is also seen in ways such as checking to see how well the employee is doing, providing the individual with advice and assistance, and engaging on a personal and official level with the associate. There is significant empirical proof that one of the main reasons' employees have for unsatisfied jobs is that their employer does not care for them. The level of engagement allowed is the other essential aspect of oversight and can be seen by the way managers allow their workers to take decisions that affect their own jobs. This technique contributes to greater work engagement in most situations. A participatory environment created by the boss appears to have a more significant effect on employee engagement than participation in a specific decision (Islam, 2018).

Scandura and Williams (2018) said that in growth orientation, mentoring should be used. If the company has managers who provide mentoring, the partnership influences the growth of skills and aspirations of the protégés to continue with the employer. On the

contrary, non-supervisory mentors can increase the confidence of mentees and ultimately provide access to outside organizations. In organizational change, immediate leaders help is very important. leaders help may not be very relevant for the engagement rate, but it can have a positive effect on performance. Perhaps the best way managers can present themselves as a role model is to illustrate correct techniques directly so that workers can appreciate how work can be performed (Griffin, 2019).

2.2.5 Training and Career Development

Training and career development is defined as providing means to improving the talents, abilities, skills and knowledge to the employees so that they will have more efficiency and effectiveness in their work. Some of the skills are attained while working on the job and sometimes, the skills are mastered off the job. By providing training and development programs to the employees, they can improve and develop their existing skills. Moreover, training and career development also refers to the approaches intended for the new recruits to develop the skills required to complete their job. (Dessler, 2015).

Training and Improvement can enhance staff utilization and it will surely boom the activity delight of an employee. To prove this assumption, some researchers conducted studies and concluded that there is definitely a relationship between schooling and task pleasure. Not only for individual employees, the training programs are the ideal approaches for the teams and groups, when providing the workers with more data and information related to their jobs and the past information on the history of the corporation. This might make the employees have more positive feelings for their employers.

Some researchers argued that the employees who had training have the higher level of ability in satisfying the desires and demands of the customers (Rowden & Conine, 2015). This can be a great support for the employer in developing a healthy statistic of the company. Some fundamental components of training and development programs are education on raising the standards and education on certain competencies. The employees' pride in their job can be improved with schooling on their preferred skill and the education on their specific talent will provide them an easier transition to different tasks or when changing to different companies. This points out that training the specific competencies of the employees can cause the reduction in their engagement level of their current job and lead them to quit from their current company.

In addition to increasing organizational performance level, training and development can affect the performance level of the employees to increase (Al-Mzary, Al-

rifai, & Al-Momany, 2015). With the continuously changing technology, it is essential for the organizations to improve their employees' skills and abilities to be able to work efficiently and effectively in the changing trends. Some of the research have got the results that report the positive relationship training and career development has with job engagement and performance (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016).

2.3 Employee Performance

Employee performance has become one of the critical things for most organization. Due to the challenging economic climate, many organizations are struggling to survive, and the only tool to gain a competitive advantage in the marketplace is the employees that they engaged. Performance is defined as the degree of success in carrying out their duties and ability to achieve intended purpose (Gibson, 1985). Jewell and Siegall (1990) stated that the performance is the result of the extent to which members of the organization have done the job in order to satisfy his organization. Employee performance is the extent to which a person carrying out the responsibilities and work tasks (Singh, 1996). Gomes (1995) stated that job performance is a record of the results or outcomes produced from a particular job function or certain activities in a certain time period. While Colquitt (2011) stated that job performance is the set of employee behaviors that contribute to organizational goal accomplishment.

Performance must be measurable. Gomes (1995) defined the measurement of performance is a way to measure the level of individual contributions to the organization. Employee's performance is generally positioned as the dependent variable in empirical research because they are viewed as the result or effect of organizational behavior or practices of human resources not as a cause or determinant.

According to Mathis and Jackson (2001), the success or failure of an organization in achieving the goal will be largely determined by the success of individuals in carrying out the task that they were adopting, because people are the implementers of activities in order to achieve the objectives of the organization. One of the company goals is to increase employee performance that will lead to improvement of company performance. The high performance will increase company productivity, reduce employee turnover rate, as well as confirming the company management style. On the other hand, the low employee performance can reduce the quality and productivity of work, increase employee turnover, and decline the corporate profits.

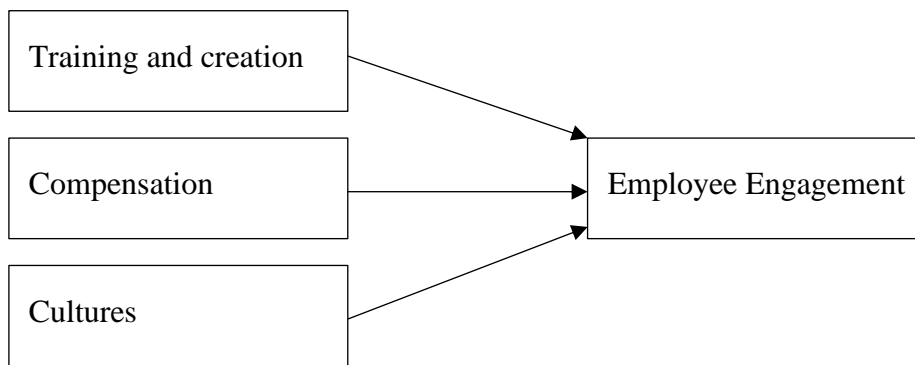
2.4 Previous Studies

According to the previous studies, the employee engagement is significantly influenced by these factors. Moreover, the employee engagement is significant effect on the employee performance. Employee performance is generally positioned as the dependent variable in empirical research because they are viewed as the result or effect of organizational behavior or practices of human resources not as a cause or determinant. In this paper, five dimensions are studied as independent variables that influence on employee engagement. These five influencing factors are reward and recognition, team and co-worker relationship, work environment, leadership support, training and career development.

Some of the studies argue that HR practices affect the employees to gain the confidence, increase the motivation, and achieve engagement and hence, lead to the results where the employees are more energized and committed to their job (Jena & Pradhan, 2016). Research by Jena and Pradhan (2016) had proved that the HR practices are positively related to the engagement of the employees (Jena & Pradhan, 2016). Some researchers supported the claim that HR practices influence the performance of the organization through employee engagement and engagement of the employees (Byremo, 2015). Another research has found that employee engagement serves as a mediating variable to the relationship between HR practices and job performance (Khan et al., 2019).

In this analysis, several points are found from the following researchers' work from the literature review. The effect of human resource practices on employee engagement in the telecoms industry was carried out by Haider (2017). The researcher aims to investigate the human resource strategies that foster employee engagement in this previous study. The instrument for the overall growth and advancement of a company is key employees. This study focuses on Pakistan's telecommunications market. With the assistance of literature, the most significant human resource activities have been established. Training and creation, compensation and culture are these practices. With the aid of literature to assess the established HR practices and engagement of employees, the questionnaire was developed in this research. It was found that a major effect of HR activities on employee retention was exposed by the findings of several regressions. Compensation and culture have a positive relationship with employee engagement, although there is a negative relationship with training and growth. This research guides management in implementing successful strategies for enhancing the engagement of employees (Haider, 2015).

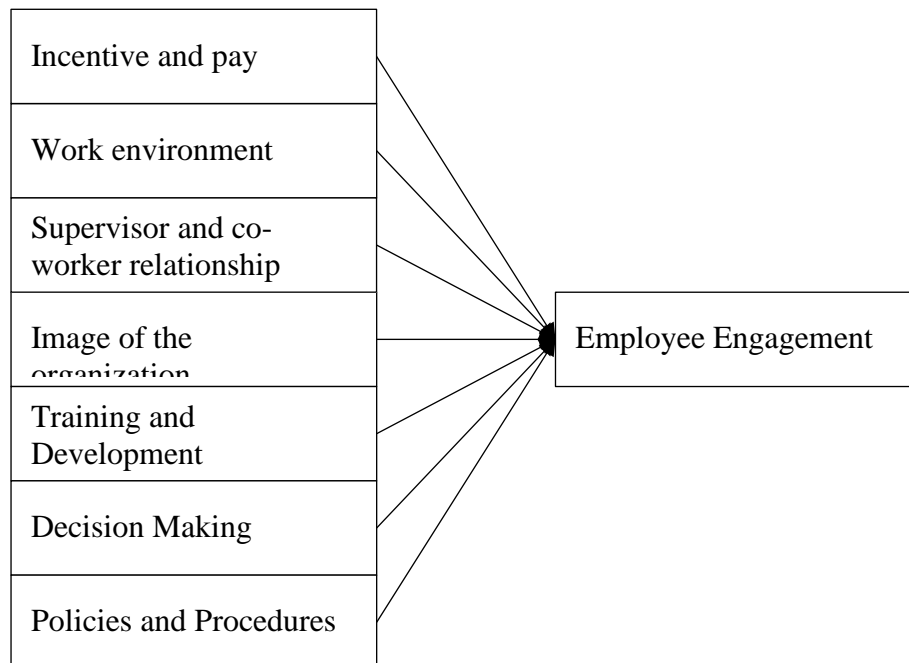
Figure (2.1) Conceptual Framework of Mansoor and Mansoor



Source: Mansoor and Mansoor (2016)

Weerarathna (2018) researched the effect on employee engagement of human resources practices; a case of Sri Lanka's BPO market. Therefore, the aim of this research is to study the effect of human resource practices on the engagement of employees in the business process outsourcing (BPO) sector in Sri Lanka. In Sri Lanka, the BPO sector is recognized as an emerging sector, and this sector is regarded as an under-researched sector.

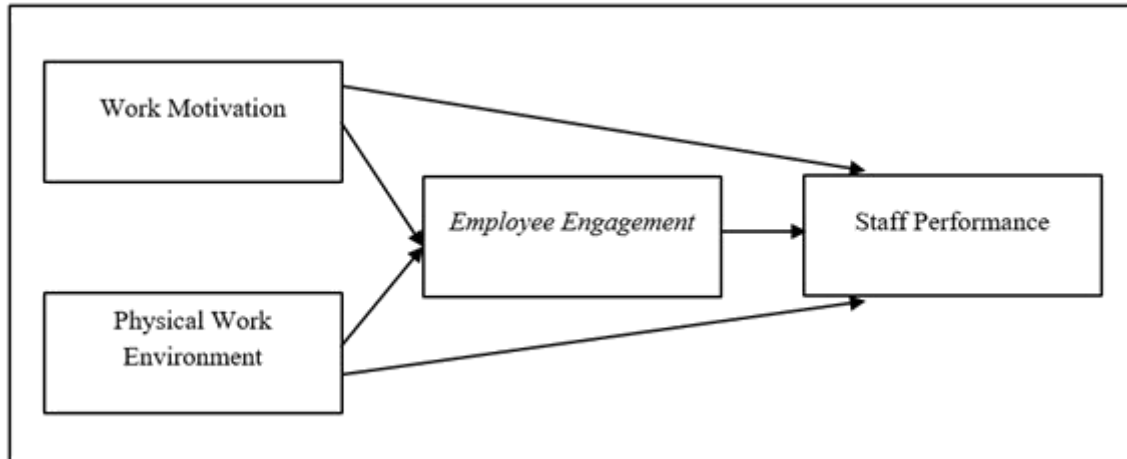
Figure (2.2) Conceptual Framework of Nagesh et al.



Source: Nagesh et al., (2019)

According to the findings obtained from regression analysis, all three firms suggested that the engagement of workers is less influenced by human resources practices. In conclusion, as BPO sector management formulates employee engagement strategies in their companies, they do not only consider human resource practices, but also have to think about other variables that may affect employees (Weerarathna, 2018).

Figure (2.3) Conceptual Framework of Amalial et al.



Source : Amalial et al., (2021)

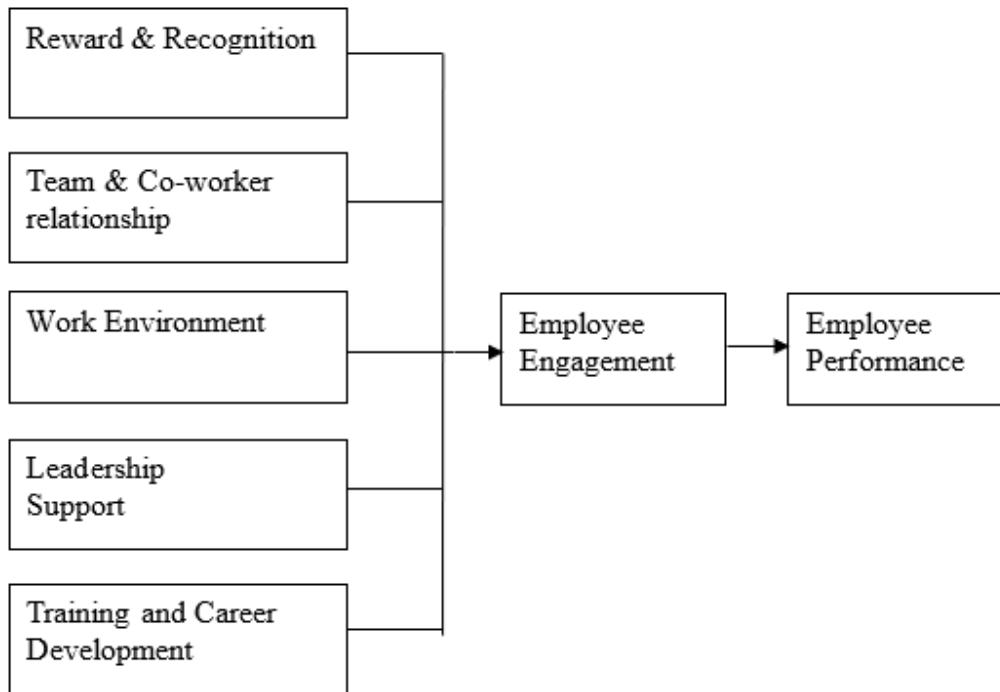
The employee performance can be influenced by many factors. A number of studies have conducted by previous researchers regarding the factors that affect job performance (Saetang, 2010). In the Gibson theory cited by Illyas (1999), there are three groups of variable that influence work behavior and performance, namely: individual variables, organizational variables and psychological variables. Individual variables are grouped in the sub-variable abilities and skills, backgrounds and demographics. Organizational variables have indirect effect on individual performance and behavior. Organizational variables are classified into the resources, leadership, compensation, job structure, and planning sub-variables. Psychological variables consist of sub-variables of cognition, attitude, personality, learning, and motivation. These variables are strongly influenced by the family, the level of previous work experience and social demographic variables.

2.5 Conceptual Framework of the Study

The conceptual framework of this study is derived based on the previous studies. Employee engagement, influencing factors and employee performance are described in the following Figure. According to Nagesh et al. (2019), influence factors of employee engagement consist of incentive and pay (Reward and Recognition), work environment, supervisor and co-worker relationship (Team and Co-worker relationship and Leadership Support) and training and development (Training and Career Development) and other factors. In addition Weerathna (2018), also pointed out that the effect of incentive pay, work environment, supervisor and co-worker relationship, image of the organization,

training and career development, decision making and career development on employee engagement. Moreover, the second researcher Amalial et al (2021) have also found that there is significant relationship between employee engagement and employee performance. Based on these previous studies, conceptual framework has built as below figure.

Figure (2.4) Conceptual Framework of the St



Source: Own Compilation (2022)

According to the conceptual framework, the factors such as reward and recognition, teams and co-worker relationship, training and career development, work environment, leadership support are performed as independent variables and employee engagement is performed as the dependent variable. In this study, this research examines the factors influence on the employee engagement of PTTEP oil and gas company in Yangon, Myanmar. Based on Amalial's identification, these five factors are considered as the influencing factors on employee engagement in this conceptual framework. According to Amalial (2021), the relationship between the employee engagement and employee performance are constructed in the conceptual framework.

CHAPTER 3

PROFILE AND WORK NATURE OF PTTEP OIL AND GAS COMPANY IN MYANMAR

In this chapter, profile and the organization structure of the PTTEP company is presented. After that the factor effect on the employee engagement of PTTEP company are also explained.

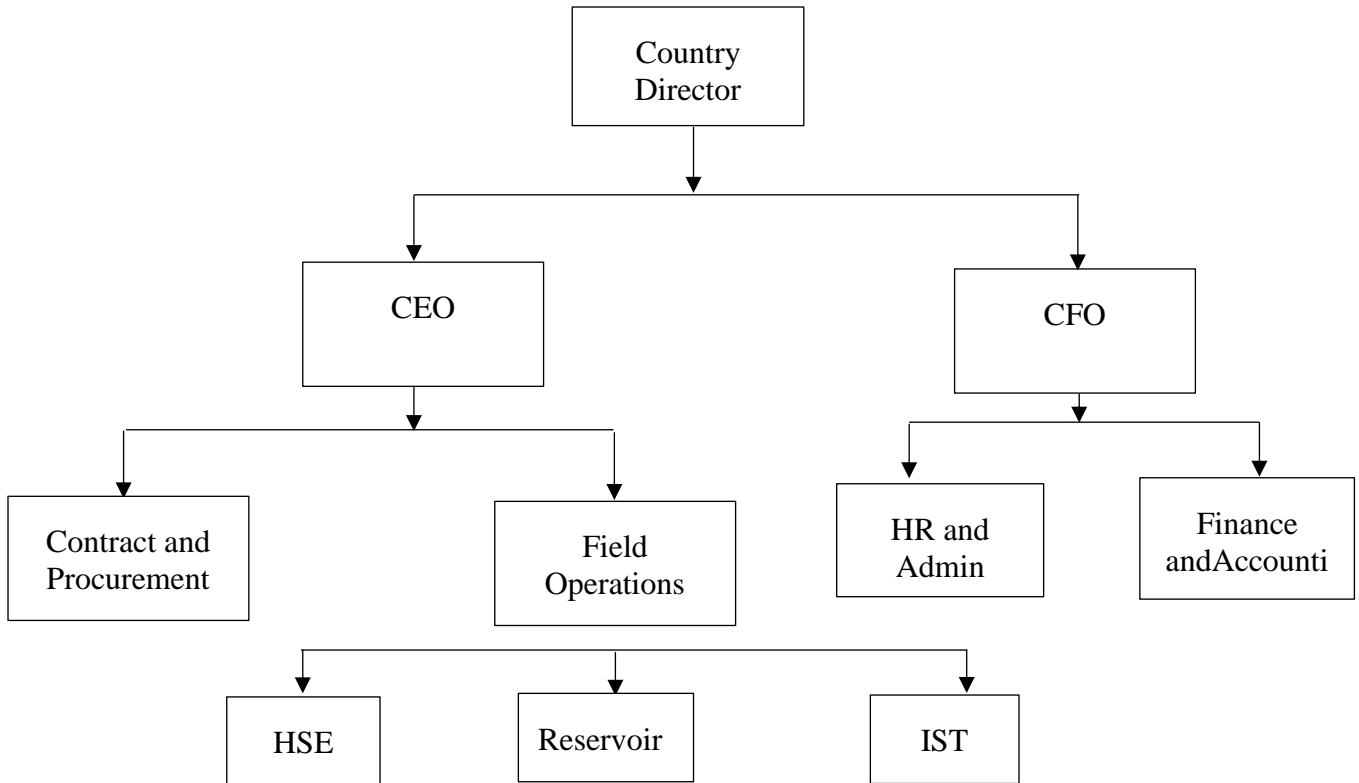
3.1 Profile of PTTEP Oil and Gas Company in Myanmar

Myanmar is one of the oldest producers of oil in the world, but this oil and gas sector is still immature (Global Law Firm | Norton Rose Fulbright, 2015). With the increase in foreign investment, the industry is developing and the competition is also increasing. In order to succeed in the competitive market, it is critical to effectively manage the human resource as the performance of employees affect the productivity of the business. However, the past year has hit hard the businesses in the Oil and Gas Industry, including PTTEP Company due to the virus outbreak of COVID 19, causing the oil prices to drop and thus, to the decrease in profits (Chan Mya Htwe, 2020). It is important for these companies to plans and develops strategies to pull back their businesses from the crisis. The role of human resources is critical in developing the best strategies and successfully implementing them. Therefore, it is necessary for the organizations to exercise the influence factors to get employee engagement.

PTTEP stands for PTT Exploration and Production and it is a large company in Oil and Gas Industry in Thailand. PTTEP came to Myanmar and started its operations of exploration and Production in the country in 1989. It provides services to thousands of people in many villages in the country. With the head office and branch office in Yangon, the company is carrying out its operations with both onshore and offshore employees across Myanmar. There are 324 employees in the company. The businesses conducted in the country consist of exploration and production, refining and chemicals, marketing and services, and trading and shipping. In this paper, the objective of the study is to explore the factors affecting on employee engagement of PTTEP Company in Myanmar. The research also aims to investigate the kind of relationship that these influence factors have with the employee engagement of the employees of the Company. There are a lot of papers on the relationship between the influencing factors and employee engagement but there is no

research on this topic on the business in the Oil and Gas industry in Myanmar. Hence, this study is conducted to analyze the effect of factors affecting on employee engagement at PTTEP, which is a company of this industry in Myanmar.

Figure (3.1) Organization Chart of PTTEP Oil and Gas Company



Source: PTTEP Oil and Gas Company (2022)

PTTEP Company was organized by seven departments, which are Contract and Procurement Department, Field Operations Department, Finance and Accounting Department, Human Resources and Administration Department, Information System and Telecom (IST) Department, Reservoir Department, and Health, Safety and Environment (HSE) Department. Due to the nature of the company, most of the employees work at the field sites of the business. The country director is responsible all of the organization's process and procedure as well as the repetitive of Myanmar. After that CEO have rule the entire organization and the department managers were assigned so that to management each of department.

3.2 Work Nature of PTTEP Company in Myanmar

As discussed in the previous section, the employee engagement is significantly influenced by HR practices. In this paper, five dimensions of factors affecting are studied as independent variables that influence on job engagement. These five influencing factors are reward and recognition, team and Co-worker relationship, working environment, training and development, and leadership.

3.2.1 Reward and Recognition

Reward management in modern organizations has been described as a key feature of HRM systems and is often structured to attract, retain and motivate employees. The reward system of PTTEP company was design into two types of incentive systems; extrinsic and intrinsic rewards. Extrinsic compensation programs typically concentrate on providing workers with performance-related pay raises, cash incentives, long-term retention plans, team-based rewards and safety benefits. Among the workers, intrinsic incentives come from personally achievement of each worker. Examples of intrinsic incentives are challenging work and significant work-to-employee benefit.

Recognition is the way to thank people for their positive performances. PTTEP This is one of the basic criteria of workplace appreciation. Therefore, PTTEP attempt to recognize on serval achievement of each employee. Therefore, employees often feel their worth and bring their energies into the operation of activities efficiently. Employee behavior can affect the efficiency and engagement of customers. PTTEP try to develop acknowledgement strategies to enhance and inspire additional employee actions. There is systematic reward and recognition scheme in PTTEP. For example, there are three level in reward system such as talent employee award, good employee award and best employee award. PTTEP always provide the bonus, promotion for best and good employee as well as support for scholarship for talent employee.

3.2.2 Team and Co-worker Relationship

Team member relation is very critical in every organization. Effective communication with the members of the team is essential for achieving objectives of the team. As for PTTEP, it is necessary to talk with the members to know what more can be done so that the members will totally dedicate and cooperate with the team. It is not possible to achieve engagement from the employees when the information is not conveyed to them properly. Making them participate in the discussions and contribute their opinions on the

topic can lead to more effective communication and employee performance, which in turn increase the level of employee engagement. Therefore, PTTEP understand the important of Co-worker relation and always directive to managers to pay attention to the communication since it can affect the business. It is required of them to employ clear, precise, and good communication continuously when working in their organizations. PTTEP provide the long trip and short -trip for all staff yearly. Moreover, PTTEP support the team building training so that to increase the relationship among employee.

3.2.3 Working Environment

Due to the oil and gas exploration industry, PTTEP strongly emphasize on the safety of working environment. Safety practice is to develop the wellbeing of the employees to the highest level, to protect them from risks and dangers regarding their health, and to create the working environment in accordance with the physical and mental conditions of the employees.

PTTEP always attempt to ensure that the employees are able to work in an environment where they feel comfortable and secure. In addition, company cares the health of employee by providing the inhouse clinic. The company also give the test kid for COVID-19 disease and support the treatment and medicine of COVID-19 shield. Moreover, the company responsible to care for the wellbeing of the employees and have to provide health and safety related training in the workplace. By doing so, the organizations obtain several benefits. One benefit is that employees will be less absent at work as well as lead to fewer accidents and thus, less costs related to these issues at work. Moreover, company creates the happy and peaceful environment by celebrating staff party, staff's birthday, and other seasonal celebrations. Company also arranges the various vocations at both nation and oversea.

3.2.4 Leadership Support

Leadership is an influential relationship between leaders and collaborators who aim to make changes for their shared purposes. Therefore, the leadership style is also the critical for employee's engagement and engagement on their work. There are three main leadership style that usually applied in Myanmar production industry, such as autocratic, democratic and laissez-faire leadership style. Due to PTTEP is the foreign investment company as well as the exploration type, blending of autocratic leadership and laissez-faire leadership were

applied as common a method. At the operation field, the leader ruled with the autocratic style because of all procedures is system based on process and subordinate sure to follow.

There is an apparent separation between the leaders and the followers. Leaders hold as much authority and decision-making power as possible. Decisions are made independently with little or no discussion. However, it's necessary to share the authority in some conditions such as information System and telecom and environmental maintenance and some administration process. Leaders freely allow employees to use their initiative more in decision-making that affects their work, rather than wait for commands. Leaders make no policies or decisions, and members are accountable for establishing goals, making decisions, and solving problem.

3.2.5 Training and Career Development

Increasing organizational performance level, training and development can affect the performance level of the employees to increase. Due to the technology intensive environment, as for the PTTEP, it is essential to improve their employees' skills and abilities to be able to work efficiently and effectively in the changing trends. Therefore, PTTEP provide intensive training program for their employee in both on job and off job training. Moreover, there are always chances to study at aboard for the talent and work hard employee. Employee can get the scholar from company to study Master of Management, MBA, and other master in master in exploration.

Training and development is defined as providing means to improving the talents, abilities, skills and knowledge to the employees so that they will have more efficiency and effectiveness in their work. Some of the skills are attained while working on the job and sometimes, the skills are mastered off the job. By providing training and development programs to the employees, they can improve and develop their existing skills. Moreover, training and development also refers to the approaches intended for the new recruits to develop the skills required to complete their job. In addition to increasing organizational performance level, training and development can affect the performance level of the employees to increase. For example, PTTEP offers internal and external training with online and face-to-face training, long-term training and development programs to prepare for deployment in E&P projects, and master's scholarship programs for employees. Therefore, PTTEP care and emphasize the career development of each employee for the organization sustainable development.

3.3 Profile of Respondents

Before conducting the detail analysis, the demographic factors of the respondents are reviewed. Descriptive research method is used to analyze the demographic profile and characteristics of the respondents. The following Table shows the analysis of the demographic factors of the respondents. The study focuses on the factors of respondents' gender, age groups, marital status and their level of education.

Table (3.1) Demographic Profile of Respondents

No.	Description	Classification	Number of Employees	Percentage
1.	Gender	Male	111	63.8
		Female	63	36.2
2.	Age	21-30 years	53	30.4
		31-40 years	56	32.2
		41-50 years	52	29.9
		51-60 years	13	7.5
3.	Marital Status	Single	88	50.6
		Married	86	49.4
4.	Education Level	Lower than Bachelor Degree	2	1.2
		Bachelor Degree	99	56.9
		Master Degree	74	41.3
		Higher than Master Degree	1	0.6
5.	Years of Experience	Less than 5 year	73	42.0
		6-10 years	88	50.6
		11-15 year	10	5.7
		16-20 year	3	1.7
Total Respondents			174	100.0

Source: Survey Data (2022)

In Table (3.1), the results from the analysis on demographic profile of the respondents are described. Firstly, the gender of the respondents in this study is analyzed. It is found that the majority of the respondents in this research are male, comprising 63.8 percent of the total. 36.2 percent of the respondents are female employees of the company.

Male employees are double the numbers of female employees. This shows that there is more male staff employed in the company.

Next, the age factor of the employees in the company who involved in this survey is analyzed in terms of six age groups of the respondents. The age group of 31 to 40 years old is the highest age group with the percentage of 32.2, followed by the age groups of 41 to 50 years old and 21 to 30 years old, comprising 29.9 percent and 29.3 percent of the total numbers respectively. The youngest age group of less than 20 years old comprises the lowest percentage of the total at 1.1 percent. The respondents who are at the age of 51 to 60 years old comprise the third lowest percentage at 6.9 percent. The company also employs people who are over 60 years old and the percentage of this age group of over 60 years old is 0.6 percent. These results show that most of the employees in the company are young adults and adults, their age ranging from 21 to 50 years old. The company employs only a tiny number of people who are under the age of 20 years. It is also found that only one person who are over the retired age in the company.

The marital status of staff in the company is also analyzed in terms of two categories: single and married. The 50.6 percent of total respondents are married, and the rest are single, comprising 49.4 percent of the total amount. These analyzed results indicate that the employees in the company who are married are little more than the number of single.

The level of education of the employees in the company is studied as part of the demographic profile analysis. Four categories are given for this multiple-choice question. According to the results in the above table, the highest level of education the employee in the company have been one that is higher than the master degree, such as PhD and Doctorate Level Degrees. This category of education level comprises the smallest percentage in the total respondents, at 0.6percent. The 1.2 percent of the respondents are lower than bachelor's degree. The respondents who have the Bachelor Level education are the majority in the total number of respondents in the survey. The second highest percentage is the category of respondents who have the education level of Master Degree. These percentages of the education level analysis indicate that almost all of the employees in the company are educated people.

The respondents' experience on their job is surveyed in terms of their service years at the company. This experience characteristic is classified into five groups with the interval of five years. The segment group with the highest frequency is the one consisting of employees who have the service years ranging from six to ten years The percentage of this

group is 50.6 percent. The second highest group is the one containing employees with less than five years of job experience in the company. This group has frequency of 73 respondents at 42.0 percent of the total respondents. Next is the group with 11-15 years of job experience and is the segment with the third highest score at 5.7. The group of respondents who have the service years between 16 to 20 years has the lowest frequency of 1.7. There are nothing employee who have the service years of more than 20. According to these outcomes, it can be assumed that the majority of the employees in the company have lower than ten service years of job experience in the company.

CHAPTER 4

ANALYSIS ON FACTORS AFFECTING EMPLOYEE ENGAGEMENT OF PTTEP OIL and GAP COMPANY

In this chapter, the analysis of the study is explained. It comprises four sections. In first section, the mean table of factors affecting employee engagement are presented. The second part of the chapter describes the mean values of employee engagement and employee performance. In the third part, the analysis on the effect of these factors on employee engagement is presented. The last part presents the analysis between the employee engagement and employee performance of PTTEP company in Myanmar.

4.1 Employee Perception on Employee Engagement

The company exercises various human resource practices to ensure that the right people have the right job throughout the organization. Among all the HR functions of the company, five practices are studied in this research. The mean and standard deviation values are used for the descriptive analysis on these five factors, which reward and recognition, team and co-worker relationship, work environment, leadership, training and career development.

4.1.1 Reward and Recognition

In this category, the combination of seven questions is used to investigate the respondents' perception on compensation and reward practice employed in PTTEP Company. The mean and standard deviation values of each of the questions in this variable are described in Table (4.1).

Table (4.1) Rewards and Recognition

No.	Description	Mean	SD
1.	Giving positive recognition for high quality work.	4.36	0.71
2.	Paid fairly and appropriately for my tasks, duties and responsibilities of my job.	4.23	0.72
3.	Rewards and incentives are fairly distributed in organization.	3.94	0.95
4.	Rewards in our organization are linked to employee performance.	4.17	0.83
5.	The existing reward and incentive plans motivate us for better performance.	3.79	1.04
6.	The organization recognizes the career growth needs of its employees.	3.99	0.94
7.	Recognizing effort of manager.	4.32	0.82
	Overall Mean	4.00	

Source: Survey Data (2022)

According to the above Table (4.1), the highest mean value is 4.32 for the statement where the employees are recognized for their effort at work, followed by the mean score of 4.23 with the statement of employees are being fairly and appropriately for my tasks, duties and responsibilities of my job. The lowest mean value is 3.79 for the statement of existing reward and incentive plans motivate us for better performance. The overall mean value of the variable is 4.00 and the standard deviation value is 0.86.

The overall mean score of this variable shows that the respondents' perception on the reward and recognition practice of the company is above average. They moderately agree with the statements in the questionnaire. The respondents believe that the company recognizes their performance and appreciates their good work. Based on the level of their performance, they receive bonuses. Although they think that the company's system of providing compensation and rewarding them is fairly executed, their engagement on the existing reward and incentive package is low because they think that the company is not compensating them for their time and effort at work as much as other companies are compensating their employees.

4.1.2 Team and Co-worker Relationship

The second factor studied in this research is team and co-worker relationship of PTTEP Company. The combination of six questions is used for analyzing this variable. The mean and standard deviation scores of the variable are shown in the following Table (4.2).

Table (4.2) Team and Co-worker Relationship

No.	Description	Mean	SD
1.	There is a good communication between employees and managers in this organization.	3.64	0.96
2.	There is a good teamwork and cooperation in the organization.	4.16	0.84
3.	Feeling Lucky like having such as good Co-Workers in ward.	3.77	0.91
4.	Co-Worker positively affect my job experience	3.64	1.00
5.	Staffs feel beneficial in working with my current workmate.	3.79	0.89
6.	Staffs enjoy the time spend with their Co-Workers	3.91	0.81
	Overall Mean	3.82	

Source: Survey Data (2022)

The overall mean value of the variable is 3.82 and standard deviation is 0.90. Respondents are moderately agreed on all questions at team and co-worker relationship. The respondents believe that work is accomplished through cooperation with each other in their own team. The highest mean value is 4.16 and it shows that if the employee are good in team work and cooperation, they will be happy and more commitment in the organization. In addition, the employees make much effort on enough communication with their coworkers in their departments. They believe that they have full cooperation and communication with each other and teamwork in their team or within their department, which thus helps in completing their work and duties. The lowest mean value is 3.64 and it shows that PTTEP little weak in sharing job experience among the workers to each other's. Therefore, the employee is more motivate and feel positive attitude when they have good communication and teamwork each other. The good teamwork and corporation let employee are happy and enjoy at their workplace as well as enhance the employee engagement.

4.1.3 Work Environment

The respondents' perception on work environment factor is employed in PTTEP Company is described in the following Table (4.3). The combination of five questions is used to examine this practice in terms of mean and standard deviation values.

Table (4.3) Work Environment

No.	Description	Mean	SD
1.	The organization ensures the wellbeing of its employees.	3.52	1.06
2.	The organization provides enough information regarding specific methods of working system	3.70	0.91
3.	There are active and effective health and safety equipment in the organization	3.90	0.86
4.	Work environment allows to complete the daily tasks easily	3.89	0.88
5.	All the staffs are cordial to each other	3.84	0.84
6.	Feeling comfortable and convenience in doing the daily tasks	3.94	0.86
	Overall Mean	3.80	

Source: Survey Data (2022)

At every oil and gas exploration industry including PTTEP, effective health and safety equipment are necessary for them when they started job, when they change their job or when they use new techniques. The lowest mean score is for the question of organization ensures the wellbeing of its employees. This mean that respondents are moderately agree on the work environment factor. Environment Department in the company that provides the necessary instructions and training to the employees. When the employees start a new job or when a new employee is hired, they receive the training required for their job. When the existing employees change their job in the company, they are also provided such training programs. Moreover, providing specific method of work procedures and update environmental information also extend to situations when a new technique is introduced at work. The overall mean value of work environment variable is the lowest among the variables of the study. This shows that the respondents' perception on this variable of work environment practice is on the lower level.

4.1.4 Leadership Support

The respondents' perception on the leadership factor employed in PTTEP Company is described in the following Table (4.4). The combination of six questions is used to study this practice in terms of mean and standard deviation values.

Table (4.4) Leadership Support

No.	Description	Mean	SD
1.	Leader increases the employees' wiliness to try harder.	3.61	0.86
2.	Leader promoted the employees' desire to success	3.69	0.95
3.	Leaders care and support so that can overcome the workplace challenges	3.76	0.92
4.	Leader always evaluates and guideline the work performance on a regular basis.	4.24	0.81
5.	Leaders are cooperating with team member to get the job done.	4.04	0.80
6.	The conversations between leader and employee are very beneficial.	3.91	0.96
	Overall Mean	3.87	

Source: Survey Data (2022)

The leadership support is a vital factor to increase the level of employee engagement. The overall mean score of this variable shows that the respondents' perception on the leadership practice of the company is moderately satisfied. They relatively agree with the statements in the questionnaire. The respondents believe that leaders are well support for accomplish work as well as dependable for improvement. In addition, the respondents believe that leaders recognize their performance and appreciates their good work. Moreover, Leaders give fair treatment on all employees and appraise on the employees' performance is done on a regular basis.

4.1.5 Training and Career Development

For this category, the combination of seven questions is used to examine how the respondents perceive the practice of training and career development in PTTEP Company. The mean and standard deviation values of each question are presented in the following Table.

Table (4.5) Training and Career Development

No.	Description	Mean	SD
1.	The organization always consider about the quality of training.	4.07	0.78
2.	Increasing the competency level after having training.	3.64	0.87
3.	The organization always plans and implement continuous training programs for employees.	3.70	0.87
4.	Well training and development methods are useful and effective for employees in current workplace.	3.95	0.78
5.	The organization's training programs increases the working efficiency of employees.	3.96	0.81
6.	The organization's training programs are assuredly effective for employees.	4.14	0.81
7.	The employees' developments are augmented through training programs of organization.	4.35	0.77
	Overall Mean	3.97	

Source: Survey Data (2022)

The overall mean value of training and career development variable is the second highest, which shows the agreement on the statements in the questionnaire. The highest mean values in this variable are expressing the respondents' belief on the usefulness and effectiveness of the training and career development programs provided by the company.

The employees believe that the training and career development programs they receive in the company are very useful and effective when they finish their job. They perceive that they become more efficient and competent in their work after taking on these training programs. They also believe that the company pays attention to the quality of such

programs since the development of the employees is accomplished through these training and development programs. However, the respondents think that they many not applied their abilities after having training on the real work-life.

4.2 Employee Engagement and Employee Performance

In this section, the descriptive analysis on the independent variable of employee performance and dependent variable of employee engagement are carried out. In this study, the mean values and standard deviation values are used to conduct descriptive analysis on the variables.

4.2.1 Employee Engagement

In this section, the level of employee’s engagement at PTTEP Company is examined in terms of mean and standard deviation values. The combination of seven questions is used to measure this employee engagement of the respondents. The results are shown as below.

Table (4.6) Employee Engagement

No.	Description	Mean	SD
1.	Having adequate opportunities to develop the employees’ professional skills.	4.01	0.88
2.	The mission or purpose of the organization makes to feel the employees’ job is important	4.18	0.78
3.	Feeling positive most of the time in working.	4.05	0.85
4.	Feeling encouraged to come up with new and better ways of doing things.	3.99	0.90
5.	The work gives a feeling of personal accomplishment.	4.01	0.81
6.	Co-workers are committed to do quality work	4.10	0.82
7.	Having the opportunity to do what to do best every day at work.	3.75	0.93
	Overall Mean	4.01	

Source: Survey Data (2022)

According to Table (4.6), the highest mean value of statement is 4.18 and the result indicates that the respondents are relatively satisfied with their job at the company and retention for long. They believe that when working on their job, they feel encouraged to create and develop new ideas and better ways of completing tasks. The lowest mean value is 3.75 and it shows that they feel free to do what they think is the best at work and they also feel accomplished in a personal sense. Overall mean value of the variable is 4.01 and it indicates that the respondents have a slightly high level of employee engagement at the company.

4.2.2 Employee Performance

A structured questionnaire was used to explore the employee performance of PTTEP oil and gas company in Myanmar. The following Table (4.7) shows the mean value of each statement of employee performance.

Table (4.7) Employee Performance

No.	Description	Mean	SD
1.	Understanding the procedures and policies of the organization	3.69	0.99
2.	Actively get involved in projects so as to benefit the organization.	4.01	0.85
3.	Keeping to superiors well informed about the work	4.03	0.81
4.	Working well with other employees	3.82	0.75
5.	Participating in problems solving in the organization	3.83	0.75
	Overall Mean	3.88	

Source: Survey Data (2022)

According to Table (4.7), the overall meal value is indicated that employees have been increase their actual performance and they are more confidence on their work. Employee were report about their achievement, difficulties and situation without hesitate. Therefore, it can explain that there are good engagement and performance between their superiors and staffs. Employees have a few complicated at their job routines which respect

to the procedures and policies of organization which shows. The highest mean value is indicated employees can get many skill and experience from their work. In construct, as for employee performance which indicated employees have enough development on job as well as the personal life. Employees believe working in this organization can develop their career opportunities, skills, knowledge, and experience.

4.3 Analysis on Factors Affecting on Employee Engagement

In this part, the linear regression model is used to investigate the effect of human resource practices on employee engagement at PTT Exploration and Production Company in Myanmar. The following Table (4.8) presents the effect of five factors, reward and recognition, team and co-worker relationship, work environment, leadership support, training and career development, on the employee engagement of the employees in the company.

Table (4.8) Factors Affecting on Employee Engagement

No.	Independent Variables	Unstandardized		Standard Coefficient (Beta)	t	Sig.	VIF
		B	Std. Error				
1.	reward and recognition	.475** *	.052	.494	9.197	.000	2.615
2.	team and co-worker relationship	.188**	.080	.150	2.336	.021	3.761
3.	work environment	.004	.066	.004	.066	.948	2.992
4.	leadership support	.000	.059	.000	-.007	.995	2.928
5.	training and career development	.370** *	.076	.332	4.875	.000	4.210
R		0.903					
R Square		0.815					
Adjusted R Square		0.809					
F Value		147.871***					
Durbin-Watson		1.699					

Source: Survey Data (2022)

Constant: Employee engagement

Note: ***Significant at 1percent level, ** Significant at 5percent level, * Significant at 10percent level

In this regression analysis, the independent variables are reward and recognition, team and co-worker relationship, work environment, leadership support and training and career development. The dependent variable is employee engagement. The outcomes from this analysis are described in the above table.

In the Table, R is the symbol that represents the correlation coefficient that is used to measure the relationship between independent variables and dependent variable. The value of R is between 0 and 1 and this value explains the linear relationship between the variables. The analysis of this research results in the R value of 0.903, showing the correlation between the five factors and employee engagement. The value of R square is 0.815 and the value of adjusted R square is 0.809. This indicates that the model can explain 81.5 percent the variance of employee engagement, which is the dependent variable of the study, and five independent variables of the company.

As shown in the Table, the Durbin-Watson is 1.699. This value is close to 2. This means that no auto correlation is found in the sample. The study also analyzes whether there are multi-collinearity problems. For the test, the measure of variance inflation factors (VIF) is used in detecting such problems. The VIF values of all the variables are less than 10. This indicates that there is no multi-collinearity problems in this case. This means that there is no correlation between the independent variables. F statistics represents the overall significance of the model. In this analysis, the outcomes explain that it is highly significant at 1percent level.

Beta represents the Standardized Coefficient and the beta values resulted from this analysis explain that all of the five factors in this study are positively related to the employee engagement of the employees at PTTEP Company. Out of these five factors, the beta values of reward and recognition variable is the highest at 0.494. This means that this factor has the greatest effect on the employee engagement at the company.

According to the data findings in the above Table, out of five of the independent variables, three are significant. Reward and Recognition, Team and Co-warker relationship, Reward and recognition have the significant all on employee engagement. The variable of reward and recognition, factor is positively and highly significant at one percent coefficient level. This positive and significant effect shows that reward and recognition have a positive effect on the employee engagement. The value of 0.494 means that one unit increase in reward and recognition factor by four unit is increasing the engagement of employees. When the employees are more recognized on their performance, they will have less stress and will appreciate their job more, and thus, increase their engagement. Therefore, the

employee needed valuable reward scheme such as pay incremental or bonus base on their achievements. The visible recognition can enhance the employee's motivation and as for organization need to provide effective reward system based on their achievement.

Team and co-worker variable has significant value of less than 0.05, indicating that this variable is significantly related to employee engagement at 5percent significant level. This significant effect shows that team and co-worker relationship factor has positive and significant effect on the employee engagement. The value of 0.150 presents that an increase in one unit of team and co-worker relationship variable is increasing employee engagement by 0.150 units. When the employees are cooperative with each other and when there is good communication among the employees within the company, they can complete their work more effectively and efficiently and this can lead to more engagement on doing their job at the company.

Training and career development variable has significant value of less than 0.001 and is highly and positively significant at one percent coefficient level. This indicates that the training and career development variable has positive and significant effect on employee engagement. The value of 0.332 shows that when the training and career development factor is increased by one percent, the employee engagement factor is also increased by 33.2 percent. When the employees are evaluated for their performance fairly, they will enjoy their work and will be more committed to their job, which will affect their employee engagement level to increase.

According to data results in Table (4.8), three factors; reward and recognition, team and co-worker relation and training and career development have significant effect on the employee engagement in the company.

4.4 Analysis on the Effect of Employee Engagement on Employee Performance

Multiple regression analysis is conducted to test the proposed employee engagement as independent variables and employee engagement as dependent variable. In this study, multiple regression of employee engagement to employee performance is shown in Table (4.9).

Table (4.9) Effect of Employee Engagement on Employee Performance

No.	Independent Variables	Unstandardized		Standard Coefficient (Beta)	t	Sig.	VIF
		B	Std. Error				
1.	Employee engagement	.333***	.036	.574	9.177	.000	1.00
R		0.574					
R Square		0.330					
Adjusted R Square		0.326					
F Value		84.226***					
Durbin-Watson		2.181					

Source: Survey Data (2022)

Note: ***Significant at 1percent level, ** Significant at 5percent level, * Significant at 10percent level

Employee engagement has been associated with positive employee performance. Every company strives to retain its employees, regret high employee turnover and drive positive employee performance. With the advent of Covid-19, the need to work remotely, reduced staff levels to increase social distancing, coordinated shifts and an increased risk of coronavirus complications for older workers, there is a need to act to improve the technology faster. In the oil and gas sector, HR professionals have identified employee engagement and its importance to employee performance as an issue for the industry in that time.

In PTTEP company, they provide better to improve the employee performance during covid-19, making higher performance ratings, recognize employees as the company's key stakeholders, and empower them to carry out their missions in a freely controlled manner. They organize shared work environments (example; control rooms, construction site trailers) so that workers are at least 2 meters apart. They are creating the model return-to-office scenarios and updating the policies to allow for more remote work. This increase in employee engagement and performance ultimately impacts the bottom line of the organization.

In this regression analysis, the independent variable is employee engagement and dependent variable is employee performance. The outcomes from this analysis are described in the above Table.

The analysis of this research results in the R value of 0.574, indicating that when the employee engagement factor is increased by one unit, the employee performance factor is also increased by 0.403 units. When the employees are more engaged on their job, which will affect their performance level to increase. The value of R square is 0.330 and the value of adjusted R square is 0.326 and it can explain that 33 percent of the variance of employee engagement that is the dependent variable, and independent variable of employee performance of the study.

In the table, the Durbin-Watson is 2.181 and it means that this study analyzes whether there are multi-collinearity problems. The VIF value of variable is less than 10 and this means that there is no correlation between the independent variable. The outcome of F value is showing that it is highly significant at 1 percent level.

Employee engagement variable has significant value of less than 0.001 and is highly and positively significant at one percent coefficient level. This indicates that the employee engagement variable has positive and significant effect on employee performance.

CHAPTER 5

CONCLUSION

This study explores the effect of human resource practices on employee engagement at PTTEP Company in Myanmar. This chapter presents the conclusion of the study and it consists of discussions of findings from the analysis, conclusion and recommendations based on the results, and suggestions for further research.

5.1 Findings and Discussions

This study aims to examine the effect of human resource practices on employee engagement provided by PTTEP oil and gas company in Myanmar. Therefore, it analyzed how the company practices on reward and recognition, team and co-worker relationship, work environment, leadership support and training and career development. This study also focuses on employee performance of PTTEP oil and gas company in Myanmar. In this study, descriptive research method has been used to explore the effect of human resource practices on employee engagement provided by PTTEP oil and gas in Myanmar. To find out the most influence factor of human resource practices and the effect of human resource practices on employee engagement, a structures questionnaire with five point Likert scale had been use. This study was thoroughly done by collecting structure questionnaire to 174 employees.

Descriptive analysis is carried out to analyze the demographic profile of the respondents. According to the results, the majority of respondents are male and the rest are female. There, the company recruited more of the male employees than female employees. According to the demographic data, most of the employees are male by middle age and single respondents are high. It was also found that, most of the employees are graduated in PTTEP oil and gas company in Myanmar. And number of respondents by years of working experience throughout their life above 10 years. This result shows that most of the employees are mature, graduated and experience. Therefore, country director can expect higher retention from employees when he led more effectively because mature employees can bring different way of thinking to organization. Most mature employees are eager to learn, build their experience and apply their skills in the workforce. This enthusiasm is great for team building, productivity and work ethic.

Descriptive analysis on the dependent and independent variables of the study is conducted by calculating the mean values of the variables. It means that the respondents agree to the statements of the variables in the questionnaires. The average mean value of reward and recognition variable is the highest. The overall mean values of all the variables included in the research are between 3.8 and 4.01. The results from the mean value analysis can be interpreted that the employees are aware of and recognize the influencing factors exercised in PTTEP Company. Therefore, the five factors affecting at PTTEP are effective and dependable for employee improvement and attractive variables for employee retention in future.

To examine the research objective of investigating the effect of five factors on employee engagement at PTTEP Company, the linear regression analysis is conducted. According to the data findings from this regression model, three independent variables have significant effect on the dependent variable. The employee engagement is positively and significantly influenced by the factors of such as reward and recognition, team and co-worker relation and training and career development. The findings reveal that the factors of reward and recognition has the most significant effect on the employee engagement. When the employees are offered attractive and competitive compensation packages as well as the positive recognition on their well done, they will be more engage with their job at the company.

The more attractive and generous the reward system provided by the company is, the higher the engagement level of the employees at work. Moreover, the rewarding system in the company also influences the employee engagement. When the employees are recognized and rewarded for their good performance in their job, they will be more engage with their job at the company. Team and co-worker relation have also significant effect on the employee engagement. Therefore, if the company could serve for the good communication and cooperation among worker, employee will more improve in productivity and satisfied on their daily work. It could find that the training and career development also influence on employee engagement. Therefore, the company needs to provide the effective training program so that employee's skill and ability development and career development program attract the employee to invest and stay at PTTEP company for long.

5.2 Suggestions and Recommendations

The Oil and Gas Industry has suffered losses due to the economic crisis caused by the Global Pandemic of COVID-19 outbreak. The organizations in this industry are making vast efforts to improve their businesses and this has increased the competition in the market. To gain competitive advantage in the market, the companies are operating their functions with new and better strategies that suit the current situation. Successfully implementing these strategies depends on the employees. Therefore, the companies are focusing on the human resource management to increase the motivation and engagement of the employees. Based on the results from the research, some recommendations and suggestions are provided for PTTEP Company. Although no significant effect of work environment and leadership support on employee engagement is found in this analysis, the company is keeping on providing on those factors for the development of the employees.

Majority of the employees are male and educated adults. PTTEP Company is trying to give them flexibility and freedom in their work. Most of the employees in the company are married and so the company is providing them with nursery rooms in case these employees want to bring their children to work. Although most have high education level, they do not stay in the company for a long time. It is found that most of the employees have less than ten service years in the company. The reason is related to the reward and recognition they receive from the company. It is found that the employees are not satisfied with the reward and recognition program, they receive from the company because they think that they do not get paid as much as other companies pay their employees, which makes them seek for other jobs that pays more. The compensation and reward factor has the most significant effect on the employee engagement. Hence, it is critical for the companies to pay attention to this practice. The company is raising the salary of the employees or provide more attractive compensation package to its employees.

In regard to the analysis on team and co-worker relationship, employees are less satisfied with the communication and cooperation between the departments and teams within the organizations. They are satisfied with the teamwork, and cooperation with other members within their own team or within the department but cooperation with other teams are weak. This can result in miscommunication within the organization. Therefore, PTTEP Company set up a more efficient and more effective information system to ensure the smooth and timely communication throughout the whole company. With the use of the latest technology and IT, the company is using software features that will help with the communication. The Shared Folders, which allows the faster sharing of information, will

help employees increase the speed of communicating and cooperating with each other. The regular staff parties and the sport competitions are recommended to build a close relationship between employees and to increase the team spirit of the employees and enhance their teamwork when they are doing their job.

In analyzing the training and development factor, the findings shows that this variable have significant relationship with employee engagement. Therefore, the company pays attention these factors because the findings show that the employees are satisfied with the effectiveness and usefulness of these programs in their work. It is also found that the company does not work on continuous training and development programs and employee are less chance to apply their abilities on the real job activities. Therefore, PTTEP Company is recommended to monitor the improvement and development of the employees and provide such programs on a regular basis for the long run.

This research is studied from the perspective of human resource practices and it reveals some weak points in the practices. The company is setting more established policies and develop more suitable strategies for the company to eliminate these weaknesses. In order to have better understanding on the engagement of the employees, PTTEP is also conducting research from the management and leadership perspectives in the company.

5.3 Needs for Further Research

This study examines the employee engagement of the employees and the effect of factors on their engagement level. Due to some constraints of costs and time limitation, the study only focuses on the relationship between some factors and employee engagement at PTTEP Company in Myanmar. Human resource management exercise many practices but this study only focuses on the five factors; reward and recognition, team and co-worker relation, work environment, leadership support and training and career development. Other factors are not included in the study such as compensation, health and safety, insurance and so on. And also, other factors that influence on employee engagement are not included. Moreover, human resource management is a wide concept but this study does not consider other HR concepts such as employees' loyalty and employee commitment. Hence, it is recommended for further studies to include these concepts as well as other factors.

The research is done on the employees of PTTEP Company in Myanmar. Therefore, the results from the analysis are relevant to this company. The outcomes do not represent the whole Oil and Gas Industry or other businesses and companies in this industry in Myanmar. The sample of 174 respondents is surveyed for this study. A research with a

larger sample size at not only at a specific business or company but also for every firms in the industry, therefore the results will represent the country's overall Oil and Gas Industry.

The data collection period is from February 2022 to March 2021. Thus, the results of employees' perceptions and their engagement are limited to these two months. The engagement of the employees is changing based on the trends, situations and circumstances and therefore, it is suggested to conduct the research periodically. This way the up-to-date outcomes will be obtained and hence, will be more fruitful in further research.

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APPENDICES

Questionnaires

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

Part (A) Demographic Factors

1. Gender

- Male
- Female

2. Age

- Under 20 years
- 21 to 30 years
- 31 to 40 years
- 41 to 50 years
- 51 to 60 years
- Above 60 years

3. Marital Status

- Single
- Married

4. Level of Education

- Lower than Bachelor Degree
- Bachelor Degree
- Master Degree
- Higher than Master Degree

5. Years of Experience

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

Part (B) HR Practices

Employee Engagement and Employee Performance at PPTEP in Myanmar

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

Index: 1 = strongly disagree

2 = disagree

3 = neutral

4 = agree

5 = strongly agree

Reward and Recognition

No.	Description	1	2	3	4	5
1.	Giving positive recognition for high quality work.					
2.	Paid fairly and appropriately for my tasks, duties and responsibilities of my job.					
3.	Rewards and incentives are fairly distributed in organization.					
4.	Rewards in our organization are linked to employee performance.					
5.	The existing reward and incentive plans motivate us for better performance.					
6.	The organization recognizes the career growth needs of its employees.					
7.	Recognizing effort of manager.					

Team and Co-worker Relationship

No.	Description	1	2	3	4	5
1.	There is a good communication between employees and managers in this organization.					
2.	There is a good teamwork and cooperation in the organization.					
3.	Feeling Lucky like having such as good Co-Workers in ward.					
4.	Co-Worker positively affect my job experience					
5.	Staffs feel beneficial in working with my current workmate.					
6.	Staffs enjoy the time spend with their Co-Workers					

Work Environment

No.	Description	1	2	3	4	5
1.	The organization ensures the wellbeing of its employees.					
2.	The organization provides enough information regarding specific methods of working system					
3.	There are active and effective health and safety equipment in the organization					
4.	Work environment allows to complete the daily tasks easily					
5.	All the staffs are cordial to each other					
6.	Feeling comfortable and convenience in doing the daily tasks					

Leadership Support

No.	Description	1	2	3	4	5
1.	Leader increases the employees' wiliness to try harder.					
2.	Leader promoted the employees' desire to success					
3.	Leaders care and support so that can overcome the workplace challenges					
4.	Leader always evaluates and guideline the work performance on a regular basis.					
5.	Leaders are cooperating with team member to get the job done.					
6.	The conversations between leader and employee are very beneficial.					

Training and Career Development

No.	Description	1	2	3	4	5
1.	The organization always consider about the quality of training.					
2.	Increasing the competency level after having training.					
3.	The organization always plans and implement continuous training programs for employees.					
4.	Well training and development methods are useful and effective for employees in current workplace.					
5.	The organization's training programs increases the working efficiency of employees.					
6.	The organization's training programs are assuredly effective for employees.					
7.	The employees' developments are augmented through training programs of organization.					

Employee Engagement

No.	Description	1	2	3	4	5
1.	Having adequate opportunities to develop the employees' professional skills.					
2.	The mission or purpose of the organization makes to feel the employees' job is important					
3.	Feeling positive most of the time in working.					
4.	Feeling encouraged to come up with new and better ways of doing things.					
5.	The work gives a feeling of personal accomplishment.					
6.	Co-workers are committed to do quality work					
7.	Having the opportunity to do what to do best every day at work.					

Employee Performance

No.	Description	1	2	3	4	5
1.	Understanding the procedures and policies of the organization					
2.	Actively get involved in projects so as to benefit the organization.					
3.	Keeping to superiors well informed about the work					
4.	Working well with other employees					
5.	Participating in problems solving in the organization					

Analysis on Factors Affecting Employee Engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.903 ^a	.815	.809	2.05131	1.699

a. Predictors: (Constant), Training, Reward, Team, Environment, Leadership

b. Dependent Variable: Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3111.106	5	622.221	147.871	.000 ^b
	Residual	706.922	168	4.208		
	Total	3818.029	173			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Training, Reward, Team, Environment, Leadership

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	-.354	1.087		-.326	.745		
	Reward	.475***	.052	.494	9.197	.000	.382	2.615
	Leadership	.188**	.080	.150	2.336	.021	.266	3.761
	Team	.004	.066	.004	.066	.948	.334	2.992
	Environment	.000	.059	.000	-.007	.995	.342	2.928
	Training	.370***	.076	.332	4.875	.000	.238	4.210

a. Dependent Variable: Engagement

(sig = (1- sig amt) x 100 = 100-99 = ***/ = 98-95 = **/ = 94-90=*)