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2022 02

Volume 9 No 1

The Myanmar JOURNAL

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Co-published with Yangon University of Economics (YUE) and Korea Myanmar Research Association (KOMYRA) Letter from the Editor-in-Chief

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mutual development.

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journal, and We are sure that this journal has helped many people

understand Myanmar and Korea more clearly and closely.

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various topics that can promote bilateral development and mutual

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society, education, welfare, culture, energy, engineering, healthcare, and

agriculture.

We hope that this journal will continue to promote understanding of the

current status and potential capabilities of Myanmar and South Korea and

promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and

YUE and KOMYRA for their valuable support in The Myanmar Journal

publication.

February 28, 2022

Youngjun Choi yj choi

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This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire filed of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage (http://www.komyra.com/bbs/board.php?bo_table=articles).

Factors Influencing Employee Engagement: A Study of the Yangon University of Economics

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ABSTRACT: This study aims to analyze the factors influencing engagement of administrative staff from Yangon University of Economics. The objectives are to analyze the effect of empowering leadership behaviors, and high performance work practices on employee engagement. Empowering behaviors are participative decision concern/interacting with the team, leading by example, informing, and coaching. Elements of high performance work practices are comprehensive training, developmental performance appraisal, reward systems, and selective staffing variables. Employee engagement is measured with three criteria vigor, dedication and absorption. In this research, the simple random sampling method is applied by doing survey on 79 administrative staff. To collect primary data, structured questionnaire are used. Data are collected during March, 2020. To reach research objectives, multiple linear regression analysis is applied. From the analysis, it is found that employee engagement is largely related to 'leading by example', and 'reward systems'. In general, empowering leadership behaviors and high performance work practices are significantly related with employee engagement. Thus the engagement of administrative staff will be increased by focusing on empowering leadership behaviors specifically 'leading by example' and high performance work practices specifically 'reward systems'. Other empowering leadership behaviors such as participative decision making, showing concern/interacting with the team, informing, and coaching, and other factors relating high performance businesses like comprehensive training, developmental performance appraisal, and selective staffing are not related with employee engagement. Therefore, these practices should not be emphasized severely.

Key words: Empowering Leadership Behaviors, High Performance Work Practices, Employee Engagement

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I. Introduction

The growing level of uncertainty in the environment requires organizations to continuously adapt to changes and accommodate different needs of the workforce. Organizations often compete and attempt to survive by redesigning business processes and downsizing the number of employees. As a government organization, there is a limit to downsizing, new approaches to human resource management are inevitable for the progress. Rather than focusing on downsizing the number of employees, the shift of the focus in human resource management (HRM) is to build employee engagement.

One of the most significant proposals for achieving employee engagement is to HRM programs, which generally refers to the engage in organizing work and managing people to achieve organizational goals (Zhang et al. 2012). A problem lies in the fact that HR professionals and managers are constantly being confronted with the pressing challenge as to how they can engage the workforce. Embarking on studying the factors which may influence engagement is therefore necessary. The main purpose to perform this study is to search the main cause of employee engagement by using two factors namely; leadership behavior and work practices.

Objectives of the Study

- (i) To analyze the effect of empowering leadership behaviors on employee engagement
- (ii) To examine the effect of high performance work practices on employee engagement

This study addresses two broad research questions:

Research Question 1: What form of empowering leadership behaviors plays a significant role in engaging employees at work and how does it occur?

Research Question 2: Do high-performance work practices exist in Yangon University of Economics? If so, how do they impact on the level of employee engagement?

II. Method of the Study

The study is analytical in nature, and quantitative research techniques are used. In

this study, both primary and secondary sources of data are used. Primary data are collected through questionnaire while secondary data are taken from the various sources such as published reports, previous research papers and management text books concerning with leadership behavior, high performance work practices, and employee engagement from various fields, and internet.

Simple random sampling method is used in this study. Target population of this study is the administration staff from Yangon University of Economics. Survey method is used through questionnaire to collect the data needed to analyze the objectives of this study. Data are collected by using structured questionnaire for the administrative staff. Data are analyzed through frequency distribution tables, percentages, and, statistical analysis such as multiple linear regressions.

The total number of administrative staff in Yangon University of Economics is about "175". In this study, by using the formula developed by Yamane (1973) with 90% level of precision, the sample size is "79". Thus, it may not be representative of Universities of Myanmar as a whole or even of Universities in Yangon city as a whole.

III. Conceptual Framework of the Study

The main focus of this study is the impact of two main aspects: empowering leadership behaviors, high performance work practices. Based on the theory, previous research papers, and framework, the conceptual framework is developed. As described in Figure (1), the conceptual framework shows the independent variables and dependent variables used in the empirical analysis of this study. The independent variables are empowering leadership behaviors and high performance work practices. The dependent variable is employee engagement.

There are three significant elements of employee engagement: vigour, dedication absorption. For this study, engagement was the Utrecht measured on Engagement Scale (UWES) developed Work bν Schaufeli, Salanova. Gonzalez-Roma and Bakker (2002) and consisting of three subscales: vigour, dedication and absorption. Vigour was assessed by six items (e.g., 'At my work, I feel as if I am bursting with energy'). Dedication was measured by five items (e.g., 'I find the work that I do to be full of meaning and purpose'). The assessment of absorption included six items (e.g., 'When I am working, I forget everything else that is around me'). These items were rated on a 5-point Likert scale, ranging from (1) 'Never' to (5) 'Always'.

Leadership was measured by using the ELQ (Empowerment Leadership

Questionnaire) developed by Arnold et al. (2000). The measure includes five scales: participative decision making, showing concern/interacting with the team, leading by example, informing and coaching. Participative decision making was assessed by five 'Encourages work group members to express ideas suggestions'). Showing concern used five items (e.g., concern 'Shows for work group members' well-being'). Leading by example used five items (e.g., 'Sets high standards for performance by his or her own behavior'). Informing used five items (e.g., 'Explains company decisions'). Coaching used five items (e.g., 'Teaches work group members how to solve problems on their own'). Items were measured on a 5-point Likert scale from (1) 'Strongly Disagree' to (5) 'Strongly Agree'.

The study looked at various aspects of high performance work practices (HPWP) and adopted a common strategy that combined either single or multi-item measures of individual human resource practices in a unitary measure representing HPWP (Delery, 2001). Consequently, several measures were used in the study. This study adopted items from Snell and Dean (1992)that measure comprehensive developmental performance appraisal, reward systems and selective variables. Comprehensive training was assessed by four items (e.g., 'How staffing extensive is the training process for members of your work unit?'). Developmental performance appraisal used four items (e.g., 'How much effort is given to measuring employee performance?'). Reward systems used five items (e.g., this work unit are not very competitive for this industry'). 'The wages in Selective staffing consisted of five items (e.g., 'How extensive is the selection process for a job in this unit?'). Items were measured on a 5-point Likert scale from (1) 'Strongly Disagree' to (5) 'Strongly Agree'.

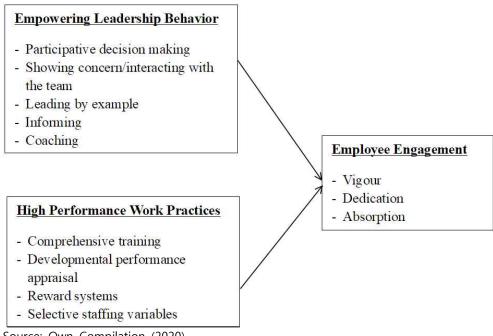


Figure 1. Conceptual Framework of the Study

Source: Own Compilation (2020)

In this study, the two major assumptions are developed: empowering leadership behavior such as participative decision making, showing concern/interacting with the team, leading by example, informing and coaching are relating to employee engagement; and there is an effect of high performance work practices on employee engagement of administrative staff in Yangon University of Economics. The concept adapted is that high performance work practices are a set of controllable practices such as comprehensive training, developmental performance appraisal, reward systems, selective staffing variables that the organization use to produce the response they want form their target person.

IV. Analysis and Results

The main purpose of the study is to analyze the effect of empowering leadership behaviors on employee engagement and to examine the effect of high performance work practices on employee engagement of administrative staff in Yangon University of Economics. The descriptive statistics was used to illustrate the profiles of the respondents, empowering leadership behaviors, high performance work practices and

employee engagement. Multiple linear regressions analysis was conducted to analyze the relationships between empowering leadership behaviors and employee engagement, and the relationship between high performance work practices and employee engagement.

1. Demographic Characteristics of Administrative Staff

The demographic data are based on some variables such as gender, age, marital status, number of years in the present position, and number of years in the present organization. Each characteristic has been analyzed in terms of absolute value and percentage, and the summary table of demographic characteristics is used to display these data more clearly. Table (1) shows the summary table of demographic characteristics of administrative staff.

Table 1. Demographic Characteristic of Administrative Staff

Particular	Number of Respondents	Percent		
Gender: Male	10	13		
Female	69	87		
Age: 18-30 years old	22	28		
31-40 years old	23	29		
41-50 years old	21	27		
51-60 years old	13	16		
Marital Status: Single	47	59		
	32	41		
Married				
Number of years (Current				
position)				
1-5	30	38		
6-10	20	25		
11-15	7	9		
16-20	10	13		
21-25	8	10		
26-30	3	4		
31 and above	1	1		
Number of years (Current				
Organization)				
1-5	21	26		
6-10	23	29		

11-15	7	9
16-20	11	14
21-25	10	13
26-30	6	8
31 and above	1	1
Total	79	100

Source: Survey Data, 2020

2. Empowering Leadership Behavior, High Performance Work Practices, and Employee Engagement of Administrative Staff

This part firstly provides administrative staff perception on empowering leadership behavior and high performance work practices. And then, administrative staff engagement is explored.

3. Empowering Leadership Behavior

In this study, empowering leadership behavior consists of participative decision making, showing concern/ interacting with the team, leading by example, informing, and coaching. The respondent's perception on empowering leadership behavior is summarized in Table (3).

Sr. No. Description Mean Values Participative Decision Making 3.901 1 2 Showing Concern/Interacting with the Team 3.886 Leading by Example 4.142 Informing 3.858 4 Coaching 3.997 Overall Mean 3.957

Table 3. Empowering Leadership Behavior

Source: Survey Data (2020)

The average mean value of perception on leading by example is high (4.142). This is the highest mean value among the mean values of variables under empowering leadership behavior. It can be concluded that the administrative staff feel that their leaders set high standards for performance by their own behaviors works as hard as they can, set good examples by the way they behave, work as hard as anyone in their work groups, and lead by example.

In briefly, the overall mean value of empowering leadership behavior is (3.957). It

can be concluded that the administrative staff of YUEco feel that their leaders' behavior are empowering in participative decision making, showing concern/interacting with the team, leading by examples, informing, and coaching.

4. High Performance Work Practices

In this study, comprehensive training, developmental performance appraisal, reward systems, and selective staffing variables are used as high performance work practices. The respondents' perception on high performance work practices are summarized in Table (4).

Mean Values Sr. No. Description 3.958 1 Comprehensive Training 2 Developmental Performance Appraisal 3.862 3 Reward Systems 3.741 Selective Staffing 4 4.079 Overall Mean 3.901

Table 4. High Performance Work Practices

Source: Survey Data (2020)

As shown in table, the highest mean value of selective staffing is (4.079). It can be concluded that administrative staff assume that a lot of importance is placed on the staffing process in their organization, the use of employee selection process for a job in their organization is extensive (eg., use of tests, interviews, etc.,.), selection emphasizes the employees' ability to collaborate and work in teams, and selection focuses on selecting the best all-around candidate, regardless of the specific job.

To sum things up, the overall mean value of high performance work practices is 3.901. It points out the administrative staff of Yangon University of Economics feel that the work practices of the organization are high performing in terms of comprehensive training, developmental performance appraisal, reward systems, and selective staffing.

5. Employee Engagement

In this study, vigour, dedication and absorption are applied as employee engagement. The mean values of respondents' engagement are described in Table (5).

Sr. No.	Description	Mean Values				
1	Vigour	3.854				
2	Dedication	4.066				
3	Absorption	3.924				
	Overall Mean	3.948				

Table 5. Employee Engagement

Source: Survey Data (2020)

As shown in the table above, the overall mean value of employee engagement is 3.948. It can be concluded that the engagement level of administrative staff in Yangon University of Economics is fairly high with regard to vigour, dedication and absorption.

6. Multiple Regression Analysis

Multiple regression analysis was performed to observe the relationship between the independent variables and dependent variable. The results of multiple linear regression analysis are shown in Table (6) to Table (8).

7. Analysis on the Effect of Empowering Leadership Behavior on Employee Engagement

This analysis intends to test the relationship between empowering leadership behavior and employee engagement. In this study, multiple linear regression analysis is conducted to test this relationship. The results for the effect of empowering leadership behavior and employee engagement are shown in Table (6).

Table 6. Effect of Empowering Leadership Behavior on Employee Engagement

Table 6. Effect of Empowering Leadership behavior on Employee Engagement						
Independent	Beta	Sig.	t	tolerance	VIF	
Variables						
Participative Decision Making	.219	.300	1.043	.193	5.186	
Showing Concern /	.104	.718	.363	.104	9.637	
Interacting with the Team						
Leading by Example	***.516	.007	2.789	.247	4.042	
Informing	.175	.508	.665	.122	8.197	
Coaching	384	.174	-1.373	.108	9.225	
R						
R Square						
Adjusted R Square						
Durbin-Watson						
F (P<0.05)						

Source: Survey Data (2020)

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

As shown in Table (6), R2 (proportion of the variance in the dependent variable accounted by model) is 0.381 and adjusted R2 is 0.339. Thus the model has accounted for 33.9% of the variance in the dependent variable.

It is found that the relationship between 'leading by example' and employee engagement is positively significant at 99 % confidence interval. A unit increase in 'leading by example' will lead to a .516 units increase in effect on employee engagement while taking all other independent variables at zero. However, the relationship between participative decision making, sowing concern/ interacting with the team, informing, and coaching and employee engagement is not significant.

There is no autocorrelation in sample because the Durbin Watson value is 1.602 (nearly 2). All VIFs (variance inflation factor) of independent variables are less than 10. Thus there is no problem of multicollinearity (correlation between independent variables). According to the results from the survey, it can be concluded that there is an effect of 'leading by example' on engagement of administrative staff in Yangon University of Economics.

To increase the level of engagement of administrative staff, 'leading by example' practices should be emphasized by leaders of Yangon University of Economics. All other empowering leadership behavior such as participative decision making, showing concern/ interacting with the team, informing, and coaching are not too supportive to increase the level of employee engagement.

8. Analysis on the Effect of High Performance Work Practices on Employee Engagement

This investigation also proposes to test the effect of high performance work practices on employee engagement. The results for the effect of high performance work practices on employee engagement are shown in Table (7).

Table 7. Effect of Fight Fertormance Work Fractices on Employee Engagement					
Independent	Beta	Sig.	t	tolerance	VIF
Variables					
Comprehensive Training	.035	.838	.205	.289	3.458
Developmental	.140	.364	.913	.363	2.754
Performance Appraisal					
Reward Systems	*.254	.072	1.824	.441	2.269
Selective Staffing	.248	.162	1.413	.276	3.628
R					.607
R Square				.369	
Adjusted R Square				.335	
Durbin-Watson				1.527	
F (P<0.05)				10.811	

Table 7. Effect of High Performance Work Practices on Employee Engagement

Source: Survey Data (2020)

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

As shown in Table (7), R2 is 0.369 and adjusted R2 is 0.335. Thus the model has accounted for 33.5% of the variance in the dependent variable. It is found that the relationship between reward systems and employee engagement is positively significant at 90 % confidence interval. The data finding analyzed shows that taking all other independent variables at zero, a unit increase in reward system will lead to a .254 units increase in effect on employee engagement. The assumption of this study points out that if rewards systems are properly configured, they contribute significantly to employee engagement is supported. The Ministry of Education uses a variety of awards. They are entitled to a fair wage and benefits within the organization, official policy to avoid compulsory redundancies, the right to participate in decision-making on important matters and establishing formal grievance procedures. Giving transparency and fair rewards to the entire workforce sends a positive message about the value of organizations which can increase efficiency and productivity, and reducing staff turnover.

The relationship between comprehensive training, developmental performance appraisal, and selective staffing and employee engagement is not significant.

There is no autocorrelation in sample because the Durbin Watson value is 1.527 (nearly 2). All VIFs of independent variables are less than 10. Thus there is no problem of multicollinearity.

According to the results from the survey, it can be concluded that there is an effect of reward systems on engagement of administrative staff in Yangon University of Economics. To enhance the level of engagement of administrative staff, reward system should be emphasized as an important high performance work practice of Yangon University of Economics. All other high performance work practices such as comprehensive training, developmental performance appraisal, and selective staffing are not too supportive to raise the level of employee engagement.

9. Analysis on Effect of Empowering Leadership Behavior and High Performance Work Practices on Employee Engagement

This examination also aims to test the effect of empowering leadership behavior and high performance work practices on employee engagement. The results for the effect of empowering leadership behavior and high performance work practices on employee engagement are shown in Table (8).

Tractices on Employee Engagement					
Independent	Beta	Sig.	t	tolerance	VIF
Variables					
Empowering Leadership	***.321	.006	2.799	.591	1.693
Behavior					
High Performance Work	***.385	.001	3.359	.591	1.693
Practices					
R					.640
R Square					.410
Adjusted R Square					.394
Durbin-Watson				1.541	
F (P<0.05)				26.370	

Table 8. Effect of Empowering Leadership Behavior and High Performance Work

Practices on Employee Engagement

Source: Survey Data (2020)

As shown in Table (8), R2 is 0.410 and adjusted R2 is 0.394. Thus the model has accounted for 39.4% of the variance in the dependent variable. It is found that the relationship between empowering leadership behavior and employee engagement is positively significant at 99 % confidence interval. The data finding analyzed shows that taking all other independent variables at zero, a unit increase in empowering leadership behavior will lead to a .321 units increase in effect on employee engagement.

The reason relates with empowering leadership behavior especially leading by example optimizes employee engagement, which in turn improves productivity and service quality. Leading by example correlates to setting high performance standards by the leaders based on their own behavior, tries as hard as they can, setting a good example by the way they behave, working as hard as anyone in their work group, and leading by example.

In addition, it is realized that the relationship between high performance work practices and employee engagement is positively significant at 99 % confidence interval. The data finding analyzed indicates that taking all other independent variables at zero, a unit increase in high performance work practices will lead to a .385 units increase in effect on employee engagement. This means regression analysis indicated that high performance work practices variables are positively related to employee engagement. More specifically, reward systems had positive and significant impact on the employee engagement. Reward expectations of administrative staff are match with reward systems provided by Yangon University of Economics. Reward systems consist of establishing fair pay and benefits systems, avoiding compulsory redundancies policy, allowing participation on decision making and providing formal grievance procedure or complaint resolution system.

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

In summary, there are synergies between leading by example and the configuration of reward systems. Combining empowering leadership behavior and high performance work practices will lead to optimize employee engagement.

There is no autocorrelation in sample because the Durbin Watson value is 1.541 (nearly 2). All VIFs of independent variables are less than 10. Thus there is no problem of multicollinearity. According to the results from the survey, it can be concluded that there is an effect of both of empowering leadership behavior and high performance work practices on engagement of administrative staff in Yangon University of Economics. To strengthen the engagement level of administrative staff, not only empowering leadership behavior but also high performance work practices should be emphasized as the important influencing factors on employee engagement.

V. CONCLUSION

The study extracted significant research findings that have emerged from the analysis of research data on empowering leadership behavior, high performance work practices, and employee engagement of Yangon University of Economics. Based on the results of findings from regression analysis, both of empowering leadership behavior and high performance work practices are important to increase the employee engagement.

Employees are engaged because of empowering leadership behavior consists of executing participative decision making, showing concern and interacting with the team members, leading by example, informing and coaching. Furthermore, high employee engagement organizations are implementing comprehensive training programs, establishing developmental performance appraisal, designing attractive reward systems and selecting the best fit employees.

However, according to the results from the analysis on the effect of empowering leadership behavior on employee engagement, to increase the level of engagement of administrative staff, 'leading by example' practices should be emphasized by leaders of Yangon University of Economics. All other empowering leadership behavior such as participative decision making, showing concern/ interacting with the team, informing, and coaching are not too supportive to increase the level of employee engagement.

Additionally, as stated by the findings from the analysis on the effect of high performance work practices on employee engagement, to enhance the level of engagement of administrative staff, reward system should be emphasized as an important high performance work practice of Yangon University of Economics. All

other high performance work practices such as comprehensive training, developmental performance appraisal, and selective staffing are not too supportive to raise the level of employee engagement.

After evaluating the institutional aspects of employee engagement, the conclusion is that there is a need to evaluate strategic HR practices using multilevel analysis that would consider both micro and macro contexts. The study discovers two general themes that play a significant role in employees' engagement at work – empowering leadership behavior and an appropriate high performance work practices – all of which are crucial in the development of employees, particularly the administrative staff of Yangon University of Economics.

1. Suggestions and Recommendations

Empowering leaders are expected to show their subordinates that they are actively involved in achieving the organization's goals. A leader has a strong role in dealing with subordinates with dignity and respect and in engaging them at work. This is because these leaders become a source of guidance and motivation for employees to become more engaged in the workplace. So a leader should treat subordinates with dignity and respect.

A leader who wants to be a role model for employees must have experience and knowledge. Witnesses bring a very knowledgeable leader in the field who brings experience with different stakeholders to the role. It gives the leader more skills in handling different types of stakeholders that employees need to learn. For example, a leader who leads the process will always look at the steps more than their employees and will lead the team toward their goals. Employees should make sure that a leader is not only a role model by showing positive traits, but also that they do what they say.

Rewards should be given not just for the individual effort but also for the effective team. Group rewards seem to be an important performance management system for these organizations. Therefore, there is a risk-sharing system in place to support the goals of the organizations. One of the most important things for any performance management system is to build a relationship between individual efforts and consequences. Most informants in interviews acknowledge that rewards are directly related to individual performance. Differences in rewards should represent differences in employee contribution. In addition, employees with higher accountability and responsibility should be rewarded more highly.

Favor and networking can play a huge role in job success. Social network is important in building relationship within organizations. Social relationships affect business and operations performance. When used in a positive way, social connection

is considered a powerful tool in helping to maintain competitive advantage and superior performance. Employees will be truly unhappy if the reward system is based on 'favoritism' and when there is a lack of transparency. In addition, although many scholars have replaced traditional staff-based awards with performance-based awards, some of the organizations still use traditional rewards.

level of participation The in decision making determined how much access or influence organization members had on decisions. **Employee** involvement in decisions can indeed produce an engaged workforce (Bakker & Demerouti 2007). In this study, the popular model that the organization should use to inform employees about the long-term impact of organizational programs is consultative participation which refers to the context of direct involvement. Organizations should provide an effective formal grievance system so that employees can voice their opinions in regard to work-related issues.

In conclusion, empowering leadership behavior and high performance work practices have been found to have a significant and positive relationship with employee engagement. This study demonstrates the important of empowering leadership behavior in a modern workforce organization that is characterized by high autonomy and decentralization. In addition, despite some shortcomings in this system, there is evidence that high-performance work practices exist in these organizations. One aspect of the evidence is the application and adoption of high-performance practices in the organization's vision and mission to ensure that all organizational plans are aligned with the concept of being a high-performing organization.

2. Contributions of the Study

This study makes a number of contributions to the research on HRM. In general, research creates new knowledge related to the employees' experiences in their job and the influences of those experiences on engagement. This study helps the HRM field by focusing on interactive processes that affect employee engagement in the workplace.

HR practices do not work in isolation; analyzing different factors is important to understand how employees get involved. In addition, the support of this study helps to understand the complex relationship between empowering leader practices and individual engagement, and to adapt managers to their efforts to improve the level of engagement of their subordinates. The results of this research are likely to have significant implications for practitioners. The hope is that understanding such relationships will increase the effectiveness and efficiency of high performance work practices adoption, leadership selection, and staff development.

The significant HR practices identified in this study can help managers to

understand why employees are engaged or disengaged at work. An important role of any organization is to provide an environment that enhances the potential of individual employees. In general, University of Economics in Myanmar; other business universities; Universities of arts and sciences; professional groups; organizations; HR groups; all managers and staff need to play an active role in enhancing employee engagement.

3. Limitations of the Study

Research has many limitations. First, information obtained from the different job specifications or specializations of different employees is generally made the findings of the administrative staff of the Yangon University of Economics. Second, other stakeholders, such as teaching staff and top management leaders, are not included in the study. Opinions of administrative staff may differ significantly from those of teaching staff and top managers, especially in terms of HR practices.

Third, a larger sample will give a more significant result for better results. However, that is unable for this study due to limited resources and time. Finally, the university, government organization, context may limit the overall likelihood of research findings. The study may not be generally applicable to other private and non-governmental organizations, as workplace characteristics and organizational characteristics will vary.

4. Needs for Further Studies

Future research should focus on studying the different organization groups in Myanmar to examine different views in regard to employee engagement. Despite rapidly changing market conditions and environments in the developing countries, research published on Asian HRM is still lacking. Since this study found that institutional context drives organizational practices, future research ought to focus on Asia-driven phenomena. Studies on other Asian countries may develop a similar outlook or a quite different one. It would be interesting to see just how much context matters.

Acknowledgements

First and foremost, we would like to thank Rector, Pro-rectors of Yangon University of Economics giving us an opportunity to write this research paper. Secondly, we would like to show our heartfelt gratitude to Professors from Department of Management Studies for their supervision, inspirations, and moral support for the completion of this work successfully. We would also like to thank administrative staff from Yangon University of Economics answered questionnaire for this research. They all kindly share with us their knowledge, experience and information about empowering leadership behavior, high performance work practices and their engagement level. Finally, our special thanks go to all our colleagues from the Department of Management Studies, and friends for their kind consideration, support, and encouragement throughout the period of writing this paper.

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The Myanmar JOURNAL

- Volume 9 Number 1 February 2022

28 February 2022

Yangon University of Economics (Myanmar) Korea Myanmar Research Association (Korea) 2014~, Semiannual ISSN: 2383-6563(Online)

Co-published with Yangon University of Economics (YUE) and Korea Myanmar Research Association (KOMYRA)

http://www.komyra.com/doc/submission.php