YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF VIRTUAL LEADERSHIP PRACTICES ON WORK ENGAGEMENT AND EMPLOYEE PERFORMANCE IN MYANMAR TELECOMMUNICATION INDUSTRY

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EMBA II – 87
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ACADEMIC YEAR (2019 – 2022)

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

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ACCEPTANCE

This is to certify that the thesis entitled **"The Effect of Virtual Leadership Practices on Work Engagement and Employee Performance in Myanmar Telecommunication Industry"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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December, 2022

ABSTRACT

The aims of this study are the effect of virtual leadership practices on work engagement and the effect of work engagement on employee performance in Myanmar Telecommunication Industry. Primary data are collected from 150 non-managerial employees of selected five telecom companies by using two stage sampling method with structured questionnaire. In addition, primary data are also collected by interviewing with respected managers from selected five telecom companies. Secondary data are collected from documents and previous papers. Descriptive statistics and multiple egression method are used in this study. This study indicates that communication and coordination have positive effect on vigor and absorption. In addition, communication, trust and coordination have positive effect on dedication of work engagement. Finally, vigor, absorption and dedication have positive effect on employee performance. Virtual leadership practices are becoming essential for modern working style. According to this study, virtual leadership practices need to be used in the Myanmar telecommunications industry. The leaders' virtual leadership practices (communication, coordination and trust) effect to the improvement of employee performance. This study approved that virtual leadership practices are important for the work engagement and employee performance of Myanmar telecommunication industry. Hence COVID-19 hid to Myanmar in 2020, all telecom companies shifted their daily operation from physical workplace to virtual workplace. By using of virtual leadership practices, employee may engage more in their daily routing work and employee performance may improve significantly.

ACKNOWLEDGEMENTS

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ATOM	:	Advance Telecommunication of Myanmar
COVID-19	:	Coronavirus disease (2019)
ICT	:	Information and Communication Technology
KDDI	:	Kokusai Denshin Denwa International
MOTC	:	Ministry of Transport and Communications
MPT	:	Myanmar Post and Telecom
MyTel	:	Myanmar Telecomm

CHAPTER 1
INTRODUCTION

Behind a successful team, there will always be good leadership. For successful organizations and teams, leadership is the most important thing. A good leader can bring the team to its utmost achievement, and a bad leader may lead the team to trouble and failure. There are a lot of theories of leadership that have been approved and used for several decades. Several leadership practices have been used and have been approved by most world-leading companies, which encouraged me to write this thesis. Once COVID-19 hit the world, 90% of global corporations had to change their ways of working from home. This demonstrates the importance of virtual leadership for companies, organizations, or corporations that have changed to a Work-From-Home nature or practices.

Virtual leadership is famous in the current global crisis under COVID-19. Social distancing ushered in a new era of corporate working styles. It is very difficult to maintain the current structure and succeed for all corporations as this is strange for us. Virtual leadership is a form of leadership in which teams are managed remotely and by using virtual tools. As with traditional leadership roles, virtual leaders focus on motivating team members and supporting teams to achieve their goals. Virtual leaders adopt a different management style compared to leading in an office, as team communication is not yet done in person, but rather through online and virtual mediums. A virtual leader has some different skillsets to lead the team.

There are several successful virtual leadership practices defined for virtual teams, but the three most important virtual leadership practices are communication, trust, and coordination. Communication is defined as the transmission and exchange of information and data using common symbols between two or more members of a team in an appropriate manner Katz & Kahn (1978). Trust is one of the most important things for a successful team. Leaders need trust to be productive, cohesive, and successful. It builds confidence among team members toward common goals and objectives. Overcoming fears and establishing a speak-up organization. Through trust, team members respect each other, support each other, and share ideas and knowledge with each other. There are several definitions of coordination, but no one can deny that coordination is of the utmost importance to making a big team or successful organization. Coordination in a virtual

team is the synchronization and integration of tasks, activities, and responsibilities to ensure that the resources are used most efficiently for specific objectives.

Good virtual leadership practices can create best-work engagement between leaders and employees in that kind of global crisis. Work engagement is the happiness of employees in their jobs or organization with an attitude like loyalty and pride. Employees being actively invested in their jobs and teams in highly engaged teams or companies. There are three things to check the work engagement in a virtual team: vigor, dedication, and absorption. "Vigor" means an employee's physical and mental strength or good health to perform all tasks in a virtual team. "Vigor" indicates an individual's willingness to devote effort to their job, perform high levels of energy at work, and tendency to remain bent on difficulties of failure. Dedication means the quality of being dedicated or committed to a task or purpose of the goal. Dedication refers to a strong identity at work and includes feelings of inspiration, pride, and challenge. Absorption is characterized by the individual's preoccupation with work and doing it happily, and by increased experiences directed towards a specific situation, person, or behavior (Kandil & Mustafa, 2021).

Employee performance is how our virtual team members behave at work and how well they perform the tasks the leader has assigned to them. The higher the employee's performance, the higher his or her ranking in the company. Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. Referring to the effectiveness, quality, and efficiency of their output. Performance also contributes to assessment of how valuable an employee is to the organization. Each employee is a serious investment for a company, so the return that each employee provides must be significant.

There is a way to communicate each other by using post services, mailing services and phone call for all citizen in every nation. But telecommunication service become the favorite communication service in modern world. Starting from 2G only voice call support till 4.5G Data Call, each generation is supporting on national communication network. People are relying on Telecomm Network for their daily connection with their love one, beloved families, friend, peers, for their educational and for their work-related issues via national telecom network.

1.1   Rationale of the Study

This study is about the effect of virtual leadership practices on work engagement and employee performance which majorly focused on non-managerial employees of Myanmar telecommunication industry. The best organizational achievement comes from the best team. The best team can deliver their best performance only under the best leadership by connecting with the best team members. The team or group cannot work individually, and need to connect, respect, and coordinate with each other within the team. Leadership is important for a team or group to get the maximum outcome and the best achievement.

A leader who is remotely leading a team to maintain a good shape of the team and to get the steady improvement of a team is totally rely on good virtual leadership practices. There are some gaps and errors for those team who are working separately in daily operation under crisis such as COVID-19 limitations and national political instability. It can lead to destroy team trust, coordination, and communication to get team failure. After away from leader and team members for several days, employee start blurs on their vision, hide from daily operation, refrain from additional tasks or assignments. Then they are keeping themselves out of the box from the team. Leaders' (followers') beliefs in their perceived capabilities to organize the positive psychological capabilities, motivation, means, collective resources, and courses of action required to attain effective, sustainable performance across their various leadership roles, demands, and contexts (Hannah, et al., 2008).

To improve employee performance in a company, good work engagement must be required. Virtual leadership practices are very important in virtual team management and performance improvement. Since COVID-19 hit the world, virtual leadership has become more important for all as the leaders and team members all have a working distance. Leading the team remotely is very difficult for all of us. One who actively promotes the reputation and interests of the company while being fully involved in and excited about their work. An engaged worker is supportive of the business and its guiding principles. A disengaged employee, on the other hand, could be someone who is only completing the bare minimum of labor or someone who deliberately harms the company's reputation and production. Employee engagement has also become synonymous with concepts like employee satisfaction and the employee experience which is more about the complete employee journey from hiring, employee recognition, to when they leave their job.

Leaders need team members who are able to get the job done, because employee performance is critical to the overall success of the company. Leaders need to understand the key benefits of employee performance so that they can develop consistent and objective methods for evaluating employees. Doing so helps determine strengths, weaknesses and potential managerial gaps in the business organization. Although performance evaluations are never fun, they help business leaders determine performance levels for each employee. (Leonard., 2019)

One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs, and seek help elsewhere. Employees who perform effectively get things done properly the first time. If the person who created customer reports was always late in completing them. The client services department would always be waiting, looking unprofessional, and perhaps incompetent (Leonard., 2019).

The Myanmar telecommunication industry has been emerging and has been developing since 2015. When it comes to virtual leadership, some challenges have been identified, such as working in different time zones, a sense of isolation, the pressure to create trust, and being on the right track. Especially in the daily operation of the telecommunication industry in Myanmar, leading the team virtually, especially to the ground operation team in Myanmar, is the most challenging for the employees and the leaders. The whole operation may go down in a minute under the worse leadership. Virtual leadership is required to get virtual team achievement and improvement in Myanmar's telecommunication industry.

1.2   Objectives of the Study

The purpose of this study is to investigate the effectiveness of virtual leadership practices on work engagement and employee performance in the Myanmar telecommunication industry. The two specific objectives are:

1. To analyze the effect of virtual leadership practices on work engagement in Myanmar telecommunication industry
2. To examine the effect of work engagement on employee performance in Myanmar telecommunication industry

1.3   Scope and Method of the Study

There are twenty-two companies listed as major telecom companies in Myanmar (Myanmar Company Online, 2022). There are four main mobile operators, four major managed service providers, five major tower companies, five main fiber companies, and four other major internet service providers in Myanmar (Myanmar Company Online, 2022). Primary and secondary data are used in this study. Primary data are collected from the managers of five telecommunication companies by in-depth interviews and also collected from non-managerial employees of five telecom companies in Myanmar by using a structured questionnaire.

A two-stage sampling method are used in this study. Among twenty companies, five telecom companies (25% of 19) are chosen at the first stage by using simple random sampling method. According to in-depth interview, there are about 600 non-managerial employees in these five telecom companies. At the second stage, 150 non-managerial employees (20% of 600) are selected as the sample respondents at the second stage. Secondary data are collected from documents of telecom companies, relevant research papers, and Internet web sites. Descriptive statistics and multiple regression analysis are to analyze.

1.4   Organization of the Study

There are five chapters in this study. Chapter one is the introduction of the study, including the rationale for the study, objectives of the study, scope and method of the study, and organization of the study. The theoretical background of the study is discussed in Chapter two. Chapter three discusses the profile and virtual leadership practices of the Myanmar telecommunication industry, including research design, reliability analysis, and demographic profile of respondents. The fourth chapter examines the impact of virtual leadership practices on work engagement and employee performance. Chapter five is the conclusion of the study, which consists of findings and discussions, suggestions, and recommendations for further research.

CHAPTER 2
THEORETICAL BACKGROUND

In the highly competitive public service industry, employ performance becomes the most important factor for sustainable advantages in the Telecommunication Market in Myanmar. Leadership is important for those corporations running in competition. Nowadays, people are seeking to get the best place for them in their daily working place. For the best workplace, there must be full of healthy and happy environment or working culture. Not only to get the good salary or earn, but also to be a good workplace and environment is more important for all current working corporations in Myanmar Telecommunication Industry in their competitive way. This chapter consists of theoretical background of the leadership practices and style, the important virtual leadership and its practices for remote team, team engagement on virtual workplace and employee performance improvement in virtual environment.

2.1   Concept of Leadership

Leadership is the ability of well communicating to team, guiding the way and handling/delegating responsibilities, and inspiring team to achieve common goals. A leader creates a clear vision for their team, find the best way for the team in any changes, are willing to be themselves with self-awareness and actively work for their unique and differentiated brand, are willing to try new things even if their team fails, are willing to build long-term team improvement, grow with the team together, create fun and build good relationships. There are a lot of leadership styles and practices such as autocratic leadership, democratic leadership, open leadership, servant leadership, situational leadership, and transformational leadership. All practices and styles are useful for each perspective area, but it is good to know and apply in suitable times and matters.

Autocratic leadership is leading by leader who made decision without any input from the team, or very less input is allowed to made decision. This leadership style takes control over all decisions and makes their own choice. Democratic (participative or shared) leadership is leading by team instead of leading by leader. Decisions are come out from the team's discussion and voting. This leadership style is fit with all corporation including educational and government (Boogard., 2022).

Open leadership is mindset or behavioral that all can apply and practice. Leader goes with team together for their goals and decided ways until accomplished it. It is suite with multi-national and multi-religions environment. Servant leadership is a style of a leader who seeking to serve for the team or the corporation first than their personal objectives. This leadership style goes everywhere in the corporation or the team for moving forward together without impacting member's wellbeing (Boogard., 2022).

Situational leadership was developed by Kan Blanchard and Paul Hersey which suit with the ongoing work environment to meet on the needs. This leadership style is using common leadership style across the whole corporation to be it local, national or international for developing people or workgroups and establishing and bring out the best (Boogard., 2022). Transformational leadership inspires on positive changes for those who follow. They are passionate, enthusiastic and energetic for all process along with member or team succeed (Boogard., 2022).

2.2   Virtual Leadership Practices

Starting from 2017, some world leading companies were planning to initiate 50% of their full-time employees are working virtually in 2020. Hybrid model are effective in 2020 for those people who can be shifted to virtual workplace and physical workplace. Meanwhile leaders started considering on Physical leadership versus virtual leadership model. Nevertheless, COVID-19 was introduced to the world in late 2019 and starting from early 2020, COVID-19 Pandemic impacted to global economy and most of the business run virtually. Work from home practice initiated and 90% of world corporations initiated their business continuous plan (BCP) on virtual workplace only.

Virtual leadership practices are the process of social influencing to the teams, individuals, and groups by using advanced information technology to get the effect of change in their attitudes, emotional, ideas, behavior, and performance. Employee's performance is the functioning and presentation of the employee. The better the performance would be the better ranking the employee would get in the company.

There are several challenges on virtual leaderships as below:

1. To supervise the employees who lives in different time zones and locations
2. Unclear goal, vision, and tasks
3. To create common communication channel (CCC) of virtual workplace for the team and corporation
4. Disrespect once they away each other

5. Lacking participating and coordinating each other

6. Lacking support and report

To solve all above problems, a good virtual leadership must be applied. There are some virtual leadership practices, but it can put these in three categories.

2.2.1 Communication

Communication is an essential component of disseminating knowledge, innovation and productivity in organizations (Hoch & Kozlowski., 2014). Communication is defined as the transmission and exchange of information and data through the use of common symbols (verbal or non-verbal) between two or more members of the team in an appropriate manner.

Communication also plays a role in clarifying ambiguous problems and ultimately increasing efficiency and effectiveness among team members. The emergence of technology along with the emergence of virtual teamwork, bilateral partnership and global cooperation has created additional challenges for the organization in pursuing effective communication (Schulze et al., 2017). There is ample evidence focusing on communication challenges that virtual teams face, including time delays in sending comments, lack of a common frame of reference for all members, differences in highlighting and interpretation of a written text, ensuring participation from remote team members, and communication in virtual team lacking language The body, on the other hand, the leader in virtual work environment focuses on avoiding those obstacles and working to increase the effectiveness of communications, as effective communication in virtual teams is a strong key to improving the overall performance and raising the level of achievement (Tan et al., 2019).

The more ineffective communication, the less able to build and maintain personal trust in virtual environments. In this sense, information richness theory assumes that communication varies in richness depending on the medium used to transmit it. Communication levels can be arranged in terms of richness of content as follows (face-to-face contact, telephone, and personal documents such as e-mail and electronic documents). The information richness theory proposes that different communication styles have the different linguistic capacities to convey social signals and the ability to have an immediate response to the message (Flavian et al., 2019).

Team need to do practice on good internal communication mechanism. Smooth communication would support to get smooth alignment, smooth discussion, smooth

ideology exchange, good inter-personnel relationship among team members. It supports all assignment to be completed within specific timeframe. There are several virtual communications by using advanced information technology such tools as Mobile Call, Mobile SMS, Skype, Microsoft Teams, Viber, WhatApps, Signal, Line, Zoom and Google Apps. Leaders use them to exchange information each other, sharing notifications and set up the good discussion or meeting. Exchanging data within specific groups or teams is also important thing to be placed for virtual teams. For this requirement, leaders can use secure cloud storage for data sharing with team members. Team members can access data remotely by using their mobile, personal computer, laptops or tablets in everywhere if they have enough data service.

One thing leader should perform is to use specific application or platform in the team. Suggest using one application/platform for chatting, one application/platform for setting up the meeting and one application/platform for data sharing. Leader should ensure that the required tools, applications, materials and accessories are delivered to team to refrain from any unnecessary gaps, delay and misalignment. Leader need to check team accessibility of these application, tools and required materials in daily basis.

2.2.2 Trust

Trust is defined as the desire of virtual team members to believe in one another based on the expectation that each team member take actions beneficial to the team's overall success (Gilson et al., 2015). Then, trust is a major factor in socio-economic relations, and it plays a major role in online decision-making, as well as maintaining relationships within virtual work team and thus it is one of the determinants of performance within an organization (Flavian et al., 2019). It is one of the most influencing factors that allow an effective exchange of information and knowledge among team members to develop it (Guinalíu & Jordán, 2016).

Building trust in virtual environment is a problem because team members usually have no common past, no future to refer to as a basis for building trust, and have never met face to face in the past. However, because virtual team members are geographically dispersed to work on interconnected tasks, trust is crucial to achieving a common goals and team cohesion together. This is because virtual team members have to rely on others' experience (knowledge sharing) and accountability (keeping promises) to complete tasks (Tan et al., 2019). Understanding how trust affects virtual team is essential to help management monitor appropriate activities that affect components of trust throughout

virtual team life cycle. Consequently, the organization, the leader, and each team member must develop transparency to build and maintain trust within teams (Ford et al., 2017).

Confidence in virtual teams depends on actions and not on good intentions that are difficult to evaluate in virtual environments, so expectations of actions and actions must be according to clear criteria, and moreover, the leaders of virtual team must be sensitive to any warnings that suggest a rapid intervention to overcome any divisions can harm the team, through the use of communications and technology that focus on how information is communicated, re-adjusting communication standards as the team evolve, and progress is demonstrated through the team's use of virtual workplace (Chatterjee et al. 2017).

Trust needs to be made

a.   To ensure clear goals, visions and tasks for every single member

b.   To ensure all tasks are doable and achievable

c.   To ensure all alignment has been done before assign the tasks for each member

d.   To ensure all requirement and competencies has been equipped

2.2.3   Coordination

Coordination is defined as the set of efforts exerted by team members to manage the organization's resources and the extent of consistency and coherence of the work activities of team members (Tan et al., 2019). In a well-coordinated organization, work activities are integrated and directed towards a common goal without duplication or fragmentation of effort, as well as the use of strategies and behavior patterns that aim to integrate and harmonize procedures, knowledge and goals for team members to achieve common tasks (Hoch & Kozlowski, 2014).

Virtual teams face challenges as they try to coordinate work across time zones, cultural divides, and mental models. The volume of technological knowledge flows between company headquarters and subsidiary operations, and coordination of knowledge through the use of multi-functional teams distributed geographically, and many large companies have realized that they are an enabler of the competitive advantages of companies (Malhotra et al., 2007). Factors affecting the effectiveness of virtual teams, and found that coordination positively correlates with performance. Virtual team members must have the appropriate coordination to achieve performance (Paoli et al., 2014).

And the leaders work to coordinate efforts between members of virtual team, places and various work units, and monitor their situations. By doing so, the leaders can identify errors or problems early, and the chances of quick or immediate solutions are more likely (Guinalíu & Jordán, 2016).

Coordination needs

a.   To ensure all members are connected

b.   To ensure good relationship within the team

2.3   Work Engagement

Schaufeli et al. (2008) defined work engagement as positivity and loyalty, the connection of work with the mind and characterized by the following:

a. Vigor (i.e. high levels of energy and mental flexibility at work, a willingness to invest effort in one's work, and also perseverance in the face of difficulties),

b. Dedication (meaning a sense of importance, vigor, inspiration, pride, and challenge),

c. Absorption (meaning that employees remain focused and engaged in work, so that work time passes quickly).

Also, the concept of work engagement suggests that it includes everything about how to benefit from the employees themselves in the performance of their jobs, including the use of behaviors and emotions in addition to awareness (Sadri & Singh, 2014).

Work engagement is an advanced stage of commitment or excess (Robinson & Hayday, 2004). It's related to the individual's condition at work and his ability to do it with vigor, dedication and comprehension (Hakanen et al., 2006). Beatty, (2011) also indicated that work engagement is the quality that employees display in their work to reflect their adherence to the performance of their work roles physically, emotionally and cognitively. Among the studies reviewed by the researcher, it was found that many studies such as (Pallavi& Patrick, 2015; Breevaart et al., 2014; Lu et al., 2014; Xanthopoulou& Bakker, 2012; Alvi&Abbasi, 2012; Beatty, 2011) dealt with work engagement through three dimensions: Vigor, Dedication, and Absorption.

2.3.1   Vigor

Beatty (2011) has indicated that vigor reflects an individual's willingness to devote effort in their work, demonstrate high levels of energy while at work, and a tendency to remain bent on difficulties or failure. While Alvi and Abbasi (2012) indicated

that vigor is the high levels of energy and morale, which works to the employee's keenness to exert effort to perform tasks, and perform roles efficiently in difficult circumstances.

Vigor also indicates high levels of energy, flexibility and a willingness to invest effort in one job, the ability not to be stressful and for the employee to be persistent in the face of difficulties (Xanthopoulou & Bakker, 2012). In that context, Breevaart et al. (2014) indicated that vigor is the individual's exertion of high levels of energy and mental flexibility at work. Lu et al. (2014) indicated that vigor refers to higher levels of energy, stamina and perseverance at work. Under certain circumstances, the vigor may decrease and therefore the important details must be scrutinized to obtain the elements of success such as the integration of employees into their work, job resources such as social support from colleagues, performance, reactions, diversity of skills, autonomy and learning opportunities. These factors are positively related to work engagement (Pallavi & Patrick, 2015).

Beatty (2011) has indicated that vigor reflects an individual's willingness to devote effort in their work, demonstrate high levels of energy while at work, and a tendency to remain bent on difficulties or failure. It is the most important team in modern workplace to ensure teams physical and mentor improvement, to ensure the best workplace for all members, to ensure team creativity and innovation for more achievement without limitation

2.3.2 Dedication

Dedication refers to a strong identity in one's business and includes feelings of inspiration, pride and challenge. Dedication goes beyond the typical level of an individual's identity as it includes both the emotional dimension and the cognitive or ideological state (Beatty, 2011). Dedication refers to the set of good habits surrounding passion, joy, and work-related motivation (Alvi & Abbasi, 2012). Dedication expresses high participation in one's work and a sense of importance, inspiration, pride and challenge (Lu et al., 2014). Breevaart et al. (2014) noted that dedication at work expresses that an individual is motivated to work and is inspired by work tasks.

To be dedicated to the work is to desire to give the employer high-caliber results. Teams that are committed to their work achieve both personal and organizational objectives. The leaders try to do all of the duties assigned to the members by the time the workday is up by using various tactics to keep motivated. Dedicated workers can

motivate their coworkers to work hard and achieve success, improving the work environment. By demonstrating real concern for the position, a manager or employer may take notice and provide the team with prospects for professional progression.

2.3.3   Absorption

Absorption is characterized by the individual's preoccupation with work and doing happily, and it is characterized by increased experiences directed towards a specific situation, person, or behavior (Beatty, 2011). Absorption also indicates the complete focus and a strong immersion in business (Alvi & Abbasi, 2012). Whereas Xanthopoulou and Bakker (2012) pointed out that absorption expresses the enjoyable state of total immersion in an individual's work, which is characterized by the rapid passage of time without the employee being away from work. Absorption refers to a person's total focus, indulgence and happiness (Lu et al., 2014).

Absorption refers to being fully focused at work and feeling happy when spending time at work (Breevaart et al., 2014). The researcher conducted a pilot study on a convenience sample of 30 individual faculty members and the assisting body, aimed to examining the effect of virtual leadership practices on work engagement. The study revealed ambiguity as to the applicability of virtual leadership practices, and the role of virtual leadership in influencing work engagement was not clear. In light of the results of the exploratory study, the researcher can formulate the research problem in the ambiguity as to the applicability of virtual leadership practices, also it isn't clear the role of virtual leadership on work engagement.

2.4   Employee Performance

From the initiation of globalization, the foremost confront for manager is to expertise different strategies to boost firm's performance Habib et al. (2010). For the strength of an organization job satisfaction plays a vital role which has significant effect on employee performance. Using to pass on the individual aptitude to be inspired, stirring, pioneering and to determinant to achieving the goals on an organization (Walumbwa & Hartnell, 2011). Leadership is associated with employee performance (Ogbonna & Harris 2000). The relationship between Leadership and performance is established considerable attention (Gadot, 2006). The main theme of every organization is to enhance employee performance. Howell, Merenda (1999) suggested that

transformational leadership plan an imperative role in increasing job satisfaction as well as role play to achieve organization's goal and employees acts (Goodwin, 2001).

Walumbwa et al. (2008) expressed transformational leadership correlated with subordinate skills with work worth to asses employee's performance. The leaders trained their workers, arranged meeting with their subordinates and take feedback from their subordinates and in end result employee productivity added. Firm mostly increase employee's performance by giving empowerment to their team members (Ozaralli, 2002). Researchers have also studied the employee performance with extraverted leadership and gave every interested result, employee performance are increased under the extraverted leadership when employees are passive. And if employees are proactive, result are opposite (Grant et al., 2011). Researchers have studied employee's performance with variety of variables. One of the researchers observed that, satisfied employees not only be the cause of increasing employee performance but also, they don't think to leave organization (Opren, 1986). Firms also arranging training secession for their employees, in order to enhance job satisfaction, because firms know, satisfied employees give more performance (Jones et al., 2004). Major involvement to give up any organization by satisfied employees, how much they are satisfied the level of productivity are high as much. Work-family conflict and work-family facilitation affect employee's performance and find out that work-family facilitation enhances job satisfaction. According to Biswas (2009), organizational communication act in way to fastening workforce by transmitting cultural norms from an organizational framework to an individual's way of life in the organization and by supporting style of manager also plays incredible role for increasing employee's performance.

Performance is not only a matter of what people achieve but how they achieve. High performance is a step towards the achievement of organizational goals and tasks. An individual performance is highly important for an organization as a whole and the individuals working in it. Organization needs highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage. Employee performance is combined result of effort, ability and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate (Armstrong, 2009). He perceived performance as a function of ability and motivation. There are number of factors that affect employee performance, the workplace environment impacts most their level of motivation hence their performance. These factors include physical environment,

Virtual environment, equipment, tools, meaningful work, performance expectation, and feedback on performance.

2.5   Empirical Studies

There are no empirical studies in Myanmar for virtual leadership practices. Some virtual leadership practices studies found out globally. Oo (2020) studied on factors of effecting telework (virtual leadership practices) on employee engagement and employee performance as shown in Figure (2.1)

Figure (2.1) Conceptual Framework Developed by Oo
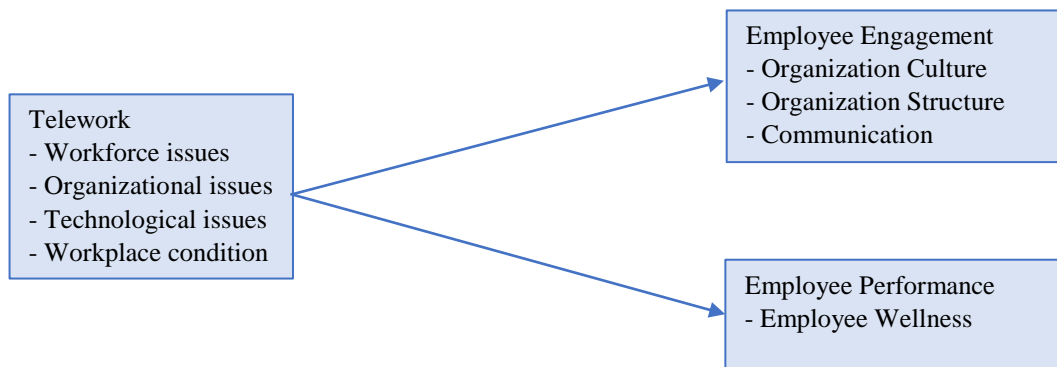
Source: Oo (2020)

According to Oo (2020), workforce issues, organizational issues, technological issues and workplace condition are independent variables and organization culture, organization structure, communication and employee wellness are dependent variables. This study found that flexible work conditions are considered to be necessary for a company to remain desirable to employees. Technology has encouraged organizations to move to modern ways of electronic communication, such as multimedia communication channels and access to teleconference services, from conventional modes of communication. Employees found that, for various reasons, having Work-from-Home allowed them to be more efficient.

Mohamed et al (2021) studied on the effect of virtual leadership practices on work engagement during COVID-19 as shown in Figure (2.2).

Figure (2.2) Conceptual Framework Developed by Kandil et al.
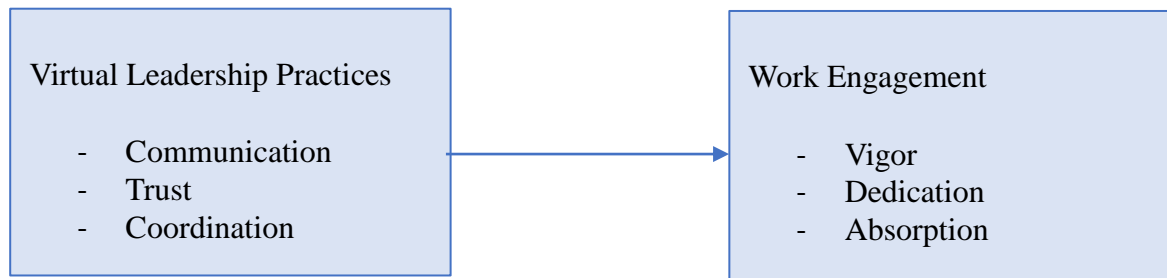
Source: Kandil et al (2021)

According to Figure (2.2), Kandil et al (2021) used communication, trust and coordination as independent variables and vigor, dedication and absorption as dependent variables. The research was applied to faculty members and the assisting body in Egypt, and the researchers used Google Drive Forms in preparing the survey, then respondents available survey links on the internet via (Facebook, Gmail, Yahoo…etc.) for 21 days. The convenience sample and snow ball sample were relied upon, and the number of investigations valid for analysis was 224. The result found that some virtual leadership practices had a significant effect on the dimension of work engagement. Hendrik et al. (2021) studied on the Effect of Work Engagement on Employee Performance (RRI Kupang) as shown in Figure (2.3).

Figure (2.3) Conceptual Framework Developed by Hendrik et al.
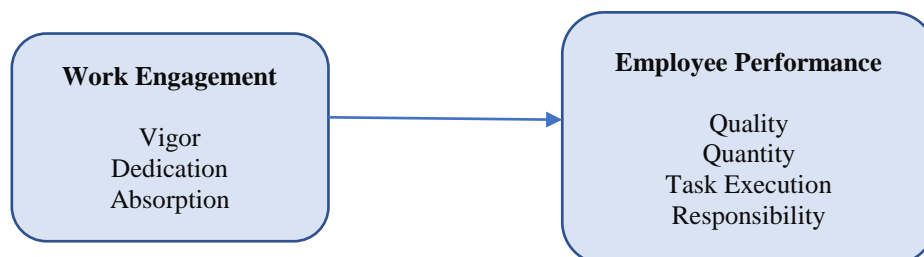
Source: Hendrik et al. (2021)

According to Hendrik et al. (2021), vigor, dedication and absorption are independent variables and quality, quantity, task execution and responsibility are dependent variables. The results of hypothesis testing proved that work engagement has a positive and significant effect on employee performance at RRI Kupang. This study found that the lowest item in the work engagement variable is the item making work a

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work challenge and it is expected that the company will pay more attention to the work instructions given to employees so as to improve employee performance.

2.6 Conceptual Framework

In this study, the conceptual framework for analyzing the employee performance of Myanmar telecommunication industry under virtual leadership practices is as shown in Figure 2.4.

Figure (2.4) Conceptual Framework of the Study
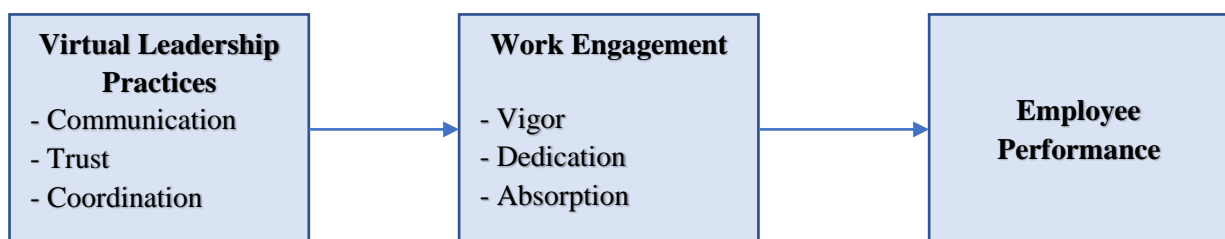
Source: Own Compilation (2022)

As shown in conceptual framework, the effect of the virtual leadership practices on work engagement such as communication, trust, and coordination. Moreover, vigor, dedication and absorption are identified and their performance are analyzed. Then, virtual leadership practices on each type of work engagement are to be studied and the effect of each engagement on employee performance is analyzed to reach the objectives of this study.

CHAPTER 3
PROFILE AND VIRTUAL LEADERSHIP PRACTICES OF MYANMAR TELECOMMUNICATION INDUSTRY

Virtual leadership practice is very important in Myanmar telecommunication industry. Telecommunication is widely used for all of the organizations in Myanmar. The leaders created virtual communication channels such as Viber group, WhatApps group, Line group for all daily operations and same teams are using ZOOM, Microsoft Teams, Google Meet for our virtual meeting, especially in COVID-19 pandemic period. This chapter include profile of telecommunication industry in Myanmar, virtual leadership practices of Myanmar telecommunication industry, research design, reliability analysis, demographic profile of respondents.

3.1   Profile of Telecommunication Industry in Myanmar

Myanmar is the second-largest country in Southeast Asia with a land area of about 654,000 square kilometers and a population of about 52 million. About 29% of the population is less than 15 years old, and about 55% is below 30.1 at 90%, the adult literacy rate is high for countries with comparable income per capita. Myanmar's largest and growing population, disproportionate percentage of youths, and high literacy rates are significant drivers of information and communications technology (ICT) adoption, especially mobile broadband and the resultant availability of music, video, software and social media (Republic Union of Myanmar, 2015).

The telecommunication can reduce the cost for the collecting information and searching for the services and doing business (Isaksson, 2009). Myanmar Posts and Telecommunication (MPT) dominated over 20 years in telecommunications sector of Myanmar as the state-owned monopoly telephone service provider (MOTC, 2014) Myanmar government has permitted three new mobile telecommunication licenses to international mobile operators, which are Ooredoo, ATOM and MyTel, for bringing competition and effectiveness to get the communication services with the affordable prices from the people of Myanmar. The Myanmar Investment Commission (MIC) has approved 50% foreign ownership for these three operators. (MOTC, News, 2021)

The Ministry of Transport and Communications (MOTC) oversees the telecommunications industry. In 2013, a new Telecommunication Law was approved that

delineated MOTC's policy, regulatory, and operational functions. In 2013, after decades of underinvestment when communication networks were owned and tightly controlled by the state, the government announced an international bidding process for two international licenses. The two licenses were the subject of an international tender process, which was assisted by global strategy consulting firm Roland Berger, and was widely regarded as transparent and competitive. The government received 91 expressions of interest in February 2013 and 12 companies were shortlisted. In 3rd June 2013, two bidders were competitively selected: Qatar's Ooredoo Group and Norway's Telenor Group (TeleGeography, 2015).

The impact of growing telecommunication infrastructure shows for the most advanced economics and to grows faster economies. In 2013, Myanmar government has permitted two mobile telecommunication licenses to international mobile operators, Ooredoo and Telenor (MOTC, 2021) The telecommunication market structure in Myanmar has been transformed from a monopoly into a liberalized environment with two international operators, the state-owned incumbent, and a newly approved fourth operator (MOTC, 2021). The incumbent telecommunication operator, Myanmar Posts and Telecommunications (MPT), has been corporatized and announced a memorandum of understanding with Japan's KDDI Corporation and Sumitomo Group in July 2014, The memorandum of understanding stipulates that KDDI Summit Global Myanmar invest $2 billion over the next 10 years. MPT share half of its earnings with its Japanese partner. In July 2015, KDDI and Sumitomo unveiled plans to overhaul MPT with a target to increase the state-backed firm's network footprint from 2,000 base transceiver stations (BTS) to 5,000 by 2016.

Telecom International Myanmar (Mytel), the fourth telecommunication operator in Myanmar, has begun service since June 2018. Provided with 2G and 4G systems, Mytel has installed 30,000 km fiber cables nationwide to enable provision of 50 percent of the whole fiber optic infrastructure across Myanmar. The network can cover over 300 towns or 80 percent of the total population. Mytel is a joint venture of a local consortium comprising 11 private firms and Vietnam's Viettel (MOTC, 2021).

As late as 2013, Myanmar had only about 4.4 million mobile subscribers served exclusively by the government-owned monopoly provider MPT. Subscriber numbers have exploded since then, reaching 44.9 million by the second quarter of 2016. This growth has been driven by the aggressive rollout of voice and data services by Ooredoo and Telenor since 2014. While MPT's market share has dropped to less than 50%, its

subscriber base has more than quadrupled, boosted by the 2014 partnership with KDDI and Sumitomo.

The regulator also paid a key role in working with all industry players to ensure they fulfill their investment obligations for the country by 2020, especially regarding rural access to telecommunication services. To support this, the Ministry of Communication and Information Technology also intends to draft a universal service strategy that has a focus on connectivity in rural areas. Significant challenges lie ahead in the telecommunication landscape, which require the market players to fulfill investment goals, but also determine whether investments need to be amplified, as circumstances change. At the same time, the government would do well by boosting its capacity to monitor and continuing its liberalization efforts. When all these commitments come to fruition, Myanmar citizens have access to world-class services and the 90 percent penetration target by 2020 would become rewarding reality.

In 2022, Norway's Telenor declared that they ceased their operation in Myanmar after Military Coup in 2021. Telenor Group has been informed that the Myanmar Investment Commission has given final regulatory approval to the sale of Telenor Myanmar to M1 Group. During the regulatory approval process the Myanmar authorities made it a condition that M1 Group should have a local partner in the ownership of Telenor Myanmar after the transaction between Telenor and M1 closes. Telenor has confirmed to the regulator that the sales agreement between Telenor and M1 does not prevent M1 from entering a local partnership. M1 has informed Telenor that its local partner Shwe Byain Phyu has acquired 49 percent of Investcom, the Singapore-based company set up by M1 for the purchase of Telenor Myanmar. After the transaction closes between M1 and Telenor, M1 will sell additional 31 percent of Investcom shares to Shwe Byain Phyu. Telenor has not been involved in any discussions between M1 and their local partner. Sanctions screening from external consultants has assured Telenor that Shwe Byain Phyu and its owners are not subject to any current international sanctions. After approving by MOTC, M1 and its local partner Shwe Byain Phyu took over the whole operation of Telenor Myanmar's and named their brand as "ATOM".

3.2   Virtual Leadership Practices of Myanmar Telecommunication Industry

In the virtual workplace, the one biggest loss is physical communication with each other. In particular, members tend to lose those small moments of interaction, which can be crucial. Even in the short conversation, a leader can set the tone toward a new strategic

direction, given an update, or offer a quick moment of insight. But perhaps even more importantly, these small interactions are an opportunity for leaders to show empathy.

3.2.1 Communication

In the moment of operation, leaders are listening and responding authentically to their followers. Team members need to feel that their perspectives are heard and valued. Members need to know they have been understood and respected. Leaders need to address these personal needs, in addition to team's practical needs, to truly engage.

Most of the people are getting internet and they are only relying on data usage for their daily routing such as chatting each other, making video call, sharing data and sending mail, exploring new technologies and knowledge online, learning online educational degree, teaching class online and for their entertainment. Including Myanma Telecomm employees are including in this network. One of the impacts of COVID-19 in Myanmar, government announced to shut all office to avoid COVID-19 spreading locally. Teams need to attend office remotely after office closing in this period. The main issue for the team is telecommunication in Myanmar, team had thought about it how they should run telecommunication operation in this pandemic situation. Finally, the leaders have found the way what should the teams do. This was virtual office and virtual team to be created and run-on ground for all operational issue.

All of the Telecomm Companies run operation virtually, remotely. This was the starting point of Virtual leadership in Myanma Telecommunication Industry. Running under Service Level Agreement (SLA), actively running telecom operation is very important in Myanmar as users are not willing to wait any single minute for any outage. Operation flow need to be smooth and healthy in any time. Communication is topmost important the best virtual communication channel by using mobile calls and tools such as MS Teams, ZOOM, WeChat, WhatApps, Viber, Line and so on are created to communicate between them. Providing information by mail and immediate interacting with those all tools. Teams are getting operational issue information in timely and the leaders are giving instructions, discussion on ground status, finding the remedy or permanent solutions and fixing the issues via those all-virtual tools.

The communication channel is important in virtual leadership. Leaders need to stay closely with team virtually by using Virtual Communication Channel Tools such as MS Teams, Zoom, WhatApps, Line, Signel, Viber, WeChat and so on. A single minute active on channel is must be for all situation in Operation as Team might need Leader

instruction and guidance in timely based on their ground situation and their experiences. A good communication is step up the team movement speedy they can. Communication must be reachable top to ground level. Fast communication brings team improvement, good team performance, completing goals and successful project. In parallelly, team motivation, engagement and encouragement are relying on internal communication. Smoothly communication refrain from unnecessaries wastes such as double attendance, delay deliveries, postpone activities, misunderstanding, arguments and unconsciousness willingness.

3.2.2 Trust

Another virtual leadership Practices in Myanmar Telecommunication Industry for daily operation is "Trust". As a remote work, all of the instruction, commend and directives are going virtually. It is really hard to believe that was happening and commencing. Without "Trust", there are delay and lost in operation. To maintain the Trust each other's, making conversation withing the teams and opening discussion section for opened speaks.

Building trust in a virtualized environment is challenging because team members frequently lack a shared past, a promising future, and no prior face-to-face interactions. However, as virtual team members must concentrate on connected activities while being physically separated, trust is essential to attaining shared objectives and maintaining team cohesion. This is because members of virtual teams must rely on the expertise and responsibility of others to perform responsibilities. To assist management in keeping track of appropriate actions that impact trust-related components during the course of a virtual team's life cycle, it is crucial to understand how trust affects virtual teams. Therefore, in order to establish and preserve trust among teams, the company, the leader, and each team member must cultivate transparency. When team members are unsure about the direction their work is taking, it can be difficult for them to trust one another. One of the most important elements in the development of an efficient information and knowledge exchange between team members is trust. Employees who trust one another are happier and more productive at work. Employees who do not trust their coworkers often feel stressed and alone at work, especially in hybrid teams.

As per Myanmar internet coverage and all data are reachable to the team by using smart mobile, tablets, personal computer, laptops. Team can share any confirmation anytime, based on corporation policy, leader need to educate the team members for

unnecessaries data share as per company data privacy policies. Team members are mostly busy and full with enough workload during pandemic situation at remote work, they might be mistake sharing the confidential data to public group or cross domains group. It may lead unwanted situation to the team and corporation. Sometime, team members shared some anti religion, anti-race, bad word, using local language and argument in the communication channel which teams using for multi-national, multi-language and multi-races groups, this break team unity and mis-understanding. Leader might be alert in any single communication which data is sharing in any channels.

3.2.3 Coordination

Coordination is one of the parts of virtual leadership practices what must follow with team. Without coordination, leader cannot lead or control any single movement of the team. By being with them, team members have received encouragement, engagement and motivation. Team can be improved when leaders are participating with team due to leader's valuable guidance and instructions what meet with the goals.

There are two communications in virtual leadership, personal communication and technological communication. Personal communication is the way teams communicate each other physically or verbally. The conversation needs to be maintained and control for others to be a good speech and good delivery. There are totally prohibit for any single bad words in corporation from top to down level. Shouting is one of the unprofessional in corporation even people can be making mistake. Open conversation is good practices in every organization and teams. Members do not fear to speak any suggestion and feedback to their peers, seniors or juniors for their, self and team improvement. Open conversation make team closer and more united, same bring their happiness if the teams use this in good way. Sometime open conversation might be reduced some meeting and time spending for meetings.

The end user information, signal and connectivity are detecting from first end telecom tower toward Data Center Main Equipment (Servers). Signal performance or tower performance is monitoring by Network Operation Center in every single second. Once one of the triggered alarms is appeared in the dashboard, engineer creates very first Ticket for Troubleshooting. Then team start engage with respective domain owners which might be Back Office, Power Company, Tower Company, Fiber Company and the ground team. Ticket goes through their communication channel via Mobile Call, Messaging or iMessage such as Viber, WhatApps, Line, Signel or WeChat.

3.3   Research Design

This study aims to analyze the factors affecting employee performance and work engagement by Virtual Leadership Practices in Myanmar Telecommunication Industry. Descriptive and analytical research methods are used in this study. Both primary and secondary data are used for achieving the objectives. Primary data is collected from the managers of five telecommunication companies by in-depth interviews and collected from non-managerial employees of five telecom companies in Myanmar by using a structured questionnaire. A two-stage random sampling method are used in this study. Among twenty companies, five telecom companies (25% of 20) are chosen at the first stage by using simple random sampling method. There are about 600 non-managerial employees in these five telecom companies. At the second stage, 150 non-managerial employees (20% of 600) are selected as the sample respondents at the second stage. Secondary data are collected from documents of telecom companies, relevant research papers, and internet web sites. Descriptive statistics and multiple regression analysis are used to analyze. Respondents are employees who are currently working in telecommunication industry. In this study, questionnaire consists of four parts. The first part is demographic profile. The second part is virtual leadership practices: communication, trust and coordination. The third part is work engagement: vigor, absorption and dedication. The final part is employee performance. 5 questions for each factor were used to measure the leaders' virtual leadership practices on team, team members engagement to the team and company. 7 questions are used to measure the employee performance of the respondents of the study. Questions are developed based on Hendrik et al. (2022), Kandil, & Moustafa (2021) and Kyaw (2019).

3.4   Reliability Analysis

As per analysis on the surveyed data, reliability analysis results out in average with 0.91. Table (3.1) has shown the reliability analysis detail.

Table (3.1) Reliability Analysis

Sr. No.	Particular	Variables	Number of Items	Cronbach's Alpha
1.	Visual Leadership	Trust	5	0.922
2.		Coordination	5	0.833
3.		Communication	5	0.898
4.	Employee Engagement	Vigor	5	0.930
5.		Absorption	5	0.935
6.		Dedication	5	0.905
7.	Employee Performance	Employee performance	7	0.944

Source: Survey Data (2022)

According to the result out for Reliability Analysis, score received 0.91. Meanwhiles 91% of reliability received to proceed this study.

3.5 Demographic Profile of Respondents

In the analysis on the profile of respondents, it focuses on the questions as gender, age, and education level, occupation, gender, age, marital status, years of using internet, education, working organization, working experiences, salary. For each question, respondents are given multiple choice, out of which the respondents have to choose the most relevant one. Table (3.1) presents the demographic data of the respondent.

Table (3.2) Profile of Respondents

Sr. No.	Particulars		No. of Respondents	Percentage
	Total Respondents		150	100
1	Gender	Male	121	80.1
		Female	29	19.2
2	Age (Years)	≤ 25	1	.7
		Between 26- 35	130	86.7
		Between 36 – 45	19	12.7
3	Marital Status	Single	60	40.0
		Married	90	60.0
4	Years of Using Internet	3-6	8	5.3
		7-10	42	28.0
		Above 10	100	66.7
4	Education	Undergraduate	5	3.3
		Graduate	138	92.0
		Master Degree	6	4.0
		Others	1	.7
5	Working Organization	Telecom operator	61	40.7
		Telecom Managed Services Provider	81	54.0
		Telecom Tower Company	8	5.3
6	Working Experiences	Below 3 years	15	10.0
		3-6 Years	74	49.3
		7-10 Years	53	35.3
		Above 10 Years	8	5.3
7	Salary (Kyats)	≤ 300,000	2	1.3
		300,001 – 500,000	45	30.0
		500,001 – 700,000	40	26.7
		700,001 – 900,000	11	7.3
		Above 900,000	52	34.7

Source: Survey Data (2022)

It is found that male respondents are more than female respondents as the quantity of male employees are more than female employee in 3 years and above using internet experiences in Myanma telecommunication industry. The most dominant age group among employee is 26 to 35 years old. As a telecommunication service industry, majority this age level can provide smart service to multi-nationality customers. Most of the respondents are married who very familiar with using internet working for telecom managed services provider. Telecom managed service providers are more likely to manage the network along with mixed upper-middle management system and mostly they are leaders in leading role. Most of the respondents are manager and above who is holding the bachelor degree, followed by master degree holders. The most respondents are working for telecom managed service companies which is leading the whole operations in Myanmar. The longest service experiences are 3 to 7 years as that period is showing their enough leadership experiences in this field. More than 7 years to 10 Years experienced employees are partaken in this feedback by following the 3-6 years. The targeted respondents are getting highest pay in the corporation. Earning more than 900,000 MMK are highest respondents in this study.

CHAPTER 4

ANALYSIS ON THE EFFECT OF VIRTUAL LEADERSHIP PRACTICES ON WORK ENGAGEMENT AND EMPLOYEE PERFORMANCE

This chapter covers the descriptive and analytical research about the data analysis and finding from questionnaires. In the descriptive action, standard deviation and mean scores are presented on the finding. In the analytical section, analysis on the effect of employee engagement on the employee performance is included.

4.1   Virtual Leadership Practices, Work Engagement and Employee Performance

Before and after the COVID-19 Pandemic to the world in 2019 and political situation in Myanmar in 2021, Virtual Leadership became to the leading role in modern management system. Work from home practices initiated and the leaders need to work closely with team remotely for the daily jobs. Team engagement need to be strong and employee performance need to be maintained in the highest level. Strong virtual leadership practices support to the leaders for the healthy and happy operation.

4.1.1   Virtual Leadership Practices

Virtual Leadership Practices such as communication, trust and coordination are important for the remote team of Myanmar telecommunication industry. The standard deviation and mean score of the virtual leadership practices are presented in the study based on finding.

According to the Best (1977), the mean values are interpreted as follows:

The score among 1.00~1.80 means strongly disagree.

The score among 1.81~2.60 means disagree.

The score among 2.61~3.40 means neither agree nor disagree.

The score among 3.41~4.20 mean agree.

The score among 4.21~5.00 mean strongly agree.

In the analysis of virtual leadership practices factors on employee engagement, description survey method is mainly used. In this measure, it focuses are measured by five-point Likert scale (1: Strongly disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly agree).

1. Communication

The first virtual leadership practices factor on employee engagement is communication. The respondents were asked for five questions concerning with connection and relationship between the leaders and team members. In this study, to find out the communication in Myanmar telecommunication industry, totally 150 respondents have been surveyed. The result is shown in Table (4.1) based on survey finding.

Table (4.1) Communication

Sr. No.	Description	Mean	Std. Deviation
1	Informing the other team members before making an important decision	4.11	.875
2	Affecting the decision or action to a member of the team, the manager consults beforehand	3.94	.845
3	Leader's participation on this team by punctually	4.13	.837
4	Paying attention to the messages that give information about the advances of the team's activities	4.18	.786
5	Communicating with peers and supervisors in a clear and efficient manner	4.21	.796
	Overall Mean	4.11	

Source: Survey Data (2022)

According to Table (4.1), the employee who receives the good connections and relationship between the leaders and the team members are more able to do their job smoothly and happily. The virtual communication via technological tools and applications are supportive to the team members for their way of working and closer them for their daily work. Two-way communication method is used in Myanma telecommunication industry between the leaders and members for any discussion and decision making with useful and efficient word. According to the overall mean scores 4.11 that shows the agree level.

2. Trust

The second virtual leadership practices factor is trust. The respondents were asked five questions concerning with their trust between leader and team members. In this

study to find out the trust in Myanmar telecommunication industry, totally 150 respondents have been surveyed. The result is shown in Table (4.2) based on survey finding.

Table (4.2) Trust

Sr. No.	Question	Mean	Std. Deviation
1	Trusting leader for he fulfilling the promises	4.15	.854
2	Trusting the determination of leader in all circumstances	3.93	.895
3	Trusting leader for providing the necessary information	4.15	.817
4	Feeling safe and comfortable discussing problems and difficulties with leader	4.21	.824
5	Having the appropriate knowledge to manage a team	4.18	.875
	Overall Mean	4.13	

Source: Survey Data (2022)

As shown in above table, the employee who trust their leader do more preforming work and improve more. Team members follow their leader's instruction and guidance as leader fulfilled the promises he makes and share necessary information in timely. Trust makes the members more confident and freedom on the work with opened minded and opened mindset. It shown how team can move faster after they have believed each other on their way of working. According to the overall mean scores 4.13 that shows the agree level.

3. **Coordination**

The third virtual leadership practices factor is coordination. The respondents were asked five questions concerning with their way of coordination between leader and team members. In this study to find out the coordination in Myanmar telecommunication industry, totally 150 respondents have been surveyed. The result is shown in Table (4.3) based on survey finding.

Table (4.3) Coordination

Sr. No.	Description	Mean	Std. Deviation
1	Staying part of this team for a long time	4.19	.936
2	Feeling the problems of the team	4.00	1.039
3	Having strong sense of belonging to this team	4.12	.802
4	Trying to help other members of the team even though the issues are not directly related to work	4.07	.932
5	Helping the other members of the team when they have to miss work	4.16	.859
Overall Mean		4.11	

Source: Survey Data (2022)

As shown in above table, the employee who more engaged with team perform more effectively and efficiently. The virtual team in Myanmar telecommunication industry are rolling as a one team for their effectiveness and best performance as Telecomm is very important for Myanmar people daily communication. There is no leader and member for any job relative issues to solve it temporarily or permanently. All are actively participating in any works and supporting each other. According to the overall mean scores 4.11, that shows the agree level.

4.1.2 Work Engagement

Work Engagement such as vigor, absorption and dedication are important for the remote team of Myanmar telecommunication industry for healthy and happy operation. The standard deviation and mean score of the virtual leadership practices factors are presented in the study based on finding.

1. Vigor

This part analyzes the perception of employees' physical and mental strength. Standard deviation and mean are used for this survey result.

Table (4.4) Vigor

Sr. No.	Description	Mean	Std. Deviation
1	Working with intensity on the job	4.23	.846
2	Exerting my full effort at the job	4.33	.855
3	Devoting a lot of energy to the job	4.19	.847
4	Trying my hardest to perform will on the job	4.24	.824
5	Striving hard can complete the job	4.29	.854
	Overall Mean	4.26	

Source: Survey Data (2022)

According to the Table (4.4), employees' vigor is impacting on work engagement hence healthy and happy employee more perform and more engage with team. The leaders who keeping team vigor in highest stage getting the highest team engagement at work. This is the result out in overall mean 4.26, that shows strongly agree. The respondents are strongly agreeing on the effect of vigor on work engagement. To be maintained and improved work engagement, the leaders need to monitor on team's vigor. Team spirit brought to achieve the goals easily. Team members is willing to participate in every challenge of the team and following all instructions made by the leaders.

2. Absorption

This part analyzes the team engagement to the work especially on their focusing, concentration and absorption at work. Standard deviation and mean are used for this survey result.

Table (4.5) Absorption

Sr. No.	Description	Mean	Std. Deviation
1	Feeling positive about the job	4.35	.845
2	Paying a lot of attention to the job	4.29	.789
3	Focusing a great deal of attention on the job	4.24	.800
4	Absorbing by the job	4.17	.806
5	Concentrating on the job	4.31	.761
	Overall Mean	4.27	

Source: Survey Data (2022)

As per Table (4.5) result, getting more team's absorption can get more work engagement. Team's absorption is highly effect on work engagement. Employees are focusing on their assignment and concentration on any single steps of their work paid off the more work engagement. According to the overall mean scores 4.27, that shows strongly agree. Absorption is effectively factor on work engagement. It was meant that respondents strongly agree on it. Teams' absorption is required to get the smooth operation. The members are feeling positive to perform any assignment when they understood well on their assignment and perception of the job.

3.   **Dedication**

In this part, analyzing the team dedication on their assignment and on their corporation. Standard deviation and mean are used for this survey result.

Table (4.6) Dedication

Sr. No.	Description	Mean	Std. Deviation
1	Recommending our company to the friend	4.28	.913
2	Nominating the company as "Best place to work"	4.19	.903
3	Having clear message from the leader for way of working and instruction.	4.21	.869
4	Having known the assignment's scope and area	4.24	.791
5	Providing enough empowerment to complete job	4.17	.857
	Overall Mean	4.22	

Source: Survey Data (2022)

As per above Table (4.6), team dedication is showing the way of team success. The leader who providing dedication along with empowerment and encouragement to the team can get the success goal. And team engagement is getting stronger than before at work. According to the overall mean 4.22, that shows strongly agree. The respondents are strongly agreeing on the statement of more dedication means more engagement. Dedication is one of the main factors in leadership for the followers. When member became the dedicated level, operation run smoothly.

4.1.3 Employee Performance

Employee performance is the functioning and presentation of the employee. The better the performance would be the better ranking the employee would get in the company.

Table (4.7) Employee Performance

Sr. No.	Description	Mean	Std. Deviation
1	Completing the assigned duties	4.36	.797
2	Having presented a "new" idea to improve customers outcomes, work processes etc.	3.99	.802
3	Taking the challenging tasks in the company.	4.22	.818
4	Able to achieve the targets that the leaders set.	4.23	.789
5	Performing coordinating with colleagues to achieve the target.	4.32	.797
6	Solving customers' complaints effectively.	4.25	.842
7	Having presented a "new" idea to improve team's outcomes, work processes etc.	4.06	.804
	Overall Mean	4.20	

Source: Survey Data (2022)

According to the Table (4.7), overall mean for employee performance in Myanmar telecommunication industry is 4.20, that shows strongly agree. It means that respondent is strongly agree on their performance in such kind of pandemic and virtual environment. Even in the new normal work style and facing new challenges, team performed their jobs completely and smoothly. It was also the highest value 4.36, that shows strongly agree. Having presented a "new" idea to improve customer outcomes, work process was 3.99 that shows agree, and it means the same that respondents still agree on the new innovative idea is getting to improve customer outcome.

4.2 Effect of Virtual Leadership Practices on Work Engagement

In this research, multiple regression analysis is used in order to find out the relationship between virtual leadership practices and employee engagement by surveying 150 respondents from Myanmar telecommunication industry. In this study, multiple

regression is used to test the relationship between virtual leadership practices factors (communication, trust and coordination) and employee engagement (vigor, absorption and dedication).

4.2.1 Effect of Virtual Leadership Practices on Vigor

In this study, multiple regression is used in order to find out the effect of between virtual leadership practices on vigor of virtual team members in their work by surveying 150 respondents from Myanmar telecommunication industry. The respondents were asked for five questions concerning with connection and relationship between the leaders and team members. The result is shown in Table (4.8) based on survey finding.

Table (4.8) Effect of Virtual Leadership Practices on Vigor

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.358	0.21		1.747	0.083	
Trust	0.079	0.08	0.078	1.021	0.309	3.081
Coordination	0.367***	0.09	0.349	4.247	0.000	3.527
Communication	0.502***	0.09	0.470	5.49	0.000	3.816
R	0.848					
R Square	0.720					
Adjusted R Square	0.714					
F Value	125.071***					

Source: Survey Data (2022)

Note: *** Significant at 1% Level, ** Significant at 5% level, * Significant at 10% Level

According to the result, there are significant effect at 1% of virtual leadership practices on vigor. Also, the value of2 for the model reached 0.720, which indicates that virtual leadership practices explain (72%) of the change that occurs in the dependent variable vigor. Therefore, the power of the model is considered as strong. The F value is 125.071 and the overall significant of the model came out significant at 1% level. Communication and coordination have significant and positive effect on vigor. The communication within the virtual team is affecting on the teams' vigor as the leaders'

virtual leadership practices to the virtual team made team's mental and physical stronger than before. The coordination of leaders made encouragement and engagement to the team.

4.2.2 Effect of Virtual Leadership Practices on Absorption

In this study, multiple regression is used in order to find out the effect of between virtual leadership practices on absorption of virtual team members in their work by surveying 150 respondents from Myanmar telecommunication industry. The respondents were asked for five questions concerning with connection and relationship between the leaders and team members. The result is shown in Table (4.9) based on survey finding.

Table (4.9) Effect of Virtual Leadership Practices on Absorption

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.645	.207		3.116	.002	
Trust	.067	.078	.070	.860	.391	3.081
Coordination	.340***	.087	.339	3.884	.000	3.527
Communication	.475***	.093	.466	5.135	.000	3.816
R	0.828					
R Square	0.685					
Adjusted R Square	0.679					
F Value	105.871					

Source: Survey Data (2022)

Note: *** Significant at 1% Level, ** Significant at 5% level, * Significant at 10% Level

It is clearly showed that the calculated F value of the model reached (105.871), and the significant value reached (0.000), which mean high moral of the model, and from the model, it becomes clear that there is a significant effect of virtual practices on absorption. It also became clear that the value of Adjusted R Square for the model reach (0.679), which indicates that virtual leadership practices explain (68%) of the change that occurs in the dependent variable dedication. Team coordination and team communication are highly involved in team absorption at work but trust is not significantly influencing.

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The study found that perceived organizational communication has the most significant relationship with employee engagement, followed by the quality of leader-member exchange relationship. But the leader-member trust is not affecting to the team absorption as team members focus on their daily routing work to improve themselves and they more focus on leader-member communication.

4.2.3 Effect of Virtual Leadership Practices on Dedication

In this study, multiple regression is used in order to find out the effect of between virtual leadership practices on dedication of virtual team members in their work by surveying 150 respondents from Myanmar telecommunication industry. The respondents were asked for five questions concerning with connection and relationship between the leaders and team members. The result is shown in Table (4.10) based on survey finding.

Table (4.10) Effect of Virtual Leadership Practices on Dedication

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.398	.205		1.941	.054	
Trust	.396***	.077	.399	5.134	.000	3.081
Coordination	.293***	.086	.282	3.387	.001	3.527
Communication	.240***	.091	.227	2.620	.010	3.816
R	0.845					
R Square	0.713					
Adjusted R Square	0.708					
F Value	121.144 ***					

Source: Survey Data (2022)

Note: *** Significant at 1% Level, ** Significant at 5% level, * Significant at 10% Level

As per the above result, the calculated F value of the model reach (121.144), and the significant value reached (0.000), which means high moral of the model, and from the model, it become clear that there is a significant effect of virtual leadership practices on dedication. It also became clear that the value of Adjusted R Square for the model reached (0.708), which indicates that virtual leadership practices explain (71%) of the

change that occurs in the dependent variable dedication. All three variables trust, communication and coordination are affecting to the team's dedication for their engagement at work because the leaders' trust on the team made more engagement at work, and team participating and concentrating at work are improved. The study found that perceived organizational communication satisfaction has the most significant relationship with employee engagement, followed by the quality of leader-member exchange relationship. But the leader-member trust is not affecting to the team absorption as team members focus on their daily routing work to improve themselves and they more focus on leader-member communication.

4.3 Effect of Work Engagement on Employee Performance

In this study, multiple regression is used in order to find out the effect of between virtual leadership practices on vigor of virtual team members in their work by surveying 150 respondents from Myanmar telecommunication industry. The respondents were asked for five questions concerning with connection and relationship between the leaders and team members. The result is shown in Table (4.11) based on survey finding.

Table (4.11) Effect of Work Engagement on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.574	.183		3.145	.002	
Vigor	.412***	.108	.441	3.827	.000	7.533
Absorption	.197*	.108	.201	1.834	.069	6.850
Dedication	.245***	.076	.259	3.239	.001	3.627
R	0.862					
R Square	0.743					
Adjusted R Square	0.738					
F Value	140.632 ***					

Source: Survey Data (2022)

Note: *** Significant at 1% Level, ** Significant at 5% level, * Significant at 10% Level

According to the survey, the calculated F value of the model reach (140.632), and the significant value reached (0.000), which means high moral of the model, and from the model, it become clear that there is a significant effect of work engagement (vigor, absorption and dedication) on employee performance. It also became clear that the value of R^2 for the model reached (0.743), which indicates that work engagement (vigor, absorption and dedication) explains (74.3%) of the change that occurs in the dependent variable employee performance.

As per result, vigor, absorption and dedication of employees are positive effect on team performance. For highly vigor, team members' perception is improved on their job more than before and they consider the work as their own business. Highly absorption on their jobs comes from their focusing on their assignment carefully. Highly dedication makes the leader-members communicate effectively and closely in their jobs. The team who got stronger mental and physical involvement are more concentrated on work and more participate at work. The more engaged employees are more perform than before to get more completed goals.

CHAPTER 5
CONCLUSION

This chapter outlines the findings and discussion of the study and the suggestions and recommendation to understand which factors are influencing the work engagement and employee performance of Myanmar telecommunication industry. The survey results and the subsequent analysis reveal that the virtual leadership practices highly affective on work engagement toward the best employee's performance.

5.1　　Findings and Discussions

The purpose of this research finds out the effective of virtual leadership practices on work engagement and employee performance in Myanmar telecommunication industry. Accordingly, the results demonstrated that there is a positive relationship between virtual leadership practices and work engagement and employee performance. That is, the more effective virtual leadership practices, the more effective work engagement and therefore employee performance is also improved. This study is thoroughly done by collecting structured questionnaires to 150 non-managerial employees of five selected telecom companies. For the work engagement, an important efficiency score based on virtual leadership practices factors. Then multiple regression analysis is used in seeking to determine the effect of work engagement on employee performance.

According to the demographic factors of the study, the males are more partake in Myanmar telecommunication industry who are aging between 26 to 35 years old, and having seven to ten years working experience in this field. As per the aging 26-35, mostly are married and graduated. Most of the respondents are working for telecom managed services providers and getting higher salary.

As the result of descriptive statistics, respondents agree on the positive effect of virtual leadership practices. Employees are considering positive outcomes on the effect of the virtual leadership practices in pandemic situation of Myanmar. In the WFH duration, the employee followed all of the leaders' instruction and suggestion in the virtual environment. As a one team spirit, all were coordinating on the virtual communication channels which used for getting trust each other. The successful leaders applied the virtual leadership practices (communication, trust and coordination) effectively to the

teams. The virtual leadership practices of communication and coordination are affecting to the employees' vigor and absorption as the leaders providing the team communication channel and open conversation mechanism is improving team mental and physical status, and the leaders' coordination to the team made encouragement to the team for all engagement. The between the leaders and employees are affecting to the teams' dedication as it was mentally support to be done the job perfectly. The overall means of virtual leadership practices (communication, trust and coordination) approve that importance of Virtual Leadership Practices factors are agreed by the respondents.

Multiple Regression Analysis are used to find out the effect work engagement on virtual leaderships. As per the survey result, respondents strongly agreed on the effect of work engagement factors (vigor, absorption and dedication) on the employee performance. The employee physical and mental strength are based on the leaders' virtual leadership practices. Same for the employee engagement factors, their jobs absorption, completing and dedicating at work are strongly relied on the leader's virtual leadership practices. Finally, result showed that the important factors of virtual leadership practices effect on employee engagement with teams and corporation, and same effect on the employee performance.

This result indicating that the quantity of time a leader spent communicating with virtual team members and virtual team members perceived quality of communication positively affected employee engagement. Also, findings indicated that virtual leaders who communicate more frequently and have a higher perceived quality of communication are more likely to have engage employees. The study recommends that attention to providing the technological infrastructure to facilitate the communication process. And increase the effectiveness of personal relationships with different workgroups to increase coordination and cooperation between virtual leaders and virtual team members.

5.2 Recommendations and Suggestions

According to the survey results, Myanmar telecommunication industry should emphasize on the virtual leadership practices to maintain the best operation for the customers in crisis and pandemic situation. By using virtual workplace, not only the corporations can save some CAPEX and OPEX, but also the employee's work-life balancing match with their goals. Under the best virtual leader practices, employees felt safe and happy on their work. That's made more engage with team. The close relationship of the team members means the highest trust on each other. Getting the more team trust

means getting the more participating and the more communication is ongoing. That's led the best team performance as individual work focusing became highest.

According to the survey result the leader should do more open conversations and more stay with team. The closely monitoring and engaging by the leaders is must required on the virtual leadership practices for the virtual team members. The leaders must use the polite word and good conversation with the empathy to the employees in any virtual communication channels. It's easy for the employees to become disconnected from the vision and purpose in the virtual environment. The leaders need to support their team to be focused and cleared on their assignment. The leaders need to work with their team to come up with the action plans to help them move forward. Empathy is the heart of virtual leadership. There is clear proof that demonstrating empathy and emotional intelligence is the number one most critical factor for successful leadership. These critical skills are closely aligned with higher engagement, lower turnover and better productivity.

This study is important for senior managers, managers and who working in leadership roles at Myanmar Telecommunication Industry for working in pandemic and crisis situation to monitor or supervise the employees of subordinates because it may help them to understand and to implement a right leadership style to increase the performance of the team. It is suggested that organization should implement the virtual leadership practices according to the certain situation and nature of task assigned to employee. After analyzing the data, it is recommended that for Myanmar Telecommunication Industry should adopt virtual leadership practices. It is suggested for the others new entrants or others running sectors to put their major focus on virtual leadership practices in order to take high level of performance level from their employees.

5.3   Limitation and Needs for Future Research

This study is focus and emphasis only on the virtual leadership practices and work engagement on the employee performance of Myanmar telecommunication industry by applying three-component model and using structured questions. Due to the limitation, this study based on 150 non-managerial employees from five telecom companies of Myanmar telecommunication industry. Therefore, it is suggested that future studies need to collect data from more employees and also collect data from other industries to get more accurate data. Moreover, future study needs to conduct employee performance of other industries in Myanmar to make comparison.

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APPENDIX I
QUESTIONARIES SURVEY

Hello,

I am a student at the Yangon University of Economics and currently studying an Executive Master's in Business Administration Program. I am doing my research thesis on The Effect of Virtual Leadership Practices on Work Engagement and Employee Performance in Myanmar Telecommunication Industry. This is designated for my master thesis purpose only and your data in this survey is private and will use only for intended purpose only. I kindly request for your completion of this questionaries honestly.

Section A : Demographic Information

Please tick the box that correspondent to your answers.

1. Gender

    ☐ Male

    ☐ Female

2. Age

    ☐ < 25

    ☐ 26 – 35

    ☐ 36 – 45

    ☐ 46 - 55

    ☐ Above 55

3. Marital Status

    ☐ Single

    ☐ Married

4. How long have you been using internet?

    ☐ Less than 3 years

    ☐ 3 – 6 years

    ☐ 6 – 9 years

    ☐ Above 9 years

5. Education level

   ☐ High School Graduate

   ☐ Bachelor's degree

   ☐ Master/PhD Degree

6. You are working for

   ☐ Telecom Operator

   ☐ Telecom Managed Services Provider

   ☐ Telecom Tower Company

7. How long have you been with your organization/company?

   ☐ Less than 3 years

   ☐ 3 – 6 years

   ☐ 7 – 9 years

   ☐ More than 9 years

8. Your salary range is

   ☐ Less than 300,000 MMK

   ☐ 3,00,001 MMK – 5,00,000 MMK

   ☐ 5,00,001 MMK – 7,00,000 MMK

   ☐ 7,00,001 MMK – 9,00,000 MMK

   ☐ More than 9,00,000 MMK

Virtual Leadership Practices							
Trust							
	1	I trust my leader because he fulfills the promises, he makes	1	2	3	4	5
	2	I can trust the determination of my leader in all circumstances	1	2	3	4	5
	3	I trust my leader because he provides me with all the necessary information	1	2	3	4	5
	4	I feel safe and comfortable discussing problems and difficulties with my leader	1	2	3	4	5
	5	I think my leader has the appropriate knowledge to manage a team	1	2	3	4	5
Coordination							
	1	I would like to stay part of this team for a long time	1	2	3	4	5
	2	I truly feel the problems of the team as my own	1	2	3	4	5
	3	I have strong sense of belonging to this team	1	2	3	4	5
	4	I try to help other members of the team even though the issues are not directly related to work	1	2	3	4	5
	5	I help the other members of the team when they have to miss work	1	2	3	4	5
Communication							
	1	I inform the other team members before making an important decision	1	2	3	4	5
	2	If a member of the team could be affected by my decisions or actions the manager consult to me beforehand	1	2	3	4	5
	3	Regarding my participation on this team, I am always at my job punctually	1	2	3	4	5
	4	I pay attention to the messages that give information about the advances of the team's activities	1	2	3	4	5
	5	My leader communicates with peers and supervisors in a clear and efficient manner	1	2	3	4	5

Work engagement						
Vigor						
1	I work with intensity on my job	1	2	3	4	5
2	I exert my full effort at my job	1	2	3	4	5
3	I devote a lot of energy to my job	1	2	3	4	5
4	I try my hardest to perform will on my job	1	2	3	4	5
5	I strive as hard as I can to complete my job	1	2	3	4	5
Absorption						
1	I feel positive about my job	1	2	3	4	5
2	In working hours, I pay a lot of attention to my job	1	2	3	4	5
3	In working hours, I focus a great deal of attention on my job	1	2	3	4	5
4	In working hours, I am absorbed by my job	1	2	3	4	5
5	In working hours, I concentrate on my job	1	2	3	4	5
Dedication						
1	I am more likely to recommend our company to my friend?	1	2	3	4	5
2	I am to nominate the company as "Best place to work"?	1	2	3	4	5
3	I have clear message from my leader for way of working and instruction.	1	2	3	4	5
4	I have known the assignment's scope and area what I have to take	1	2	3	4	5
5	Leader provided me enough empowerment to complete my job	1	2	3	4	5

Employee Performance							
	1	I effectively perform tasks that expected of me	1	2	3	4	5
	2	I adequately complete my assigned duties	1	2	3	4	5
	3	I can participate to accomplish my virtual team goals	1	2	3	4	5
	4	I will be able to achieve most of the goals that I have set for myself	1	2	3	4	5
	5	When facing difficult tasks, I am certain that I will accomplish them.	1	2	3	4	5
	6	I can succeed at almost any endeavor to which I set my mind.	1	2	3	4	5
	7	I can perform effectively on many different tasks	1	2	3	4	5
	8	Even when things are tough, I can perform quite well	1	2	3	4	5

APPENDIX II

STATISTICAL OUTPUTS

Regression Results for Effect of Virtual Leadership Practices on Vigor

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.848[a]	.720	.714	.39932	2.006

a. Predictors: (Constant), Communication, Trust, Coordination

b. Dependent Variable: Vigor

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.831	3	19.944	125.071	.000[b]
	Residual	23.281	146	.159		
	Total	83.112	149			

a. Dependent Variable: Vigor

b. Predictors: (Constant), Communication, Trust, Coordination

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.358	.205		1.747	.083		
	Trust	.079	.077	.078	1.021	.309	.325	3.081
	Coordination	.367	.086	.349	4.247	.000	.284	3.527
	Communication	.502	.091	.470	5.490	.000	.262	3.816

a. Dependent Variable: Vigor

Regression Results for Effect of Virtual Leadership Practices on Absorption

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.828[a]	.685	.679	.40409	1.884

a. Predictors: (Constant), Communication, Trust, Coordination

b. Dependent Variable: Absorption

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.862	3	17.287	105.871	.000[b]
	Residual	23.840	146	.163		
	Total	75.702	149			

a. Dependent Variable: Absorption

b. Predictors: (Constant), Communication, Trust, Coordination

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.645	.207		3.116	.002		
	Trust	.067	.078	.070	.860	.391	.325	3.081
	Coordination	.340	.087	.339	3.884	.000	.284	3.527
	Communication	.475	.093	.466	5.135	.000	.262	3.816

a. Dependent Variable: Absorption

Regression Results for Effect of Virtual Leadership Practices on Dedication

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845[a]	.713	.708	.39950	1.919

a. Predictors: (Constant), Communication, Trust, Coordination

b. Dependent Variable: Dedication

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.006	3	19.335	121.144	.000[b]
	Residual	23.302	146	.160		
	Total	81.308	149			

a. Dependent Variable: Dedication

b. Predictors: (Constant), Communication, Trust, Coordination

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.398	.205		1.941	.054		
	Trust	.396	.077	.399	5.134	.000	.325	3.081
	Coordination	.293	.086	.282	3.387	.001	.284	3.527
	Communication	.240	.091	.227	2.620	.010	.262	3.816

a. Dependent Variable: Dedication

Regression Results for Effect of Employee Engagement on Employee Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.862[a]	.743	.738	.35781	1.946

a. Predictors: (Constant), Dedication, Absorption, Vigor

b. Dependent Variable: Performance

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.016	3	18.005	140.632	.000[b]
	Residual	18.692	146	.128		
	Total	72.708	149			

a. Dependent Variable: Performance

b. Predictors: (Constant), Dedication, Absorption, Vigor

Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.574	.183		3.145	.002		
	Vigor	.412	.108	.441	3.827	.000	.133	7.533
	Absorption	.197	.108	.201	1.834	.069	.146	6.850
	Dediction	.245	.076	.259	3.239	.001	.276	3.627

a. Dependent Variable: Performance