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Letter from the Editor-in-Chief

Myanmar and Korea have many similarities and are complementary relationship. Therefore, we believe that research exchange will expand mutual understanding between Myanmar and Korea, and will be the cornerstone for mutual development.

KOMYRA and YUE have co-published The Myanmar Journal since August 2014. So far, many scholars have published numerous papers through the journal, and We are sure that this journal has helped many people understand Myanmar and Korea more clearly and closely.

The Myanmar Journal covers various issues in Myanmar and Korea. It covers various topics that can promote bilateral development and mutual understanding, not limited to specific topics such as economy, industry, 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.

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Youngjun Choi *yj choi*

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

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The Effects of Work Engagement on Individual Work Performance in University of Co-operative and Management, Sagaing

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ABSTRACT : This study aims about the relationship of work engagement and individual work performance of staffs in University of Co-operative and Management, Sagaing. The objectives of the study are to analyze the effects of work engagement dimensions on task performance, contextual performance and counterproductive behavior of staffs in University of Co-operative and Management, Sagaing. This study uses both primary and secondary data. There are 185 teaching and administrative staffs in University of Co-operative and Management, Sagaing. Primary data are collected from 94 teaching and administrative staffs by using simple random sampling method and these respondents represent (51%) of staffs in University of Co-operative and Management, Sagaing. The structured questionnaire is used to collect these primary data. Descriptive statistics, correlation analysis and multiple regression analysis are applied to analyze the collected data. The study found that dedication is the most important factor in this study. Dedication effects on task performance, contextual performance and counterproductive behavior. Dedication has positive effects on task and contextual performance and negative effects on counterproductive behavior. Absorption has positive effect on task performance. Therefore, management of university, sagaing should emphasize on work engagement of staffs to increase individual work performance.

Key words : *Work Engagement, Individual Work Performance*

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I. Introduction

The work force of the organization plays a critical role in achieving the goals of the organization. The success of the organization is linked with the performance of the employees associated with the organization. To compete in the current dynamic environment, organizations require employee who proactive, initiative and remain dedicated to performing at high level (Purcell, 2014). Employee engagement is one of the key determinants fostering high levels of employee performance (Macey et al., 2009). An engaged employee continues themselves to meet the organization's needs by taking initiative, proactive, reinforces and supports the organization's culture and values.

Engaged employees aware of determination and commitment towards the work and the organization and continuously strives for the success of the organizational goals. Engaged employees will devote their physical effort, mind and abilities to the organization (Rana et al., 2019).

Employee work performance is reflected as an aggregated value to an organization by the set of behaviors that an employee contributes in both forms as directly or indirectly to the organization goals (Rotundo & Sackett, 2002). Work performance consists of task performance or in-role performance and contextual performance or extra-role performance, and counterproductive behavior (Rotundo & Sackett, 2002).

Employee engagement is important in all industries, but the service industry like education sector in particular. The role of education in the 21st century plays an important part in the life of every individual. Education facilitates to improve overall quality of life, health and social well-being. A step ahead, the higher education is touted to lead to a number of benefits to an individual. Higher education cultivates and shape students by educating required skills, cultural differences and right career prospects. Therefore, having quality teaching and engaged faculty members are the strength of higher education organization. An engaged faculty members express a high degree of involvement, dedication, and commitment in the profession. Staffs in higher education sector need to be completely engaged and consequently high-quality teaching can be imparted to the students. Teaching and administrative staffs' work engagement is an essential issue for all the higher educational institutions.

According to the current situation of Myanmar, organizations face various challenges and dynamic changes. Among the various challenges, University of Co-operative and Management, Sagaing try to improve the university ranking level by providing the facilities, and encouraging research activities for staffs. To increase

university ranking level, teaching and administrative staffs' engagement is included one of the most important factors. Because engaged staffs continuously strive for the goals and success of the university. So, university management committee need to know the engage situation of their teaching and administrative staffs and how its effects on their performance. Therefore, this study aims to analyze the effects of work engagement dimensions on individual work performance of teaching and administrative staffs in University of Co-operative and Management, Sagaing.

1. Objectives of the Study

This research aims to analyze the effects of work engagement on individual work performance of staffs in University of Co-operative and Management, Sagaing.

The specific objectives are as follows:

(1) To analyze the effects of work engagement dimensions on task performance of staffs in University of Co-operative and Management, Sagaing.

(2) To analyze the effects of work engagement dimensions on contextual performance of staffs in University of Co-operative and Management, Sagaing.

(3) To analyze the effects of work engagement dimensions on counterproductive behavior of staffs in University of Co-operative and Management, Sagaing.

2. Scopes and Methods of the Study

This research focuses on the effects of work engagement on individual work performance of staffs in University of Co-operative and Management, Sagaing. It focuses on vigor, dedication and absorption as work engagement and it also focuses on task performance, contextual performance and counterproductive behavior as individual work performance. According to the structure of university, there are (15) departments and (94) teaching and (91) administrative staffs in university. The primary data are collected from (56) teaching and (38) administrative staffs of university by using simple random sampling method. These respondents are totally (94) staffs and (51%) of staffs in university. Structured questionnaire is used to collect these primary data. Items of the questionnaire are measured with five-point Likert Scale. Secondary data are gathered from the relevant text books, journals, previous research papers. Descriptive statistics, correlation analysis and multiple regression analysis are used to analyze the effects of work engagement dimensions on individual work performance. Data collection period was the first week of December, 2021.

II. Literature Review

Work engagement as a psychological state as the harassing of organization members selves to their work roles in other words, people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn,1990). Kahn (1990) urged that engaged individuals are organized to invest their personal resources, in the form of time and effort, to the successful completion of their task. Engagement is greatest when an individual is steering personal energies into physical and emotional labors.

Work engagement is the investment of an employee's physical, cognitive, and emotional energies into work performance (Robbins and Judge, 2018). To evaluate employee engagement, organization need to ask employees whether they have access to resources and opportunities to learn new skills, whether they feel their work in important and meaningful, and whether interactions with co-workers and supervisors are rewarding (Robbins and Judge, 2018).

An engaged employee is aware of his / her responsibilities and works with co-workers to improve performance of the organization. The organization must work to develop and nurture engagement which requires a two-way relationship between employer and employee (Robinson et al., 2004). Employee engagement is a positive work-related state of mind that includes high levels of energy, enthusiasm, and identification with one's work (Noonan, 1998).

Employee engagement is a distinct construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance, it is also positive, fulfilling, work-related state of mind that is namely vigor, dedication and absorption (Saks, 2006). Vigor refers to high levels of energy and mental resilience while working, the willingness to invest effort in work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenges at work. Absorption comprises fully concentrated, happy, and deeply engrossed in work and one has difficulty removing oneself from work (Rana et al., 2019).

Individual work performance is behaviors or actions that are relevant to the goals of the organization rather than the results of these actions and consists of behaviors. It is under the control of the individual behavior, thus does not including behaviors that are constricted by the environment (Koopmans L et al., 2013).

According to the Koopmans (2014), individual work performance consisted of three generic dimensions: task performance, contextual performance, and counterproductive work behavior. Task performance means the proficiency of an

employee that performs central job tasks. Moreover, task performance is defined as the degree to which an individual meets or exceeds expectations about focal role requirements (Borman & Motowidlo, 1993). Task performance involves the effectiveness in which employees perform the activities that are formally part of their job and contribute to the organization's technical core and studied that appropriate performance referred to those behaviors that maintained the vast social environment in which the technical core must function.

Contextual performance tends to promote desirable organizational behavior. Contextual performance, in contrast, refers to behaviors that contribute to the culture and climate of the organization, in other words, the context within which transformation and maintenance activities are carried out. Volunteering for extra work, persisting procedures, and supporting or defending the organization are all examples of contextual performance behaviours (Motowidlo & Schmit, 1999).

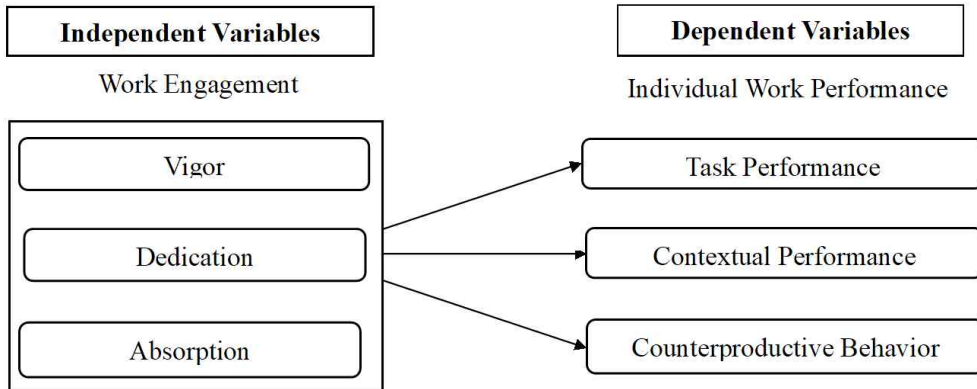
The counterproductive work behavior refers to behavior that is harmful to the well-being of the organization and intentionally hinder organizational goal accomplishment (Koopmans, 2014; Colquitt, Lepine, & Wesson, 2015). There are many kinds of counterproductive behavior that can be grouped into more specific categories such as production deviance, property deviance, political deviance and personal aggression (Colquitt, Lepine, & Wesson, 2015). Property deviance refers to behaviors that harm the organization's assets and possessions. Production deviance is directed against the organization but focuses specifically on reducing the efficiency of work output. Political deviance refers to behaviors that intentionally disadvantage other individuals rather than the larger organization (Colquitt, Lepine, & Wesson, 2015).

Umer (2017) demonstrated that there was a positive effect of employee engagement on job performance. Employee engagement had a significant positive effect on job performance and employee performance (Ismail et al., 2018, Sendawula et al., 2018). Work engagement plays an important role in relation to job performance in addition to that personal resources, job resources, and turnover intention (Kim et al., 2019). Othman and Mahmood (2019) discussed that high potential employee engagement had a positive and significant effect on individual work performance. Ngwenya and Pelsler (2020) support the previous studies Othman and Mahmood (2019) revealed that employee engagement has a positive relationship with employee performance. Adrianto and Riyanto (2020) study identified that by explaining employee engagement had a positive relationship with individual performance. Omoankhanlen and Emmanuel (2021) stated that there was positive relationship between vigor, dedication and absorption and task performance. Den Hartog and Belschak (2012) also identified that there was negative relationship between engagement and counterproductive behavior. Sittar (2020) proposed that

work engagement was correlated with the job performance of university teachers.

Based on the literature reviews, the conceptual framework of the study is formed and shown in Figure (1).

Figure 1. Conceptual Framework



Source: Own Compilation based on Previous Studies

As shown in the proposed conceptual framework of this study, the dependent variable is individual work performance and independent variables are work engagement. This study explores the effects of work engagement dimensions on individual work performance.

This study uses the Utrecht Work Engagement Scale (UWES; (Schaufeli & Bakker, 2003). Due to the fact that UWES has been validated across many cultures, researchers have acknowledged that it can be used as an unbiased instrument to assess work engagement because the three-factor model has proven cross-national validity (Storm & Rothmann, 2003 as cited in Umer, 2017). The Utrecht Work Engagement Scale (UWES) assesses work engagement in three dimensions, including vigor, dedication, and absorption (Schaufeli & Bakker, 2003). In addition, individual work performance of staffs measured by adapting the individual work performance scale of Koopmans (2014) that include task performance, contextual performance, and counterproductive work behavior.

III. Analysis of the Results

In order to meet the objectives of the study, 94 respondents' perception of work engagement and individual work performance are analyzed. Table (1) illustrates the demographic profiles of the 94 respondents that include gender, age, educational

qualification, occupation and working experience of the respondents.

Table 1. Demographic Profile of the Respondents

	Particular	No. of Respondents	Percentage (%)
I	Gender		
	Male	10	11
	Female	84	89
	Total	94	100
II	Age		
	30 years and under	19	20
	31 – 40 years	41	44
	41 – 50 years	20	21
	51 years and above	14	15
	Total	94	100
III	Education		
	Bachelor Degree	38	40
	Master Degree	54	58
	Ph.D.	2	2
	Total	94	100
VI	Occupation		
	Teaching	56	60
	Administration	38	40
	Total	94	100
V	Working Experience		
	5 years and under	9	10
	6 – 10 years	41	43
	11 – 15 years	13	14
	15 years and above	31	33
	Total	94	100

Sources: Survey Data (2021)

According to Table (1), it can be found that out of 94 respondents from 15 departments of University of Co-operative and Management, 11 % are male and the rest 89% are female. It revealed that female staffs are greater than male staffs in this research. Concerning the age of respondents in University of Co-operative and Management, Sagaing, 20% of the respondents fall into the age category of 30 years and under, 44 % belong to the age group 31 – 40, 21 % belong to 41 – 50, and the rest 15% of the respondents are at the age of 51 years and above.

In addition, as far as educational background of the respondents of University of Co-operative and Management, Sagaing is concerned, 40% are bachelor degree holders, 58% are master degree holders and the rest 2% of the respondents got the Doctor of Philosophy (Ph.D.). Concerning the occupation of respondents, 60% of respondents are teaching staff and the rest 40% of respondents are administrative

staff. Concerning the working experience of the respondents, 10% of the respondents have 5 years and under, 43% of the respondents have between 6- and 10-years working experience, 14% of the respondents have between 11- and 15-years working experience and the remaining 33% of the respondents belongs 15 years and above working experience.

The respondent's perception towards work engagement and individual work performance are analyzed by descriptive statistics. The reliability of the scale is assessed by using Cronbach alpha coefficient. According to the Nunally (1978), the level of Cronbach alpha, 0.60 or above is considered to be acceptable of construct.

Table 2. Reliability Test of the Variables

Sr. No.	Particular	No. of items	Cronbach's Alpha
1	Vigor	6	0.664
2	Dedication	5	0.673
3	Absorption	6	0.771
4	Task Performance	5	0.842
5	Contextual Performance	8	0.809
6	Counterproductive Behavior	5	0.800

Source: Survey Data (2021)

As described in Table (2), all the constructs namely vigor, dedication, absorption, task performance, contextual performance and counterproductive behavior exhibit adequate reliability with internal consistency values of 0.664,0.673,0.771,0.842,0.809 and 0.800 respectively. The alpha value of the variables is greater than recommended 0.60. Thus, the alpha values of all variables have the acceptable levels and the results of the questionnaire are suitable for further analysis of the study.

The correlation of the independent variables; work engagement (vigor, dedication and absorption) is tested to show their correlation with dependent variables; individual work performance (task performance, contextual performance and counterproductive behavior). The results of the correlations of measured variables are shown in Table (3). Correlation is the statistical technique that can show whether and how strongly pairs of variables are related.

Table 3. Correlation Analysis among Variables

	Variables	VIR	DE	AB	TP	CP	CB
VIR	Pearson Correlation Sig.(2-tailed)	1					
DE	Pearson Correlation Sig.(2-tailed)	0.686** 0.000	1				
AB	Pearson Correlation Sig.(2-tailed)	0.567** 0.000	0.477** 0.000	1			
TP	Pearson Correlation Sig.(2-tailed)	0.466** 0.000	0.477** 0.000	0.464** 0.000	1		
CP	Pearson Correlation Sig.(2-tailed)	0.474** 0.000	0.527** 0.000	0.370** 0.000	0.594** 0.000	1	
CB	Pearson Correlation Sig.(2-tailed)	-0.316** 0.002	-0.343** 0.001	-0.165 0.112	-0.087 0.403	-0.16 5 0.111	1

Source: Survey Data (2021)

**Correlation is significant at the 0.01 level (2-tailed)

VIR = Vigor, DE = Dedication, AB= Absorption

TP = Task Performance, CP = Contextual Performance, CB = Counterproductive Behavior

According to Table (3), there are significantly relationships between all variables at 1% level. The correlation between Vigor and Task Performance indicates that there is a positive significant relationship with coefficient correlation $r = 0.466$ with $p < 0.01$. The correlation between Vigor and Contextual Performance also has positive significant relationship with coefficient correlation $r = 0.474$ with $p < 0.01$. However, Vigor has negative significant relationship with Counterproductive Behavior with value ($r = -0.316$, $P < 0.01$) at 1% significant level. It is found that if the teaching and administrative staffs of university have high level of energy at work, continuous working for a long period of time and always persevere even when things do not go well, will increase their task performance, contextual performance and reduce counterproductive behavior.

In addition, Dedication toward Task performance and Contextual performance are correlated at 1% level of significant. According to the above Table (3), the calculated value of correlation coefficient for dedication towards Task performance and Contextual performance are 0.477 and 0.527 respectively, there are positive and strong relationship between Dedication and Task and Contextual performance. But

Dedication has negative correlation with Counterproductive Behavior with value ($r = -0.343$, $P < 0.01$). This analysis of results found that if the teaching and administrative staffs of university have enthusiastic about their job and proud their job, will increase their task performance, contextual performance and remove counterproductive behavior.

Finally, Absorption toward Task performance and Contextual performance are correlated at 1% significant level. Based on the above Table (3), the calculated value of correlation coefficient for Absorption towards Task performance and Contextual performance are 0.464 and 0.370 respectively, there are positive and strong relationship between Absorption and Task and Contextual performance. However, there is no relationship between Absorption and Counterproductive Behavior with value ($r = -0.165$, $P > 0.1$). This analysis also found that if the teaching and administrative staffs of university feel happy when they are working intensely, their task performance and contextual performance will increase.

As the main analysis, the study applied the multiple regression analysis to test the first objectives towards the effects of work engagement dimensions on task performance. Regression analysis is a set of statistical process for estimation the relationship among variables. It helpful to understand how the value of the dependent variable is varied, while the other independent variables are held fixed.

Table 4. Multiple Regressions Analysis of Work Engagement Dimensions and Task Performance

Dependent Variable (Education)	Standardized Coefficient	t test	Sig
	Beta		
Constant		3.304	0.001
Vigor	0.143	1.099	0.274
Dedication	0.255**	2.093	0.039
Absorption	0.262**	2.438	0.017
Adjusted R2	0.287		
F value	13.458*		

According to the Table (4), results of the regression analysis show that the variance in the dependent variable (Task performance) is revealed with adjusted R square of 0.287 and F-value 13.458 with three independent variables (Vigor, Dedication and Absorption). This study reveals that three independent variables mentioned above contribute or explain up to 28.7 percent of the variance in Task performance in University of Co-operative and Management, Sagaing.

The regression coefficient between Dedication and Task performance is 0.255 ($t = 2.093$, $p = 0.039$, $p < 0.05$). Dedication and Task performance are associated with 5% significant level. Moreover, the regression coefficient between Absorption and

Task performance is 0.262 ($t = 2.438$, $p = 0.017$, $p < 0.05$). This value is significant at 5% significant level. This shows that Dedication and Absorption towards Task performance are positive effect. However, the regression coefficient between Vigor and Task performance is 0.168 ($t=1.291$, $p= 0.274$, $p > 0.1$). P-value is greater than 0.1. There is a not significant between two variables and Vigor does not effect on Task performance in this study. It is found that the teaching and administrative staffs of university have high level of energy at work, continuous working for a long period of time and always persevere even when things do not go well. Therefore, they managed plan well and they were able to perform their work well within minimal time and effort.

In addition, the study also applied the multiple regression analysis to test the second objectives towards the effects of work engagement dimensions on contextual performance.

Table 5. Multiple Regressions Analysis of Work Engagement Dimensions and Contextual Performance

Dependent Variable (Education)	Standardized Coefficient	t test	Sig
	Beta		
Constant		4.918	0.000
Vigor	0.168	1.291	0.200
Dedication	0.363*	2.985	0.004
Absorption	0.102	0.946	0.347
Adjusted R2	0.286		
F value	13.390*		

Source: Survey Data (2021)

*, **, ***: Indicate statistical significance at the 1% level, 5% level and 10% level.

According to the Table (5), the results of the regression analysis show that the variance in the dependent variable (Contextual performance) is revealed with adjusted R square of 0.286 and F-value 13.390 with three independent variables (Vigor, Dedication and Absorption). This study reveals that three independent variables mentioned above contribute or explain up to 28.6 percent of the variance in contextual performance in University of Co-operative and Management, Sagaing.

The regression coefficient between Dedication and Contextual performance is 0.363 ($t = 2.985$, $p = 0.004$, $p < 0.01$). Dedication and Contextual performance are associated with 1% significant level. This means that there are positive effects of Dedication on Contextual performance. The regression coefficient between Vigor and Contextual performance is 0.168 ($t=1.291$, $p= 0.200$, $p > 0.1$). P-value is greater than 0.1. This means that Vigor has no effects on Contextual performance in this study. The regression coefficient between Absorption and Contextual performance is 0.102 ($t=0.946$, $p= 0.347$, $p > 0.1$). P-value is greater than 0.1. There is no effect of

Absorption on Contextual performance. This analysis of results found that the teaching and administrative staffs of university have enthusiastic and proud about their job. They took on extra responsibilities and participate actively in work.

Finally, the study also applied the multiple regression analysis to test the third objectives of the study, the effects of work engagement dimensions on counterproductive behavior.

Table 6. Multiple Regressions Analysis of Work Engagement Dimensions and Counterproductive Behavior

Dependent Variable (Education)	Standardized Coefficient	t test	Sig
	Beta		
Constant		6.507	0.000
Vigor	-0.177	-1.219	0.226
Dedication	-0.247***	-1.809	0.074
Absorption	0.053	0.444	0.658
Adjusted R2	0.103		
F value	4.558*		

Source: Survey Data (2021)

*, **, ***: Indicate statistical significance at the 1% level, 5% level and 10% level.

According to the Table (6), the results of the regression analysis show that the variance in the dependent variable (Counterproductive behavior) is revealed with adjusted R square of 0.103 and F-value 4.558 with three independent variables (vigor, dedication and absorption). This study reveals that three independent variables mentioned above contribute or explain up to 10.3 percent of the variance in counterproductive behavior in University of Co-operative and Management, Sagaing.

The regression coefficient between Dedication and Counterproductive behavior is - 0.247 (t = - 1.809, p = 0.074, p < 0.1). P-value is less than 0.1. Dedication and Counterproductive behavior are associated with 10% significant level. Dedication has negative effects on Counterproductive behavior. The regression coefficient between Vigor and Counterproductive behavior is - 0.177 (t= - 1.219, p= 0.226 p>0.1) and Absorption and Counterproductive behavior is 0.053 (t=0.444, p=0.658, p>0.1). It is means that Vigor and Absorption does not effect on Counterproductive behavior in this study. This analysis also found that the teaching and administrative staffs of university feel happy in their work. They do not speak with colleagues or other outside people about the negative aspects of their work.

IV. Findings and Discussion

The main aim of this study is to analyze the work engagement and individual work performance of staffs in University of Co-operative and Management, Sagaing. Correlation results show that there is positive significant relationship between vigor and task and contextual performance and negative significant relationship between vigor and counterproductive behavior. This study revealed that the more encourage improving vigorous behavior, the more increase task and contextual performance of staffs in University of Co-operative and Management, Sagaing. In other words, the elements of vigor such as handling task with energy, perseverance and strong and vigorous in job goes in the same positive direction with task and contextual performance and goes in the negative direction with counterproductive behavior among staffs in university. Therefore, university management needs to encourage staffs to improve level of willingness to undertake tasks even the face of challenges. The present of vigorous staffs increase not only the individual performance but also organization's performance and also reduce chances of staff turnover or intention to quite from current job and organization.

In addition, correlation results indicate that there are positive and strong relationship between dedication and task and contextual performance and negative relationship between dedication and counterproductive behavior. This study indicates that staffs who possess high level of dedication can increase their task and contextual performance and reduce counterproductive behavior. In other words, the elements of dedication such as handling task with excited, proud a job, inspired and enthusiastic at job goes in the same positive direction with task and contextual performance and goes negative direction with counterproductive behavior among staffs in university. Therefore, university management need to consider dedication is a first priority in the staff selection criteria especially in selecting teaching / academic staff.

Finally, there are positive and strong relationship between absorption and task and contextual performance. In other words, the elements of absorption like getting immersed on the job, being carried away on the job and not easily separated from the job goes in the same positive direction with task and contextual performance among staffs in university. Therefore, university management needs to know the absorption level of staffs to improve the level of individual performance.

According to the multiple regression analysis results, dedication is the most important factor in this study. Dedication effects on task performance, contextual performance and counterproductive behavior. Dedication has positive effects on task and contextual performance. It can be found that more dedicated staffs more

increase task performance and contextual performance than the lower dedicated staffs. Dedication has negative effects on counterproductive behavior and it revealed that more dedicated staff does not behave the counterproductive behavior such as complained about unimportant matters at work, spoke with colleagues about the negative aspects of work and make problems rather than the positive aspects. In addition, absorption has positive effect on task performance and it is meaning that staff who have high absorption more productive task performance than the less others.

The results of this study ensure that work engagement of teaching and administrative staff is an important predictor for individual work performance of staff in university. Some dedicated staffs with respect to their work leads to higher work performance, hence the cognitive and emotional association of staffs towards their work demand is crucial for outperforming their targets as well as contribution towards university goals and objectives.

Apparently, this study harmony with similar previous study like Omoankhanlen and Emmanuel (2021), study of "work engagement and individual work performance of microfinance banks in rivers state, Nigeria. They stated that there is positive relationship between vigor, dedication and absorption and task performance. Also supports the findings of Den Hartog and Belschak (2012) identified a negative relationship between engagement and counterproductive behavior. This study findings also consistent with the finding of Sittar (2020), proposed that work engagement is correlated with the job performance of university teachers.

V. Conclusion

The aim of the study was to find out the relationship between work engagement and individual work performance of staff in University of Co-operative and Management, Sagaing. 94 teaching and administrative staffs are studied as a sample. Correlation and multiple regression analysis were applied. According to the analysis of the results, this study contributes to the university by suggesting ways to enhance their staff's individual work performance. Individual work performance is evaluated by the perception of teaching and administrative staffs on their task performance, contextual performance and counterproductive work behavior.

We would like to suggest university management committee not only needs to carefully set staff selection criteria based on the standard attitude, personality and quality that must have for academic and administrative staffs in university but also choose the teaching and administrative staffs by making systematic and effective

selection process. In addition, university management committee need to maintain the current engagement level of staffs and also encourage to increase engagement level by providing facilities like IT infrastructure, safety and standard apartments or housing, transportation, and so on. Finally, we also would like to suggest university management committee should emphasize in stimulating work engagement among their staffs by creating environment that foster their emotional, cognitive and behavioral component like create person-job fits organization and provide resources to foster staff growth learning and development.

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