

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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FACTORS INFLUENCING EMPLOYEE ENGAGEMENT
AND ORGANIZATIONAL PERFORMANCE OF
MYANMAR POSTS AND TELECOMMUNICATIONS

THANT SIN TUN

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ACADEMIC YEAR (2018-2023)

Supervised By

Dr. Kay Thi Soe

Associate Professor

Department of Management Studies

Yangon University of Economics

Submitted By

Thant Sin Tun

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A thesis is submitted to the Board of Examiners in partial fulfillment of the requirements
for the degree of Master of Business Administration (MBA)

Supervised By

Dr. Kay Thi Soe

Associate Professor

Department of Management Studies

Yangon University of Economics

Submitted By

Thant Sin Tun

OMBA-180704

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ACCEPTANCE

This is to certify that the thesis entitled “**Factors Influencing Employee Engagement and Organizational Performance of Myanmar Posts and Telecommunications**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

.....

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

.....

(Supervisor)

.....

(Examiner)

.....

(Examiner)

.....

(Examiner)

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ABSTRACT

This study explores two primary objectives. First, to analyze the factors that influencing employee engagement at Myanmar Posts and Telecommunications and second, to analyze the effect of employee engagement on organizational performance of Myanmar Posts and Telecommunications. This study involved the collection of data from 300 employees based at the Head Office. The sample size of 110 was determined using the Raosoft sample size calculator and employing a simple random sampling method. Data collection incorporated both primary and secondary sources. Primary data were acquired through a structured questionnaire survey. with 110 employees participating in the study. Secondary data were gathered from relevant books, journals, prior research papers, textbooks, websites, and data provided by the Human Resource Department of Myanmar Posts and Telecommunications. The findings of this study highlight that pay and benefits alone may not be the primary factors in attracting employees; however, other qualitative factors, such as the general work environment, leadership style, involvement in decision-making, and HR policies, significant and positively effect on employee engagement. The engagement is also significant and positive effect on organizational performance within Myanmar Posts and Telecommunications.

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LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
CCO	Chief Commercial Officer
CTO	Chief Technology Officer
HR	Human Resources
MPT	Myanmar Posts and Telecommunications

CHAPTER 1

INTRODUCTION

Telecommunication enables people to connect and communicate with each other, regardless of their geographical locations. It bridges distances and allows for seamless communication, fostering social interactions, collaboration, and information exchange. The importance of telecommunication development is closely linked to human resources. Skilled professionals drive innovation, provide technical expertise, contribute to policy formulation, and support customer service. They also play a critical role in training and education, entrepreneurship, and capacity building initiatives. Human resources are an essential component in realizing the potential of telecommunication and ensuring its successful implementation and utilization.

Human resources management is essential for telecommunication development as it addresses talent acquisition, training and development, performance management, succession planning, employee engagement and retention, diversity and inclusion, change management, and compliance. By effectively managing the human capital within the telecommunication industry, organizations can drive innovation, adapt to evolving technologies, and achieve sustainable growth and development.

Human resources management and employee engagement are essential for telecommunication organizational development as they attract and retain talent, support skill development, drive innovation and problem-solving, facilitate collaboration and knowledge sharing, manage change, boost performance, and shape organizational culture. By focusing on employee engagement, organizations can leverage the potential of their workforce to drive successful telecommunication development projects and achieve long-term growth and success.

Telecommunication organizational development benefits from effective human resources management and employee engagement. By attracting and retaining talent, providing skill development opportunities, fostering employee engagement, encouraging collaboration and innovation, implementing performance management systems, promoting employee well-being, and focusing on employee retention, organizations can maximize performance in telecommunication development projects. These factors

collectively contribute to achieving organizational goals, meeting project timelines, and driving overall success in the telecommunication industry.

Myanmar Posts and Telecommunications (MPT) is the leading telecommunications service provider in Myanmar, offering a wide range of services to individuals, businesses, and government entities. Serving as a vital link for communication and connectivity across the country, MPT continues to play a crucial role in advancing telecommunications services and contributing to the development of Myanmar's digital infrastructure. Through its commitment to innovation, customer satisfaction, and employee engagement, MPT remains at the forefront of the industry.

Employee engagement remains crucial for increasing organizational performance in Myanmar Posts and Telecommunications (MPT) after the COVID-19 pandemic and political conflict. Engaged employees are more resilient and adaptable to changing circumstances. The aftermath of the pandemic and political conflict can have a significant impact on employee morale and well-being. Retaining skilled and talented employees becomes even more critical in the aftermath of challenging events. Effective collaboration and teamwork are essential for problem-solving and innovation, especially in times of uncertainty. Engaged employees are more inclined to provide excellent customer service and maintain positive relationships with clients, even during challenging times. Transparent and effective communication is crucial after the pandemic and political conflict. Employee engagement plays a pivotal role in driving organizational recovery and growth.

This research delves into the factors that have a substantial impact on Myanmar Posts and Telecommunications (MPT). These factors include the work environment, leadership style, decision-making involvement, HR policies, and compensation. Explore how these elements influence employee engagement, which, in turn, affects MPT's overall performance. This study aims to shed light on how these factors collectively shape MPT's success in the telecommunications industry.

In this research, explore the factors that influence employee engagement and their impact on organization performance within Myanmar Posts and Telecommunications is analyzed. By understanding and enhancing employee engagement, MPT can foster organizational resilience, drive recovery, and propel growth in the telecommunications industry of Myanmar.

1.1 Rationale of the Study

Studying employee engagement and organizational performance within Myanmar Posts and Telecommunications can provide valuable insights into the factors that influence performance, employee satisfaction, and talent management within the organization. The findings can inform strategies and practices to enhance organizational performance, improve employee well-being, and contribute to the growth and development of the telecommunications sector in Myanmar.

Choosing to study employee engagement and organizational performance in Myanmar Posts and Telecommunications for the thesis paper is justified by its relevance to the telecommunications industry, the timeliness and growth of the sector, the potential for practical application, the opportunity to address workforce challenges, the academic gap, and the potential impact on the organization and the broader industry.

The telecommunications industry in Myanmar is highly competitive, with multiple players vying for market share and striving to meet the growing demand for telecommunication services. As a result, organizational performance becomes crucial for Myanmar Posts and Telecommunications (MPT) to maintain its success and competitive edge.

Increasing employee engagement and involvement in Myanmar Posts and Telecommunications (MPT) can bring several potential benefits to the organization, including improved job satisfaction, enhanced teamwork, and increased innovation. To overcome challenges and maximize organizational performance in Myanmar Posts and Telecommunications (MPT), it is essential to adopt a proactive approach towards driving employee engagement and involvement. The study recognizes the impact of challenges such as the COVID-19 pandemic and political conflicts on employee engagement and performance in MPT. By investigating employee engagement in the aftermath of these challenges, the study aims to understand the specific areas where employee engagement may have been affected and develop proactive strategies to rebuild engagement and drive performance in the post-challenge environment. By identifying the drivers and barriers of engagement, the research can contribute to the development and implementation of effective policies, practices, and interventions that positively impact employee engagement in MPT. These findings can also be valuable to other organizations in the telecommunications sector and beyond.

This thesis focuses on the factors of general work environment, leadership style of managers, involvement in decision-making, human resource policies and practices, and pay and benefits influencing employee engagement and organizational performance in Myanmar Posts and Telecommunications. By studying these factors in the context of Myanmar Posts and Telecommunications, this thesis aims to provide valuable insights into the relationship between employee engagement and organizational performance, which can contribute to the development of effective strategies for enhancing employee engagement and overall organizational performance.

By examining these factors and their impact on employee engagement and organizational performance in Myanmar Posts and Telecommunications, this study seeks to contribute to the existing knowledge base and provide practical recommendations that can be implemented by the organization to drive employee engagement, improve performance, and achieve long-term success.

1.2 Objectives of the Study

The main objectives of the study are:

1. To analyze the factors influencing employee engagement of Myanmar Posts and Telecommunications.
2. To analyze the effect of employee engagement on organizational performance of Myanmar Posts and Telecommunications.

1.3 Scope and Methods of the Study

This study focuses on the factors influencing employee engagement and organizational performance in Myanmar Posts and Telecommunications (MPT). The study focuses on MPT's head office, out of a total of 300 employees, 110 participated in the study. A sample size of 110 was determined with precision using the Raosoft sample size calculator and employing a simple random sampling method. This rigorous approach ensures a 5% margin of error, a 95% confidence level, and an 87% response distribution, making the sample highly representative. To conduct this comprehensive study, both primary and secondary data sources are harnessed. Primary data is meticulously collected through questionnaire survey. The research scope focuses on

understanding between employee engagement and organizational performance specifically within the context of MPT. For data analysis, both descriptive and regression methods are applied.

1.4 Organization of the Study

This thesis paper comprises five chapters that systematically explore the factors influencing employee engagement and organizational performance in Myanmar Posts and Telecommunications (MPT). Chapter One provides an introduction, rationale, objectives, scope, and methodology of the study, setting the groundwork for the research. Chapter Two presents the theoretical background, delving into the key concepts and conceptual frameworks related to employee engagement and organizational performance. Chapter Three offers a comprehensive profile of MPT and employee engagement practices of MPT. Chapter Four analyzes the factors influencing employee engagement and organizational performance of MPT. It further investigates the effect of employee engagement on organizational performance. Finally, Chapter Five concludes the study by presenting the findings, discussion, recommendations, suggestions, and future research directions.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter provides a comprehensive theoretical foundation for understanding the factors influencing employee engagement and organizational performance within the context of Myanmar Posts and Telecommunications (MPT). The theoretical framework presented here serves as a conceptual guide, integrating relevant theories and models to support the research objectives of the thesis.

2.1 Employee Engagement

Employee engagement refers to the psychological state and level of commitment that employees have towards their work, organization, and its goals. It represents the extent to which employees are emotionally connected, motivated, and invested in their job roles. Engaged employees exhibit a sense of enthusiasm, dedication, and ownership in their work, leading to increased discretionary effort, job satisfaction, and a willingness to go above and beyond the basic requirements of their roles. Employee engagement involves active participation, a sense of purpose, and alignment with organizational values, resulting in improved performance, productivity, and organizational outcomes.

Employee engagement related factors are employee engagement is influenced by various factors that contribute to creating a supportive work environment and fostering employee commitment and motivation. Some key factors related to employee engagement include leadership is the effective leadership plays a crucial role in fostering employee engagement. Supportive, transparent, and inspiring leaders who communicate effectively, provide guidance, and empower employees to create an environment that encourages engagement. Organizational culture is the culture of an organization that significantly impacts employee engagement. A positive culture that values employee well-being, collaboration, open communication, and recognizes and rewards achievements fosters higher levels of engagement. Job design is the design of job roles and tasks that affects employee engagement. Jobs that provide autonomy, opportunities for skill development, variety, and meaningfulness are more likely to engage employees and foster their intrinsic motivation. Recognition and Rewards systems that acknowledge

and appreciate employees' efforts and achievements contribute to higher levels of engagement. Timely and fair rewards, both monetary and non-monetary, create a sense of value and reinforce positive behavior. Work-life Balance is the supporting employees in achieving a healthy work-life balance positively impacts engagement. Providing flexibility, promoting work-life integration, and encouraging employee well-being initiatives demonstrate organizational support and concern for employees' personal lives. Career development is the opportunity for growth, advancement, and continuous learning that are essential for employee engagement. Organizations that invest in employee development and provide clear career paths and opportunities for progression foster engagement and commitment. Employee voice encourages employee participation, involvement, and listening to their ideas and suggestions enhance engagement. Employees who feel valued and have a voice in decision-making are more likely to be engaged and committed.

Different definitions of employee engagement, there are multiple definitions of employee engagement, reflecting the diverse perspectives and emphasis on various aspects of the concept. Some definitions focus on the emotional and affective connection of employees, highlighting their commitment and passion for their work. Others emphasize the behavioral aspects, such as discretionary effort, going beyond job requirements, and contributing to organizational success. The specific definition and dimensions of employee engagement may vary depending on the research context, organizational culture, and theoretical frameworks employed. The choice of definition should consider the research objectives and the specific organizational context to ensure a comprehensive understanding of employee engagement. Incorporating multiple dimensions and perspectives can provide a nuanced and holistic view of employee engagement and its impact on organizational performance.

2.2 Factors Influencing on Employee Engagement

Employee engagement refers to the level of emotional and psychological commitment an employee has towards their work and organization. It reflects the extent to which employees are invested in their roles, motivated to contribute their best efforts, and aligned with the goals and values of the organization. Numerous factors influence

employee engagement, shaping the overall satisfaction, productivity, and retention of employees. Explore some of the key factors that impact employee engagement.

(a) The general work environment greatly influences on employee engagement. A positive and inclusive work environment that values diversity and fosters collaboration create a sense of belonging and encourages engagement. When employees feel safe and respected, they are more likely to be engaged in their work. Furthermore, an environment that offers opportunities for growth and development, such as training programs, mentorship, and clear career paths, can significantly enhance engagement by demonstrating the organization's investment in its employees' professional growth.

(b) Leadership style effective leaders play a significant role in fostering employee engagement. When leaders and managers exhibit strong communication skills, provide regular feedback, and support, and create a positive work environment, they cultivate a culture that encourages engagement. Leaders and managers who listen to their employees, involve them in decision-making processes, and recognize and reward their achievements inspire a sense of trust and commitment.

(c) Involvement in decision-making refers to the extent to which employees are actively included in the process of making decisions that affect their work, team, or the organization. It involves seeking and incorporating employee input, ideas, and suggestions into the decision-making process.

(d) Human resource policies and practices encompass the set of guidelines, procedures, and strategies that an organization implements to manage its workforce effectively. This includes areas such as recruitment, training, performance evaluation, career development, diversity and inclusion initiatives, and employee relations.

(e) Pay and benefits refer to the compensation package provided by an organization to its employees in exchange for their work and contributions. Pay includes salary, wages, and bonuses, while benefits encompass perks such as healthcare coverage, retirement plans, paid time off, and other non-monetary offerings.

The alignment of employee work with the organization's purpose and values also influences engagement. When employees understand how their roles contribute to the larger goals and vision of the company, they find meaning and purpose in their work. Clear communication of the organization's purpose and values, along with opportunities for employees to contribute to those goals, fosters a sense of engagement and motivation.

Employee engagement is influenced by various factors that contribute to the satisfaction, motivation, and commitment of employees. Leadership and management practices, a positive work environment, recognition and rewards, effective communication, work-life balance initiatives, and alignment with organizational purpose and values all play crucial roles. Organizations that prioritize these factors and create an engaging work culture are more likely to have highly engaged employees who are motivated, productive, and committed to their organization's success.

2.3 Organizational Performance

Organizational performance is a multifaceted concept that encapsulates an organization's overall effectiveness and achievement of goals across several dimensions. It serves as a critical indicator of an organization's success, competitiveness, and its ability to meet stakeholder expectations. This paper aims to provide an all-encompassing definition of organizational performance, emphasizing its diverse dimensions and their interconnected nature.

Organizational performance can be described as the degree to which an organization efficiently leverages its resources and capabilities to realize its strategic goals and desired outcomes. It encompasses the organization's capacity to generate sustainable financial results, deliver top-notch products or services, meet customer requirements, cultivate a positive work atmosphere, foster innovation, adapt to changing environments, and uphold a competitive position within the industry.

Crucial elements contributing to organizational performance include employee engagement and performance. This involves nurturing a favorable work environment, attracting and retaining talented staff, offering opportunities for personal and professional growth, and ensuring high levels of employee satisfaction and motivation. Engaged employees tend to be more productive, innovative, and dedicated to achieving the organization's objectives.

Innovation and learning performance gauge an organization's ability to nurture a culture of creativity, continuous improvement, and knowledge acquisition. This encompasses encouraging fresh ideas, implementing innovative processes or products, adapting to shifts in the market, and investing in research and development.

Organizations that excel in innovation and learning can maintain a competitive edge and foster long-term success.

Social and environmental performance reflects an organization's commitment to corporate social responsibility and sustainable practices. It encompasses responsible business conduct, ethical behavior, engagement with the community, initiatives promoting diversity and inclusion, and responsible environmental management. Organizations that prioritize social and environmental performance contribute positively to society and cultivate a favorable brand reputation.

Organizational performance is a multifaceted concept encompassing various dimensions, each of which plays a vital role in achieving overall success. By comprehending and effectively managing these dimensions, organizations can enhance their competitiveness, sustainability, and value creation. A comprehensive approach to organizational performance empowers organizations to align their strategies, gauge their progress, and consistently enhance their performance as they strive to meet their goals and objectives.

Organizational performance is a multidimensional perspective. Organizational performance is a multidimensional concept that captures the overall effectiveness and achievement of goals by an organization across various dimensions. It serves as a crucial indicator of an organization's success, competitiveness, and ability to fulfill stakeholder expectations. This paper aims to provide a comprehensive definition of organizational performance, highlighting its diverse dimensions and their interconnectedness.

Organizational performance can be defined as the extent to which an organization effectively utilizes its resources and capabilities to achieve its strategic objectives and desired outcomes. It encompasses the organization's ability to generate sustainable financial results, deliver high-quality products or services, satisfy customer needs, foster a positive work environment, promote innovation, adapt to environmental changes, and maintain a competitive position in the industry.

Employee performance and engagement are crucial factors that contribute to organizational performance. It involves fostering a positive work environment, attracting, and retaining talented employees, providing opportunities for growth and development, and ensuring high levels of employee satisfaction and motivation. Engaged employees are more productive, innovative, and committed to achieving organizational goals.

Innovation and learning performance capture an organization's ability to foster a culture of creativity, continuous improvement, and knowledge acquisition. It involves encouraging new ideas, implementing innovative processes or products, adapting to market changes, and investing in research and development. Organizations that excel in innovation and learning can stay ahead of competitors and drive long-term success.

Social and Environmental Performance of social and environmental performance represents an organization's commitment to corporate social responsibility and sustainable practices. It includes responsible business practices, ethical behavior, community engagement, diversity and inclusion initiatives, and environmental stewardship. Organizations that prioritize social and environmental performance contribute to the well-being of society and build a positive brand reputation.

Organizational performance is a multifaceted concept that encompasses various dimensions, each playing a vital role in achieving overall success. By understanding and effectively managing these dimensions, organizations can enhance their competitiveness, sustainability, and value creation. A comprehensive approach to organizational performance enables organizations to align their strategies, measure their progress, and continuously improve their performance in pursuit of their goals and objectives.

2.4 Previous Research

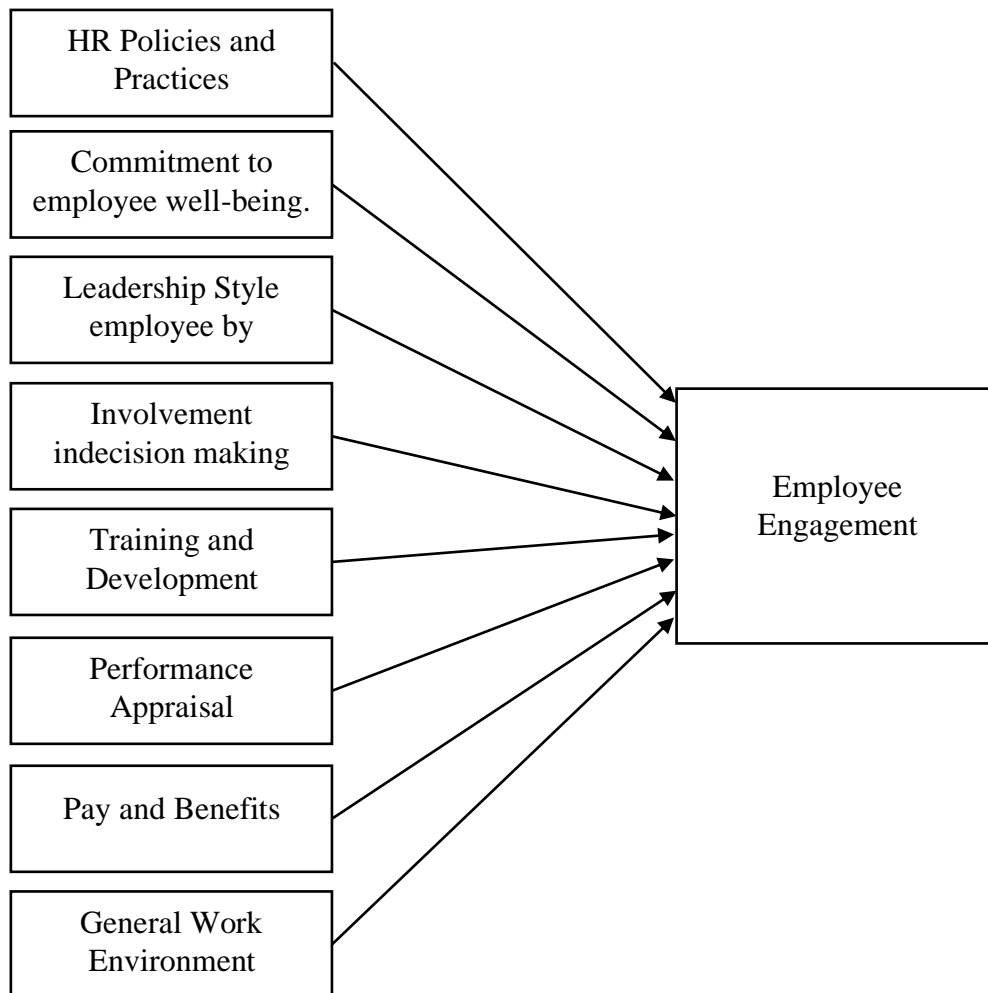
Previous researchers defined those factors influencing employee engagement and the relationship between employee engagement and organizational performance.

2.4.1 Factors Influencing Employee Engagement

In a previous study conducted at sugar industry by Malesedi Moletsane (2017), it was noted that the sugar industry lacked concrete evidence linking employee engagement to enhanced productivity. This study was prompted by the backdrop of low engagement levels identified within the South African manufacturing sector. The primary aim was twofold: firstly, to identify the factors influencing employee engagement within sugar industry, and secondly, to gain insights into the nature of employee engagement within the organization. A quantitative research approach was employed, utilizing a random sampling design to explore the factors influencing employee engagement. The study

cohort consisted of both female and male staff, totaling 73 participants. The research employed a comprehensive employee engagement questionnaire, addressing facets such as employee commitment, internal communication, leadership style's impact on engagement, and employee well-being. Show in Figure 2.1 Factors influencing Employee Engagement.

Figure 2.1 Conceptual Framework of Malesedi Moletsane



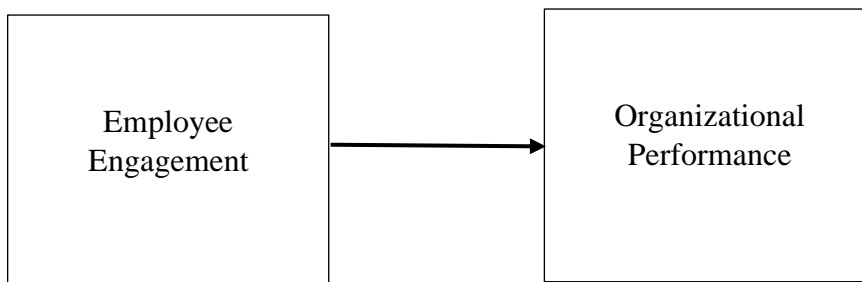
Source: Malesedi Moletsane (2017)

Findings revealed that UVS has a moderately engaged workforce, yet significant room for improvement remains. Participants acknowledged the influence of their engagement levels on their work commitment and overall job satisfaction. However, concerns were raised regarding employee well-being, particularly pertaining to compensation packages and working conditions. The study's recommendations encompass initiatives to bolster employee motivation, the implementation of inclusive HR policies, and strategies for improving workplace conditions. Furthermore, it suggests extending similar research efforts to encompass the broader South African sugar industry.

2.4.2 Relationship between Employee Engagement and Organizational Performance

In Ngaochai Sungmala's work (2021), the effect of employee engagement on organizational performance in multinational companies (MNCs) in Thailand, the study delved into employee engagement and its impact on organizational performance. The research aimed to identify factors influencing employee engagement and explored its interplay with organizational performance and turnover intention. The study involved surveying 423 employees in Thai subsidiaries of multinational companies, with demographic and professional data collection. Analysis included descriptive stats and structural equation modeling. Results showed moderate overall employee engagement, slightly higher in parent companies than Thai subsidiaries. Engagement in the subsidiary positively affected parent company engagement. Figure 2.2 Relationship between employee engagement and organizational performance illustrates the intricate connections uncovered in this study. Key factors in employee engagement included trust, organizational identification, and exchange ideology. Employee engagement significantly impacted satisfaction, commitment, and organizational citizenship behavior. It also correlated with improved performance and reduced turnover intentions.

Figure 2.2 Conceptual Framework of Sungmala



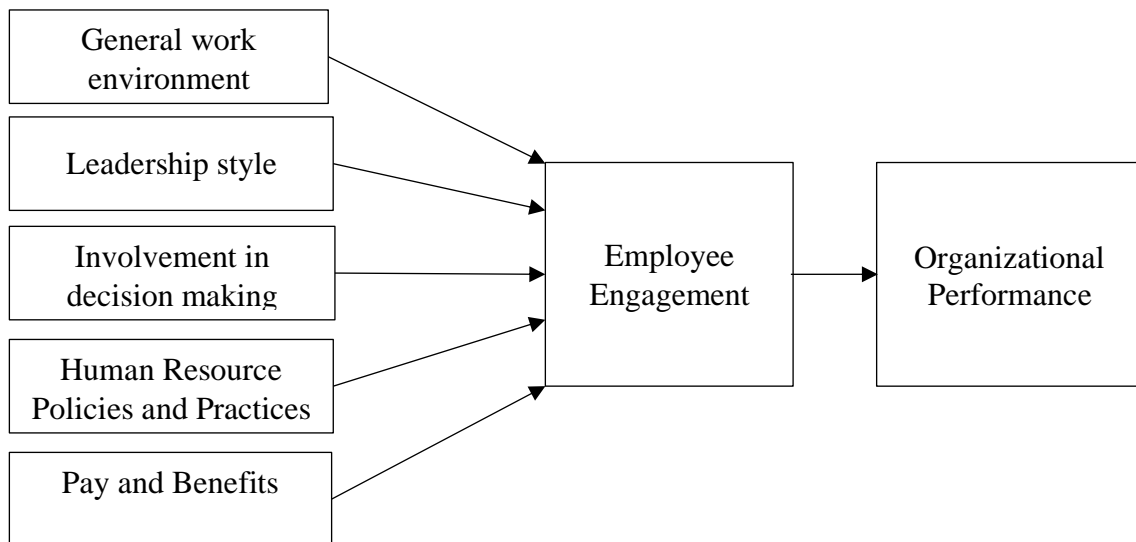
Source: Sungmala (2021)

This study highlights the complexity of employee engagement, linking it to various employee attitudes and beliefs. It suggests distinctions between subsidiary and parent company engagement. Managers can benefit from addressing engagement to enhance organizational performance and reduce turnover. Limitations include cultural differences and the focus on multinational subsidiaries, offering opportunities for future research.

2.5 Conceptual Framework of the Study

A conceptual framework provides a theoretical foundation and structure for understanding the relationships between key variables in the study. In the context of this restudy, the conceptual framework (Figure 2.3) serves as a visual representation of the interplay between employee engagement and organizational performance within Myanmar Posts and Telecommunications. The framework encompasses the key input factors that influence employee engagement, including the general work environment, leadership style, involvement in decision-making, human resource policies and practices, and the impact of pay and benefits.

Figure 2.3 Conceptual Framework of the Study



Source: Own Compilations (2023)

This study delves into the specific factors influencing employee engagement and organizational performance within Myanmar Posts and Telecommunications. Building upon existing literature and research, the framework places emphasis on the general work environment, leadership style, involvement in decision-making, human resource policies and practices, and the impact of pay and benefits. These factors are carefully selected based on their relevance to the organization and their potential to impact employee engagement levels. By examining these specific input factors, the study aims to provide a focused analysis that contributes to a deeper understanding of the relationship between employee engagement and organizational performance within the unique context of Myanmar Posts and Telecommunications.

General Work Environment refers to the overall conditions, atmosphere, and culture within the organization, including factors such as physical workspace, teamwork dynamics, communication channels, and employee well-being initiatives. Leadership Style represents the approach, behavior, and characteristics exhibited by managers and leaders within the organization, influencing employee motivation, empowerment, and the creation of a positive work climate. Involvement in Decision-Making denotes the degree to which employees are given opportunities to participate in and contribute to the decision-making processes that affect their work and the organization. Human Resource Policies and Practices encompasses the policies, procedures, and practices related to talent acquisition, performance management, training and development, diversity and inclusion, and work-life balance initiatives implemented by the organization. Pay and Benefits encompasses the financial compensation and non-monetary rewards provided to employees, including salary, bonuses, incentives, healthcare benefits, retirement plans, and other perks and recognition programs.

Employee Engagement refers to the level of commitment, motivation, and emotional connection that employees have towards their work and the organization. Engaged employees are passionate, dedicated, and go above and beyond their prescribed roles, leading to improved performance and organizational outcomes. Organizational Performance represents the overall effectiveness, productivity, and success of the organization in achieving its goals and objectives. It encompasses various dimensions, such as financial performance, customer satisfaction, innovation, and employee satisfaction and engagement.

CHAPTER 3

PROFILE AND EMPLOYEE ENGAGEMENT PRACTICES OF MYANMAR POSTS AND TELECOMMUNICATIONS

This chapter lays the groundwork for the subsequent exploration of the factors influencing employee engagement and organizational performance within Myanmar Posts and Telecommunications (MPT). By providing an in-depth overview of the company's background, telecommunication services, market position, technological infrastructure, customer base, and corporate culture, readers gain a holistic understanding of MPT's operational landscape. This chapter aims to establish the contextual framework essential for assessing the relationship between employee engagement, organizational performance, and MPT's overall functioning.

3.1 Historical Background of MPT

Myanmar Posts and Telecommunications (MPT) has a rich and storied history that dates back to its establishment several decades ago. Founded in [insert founding year], MPT's origins can be traced to the country's early efforts to develop its postal and telecommunication services. Initially conceived with the primary goal of providing postal services to the nation, MPT's mandate soon expanded to encompass a broader range of telecommunication services. Over the years, MPT has witnessed significant transformations and milestones, adapting to the changing landscape of the telecommunications sector in Myanmar.

During its formative years, MPT faced numerous challenges and hurdles in expanding its reach across the diverse and geographically varied country. The infrastructure for telecommunication services was still in its nascent stages, requiring substantial investment and technological advancements to meet the communication needs of the growing population. However, the commitment of MPT to bridge the communication gap in Myanmar led to steady progress and the eventual evolution of its services.

Over the decades, MPT has played a crucial role in connecting people and communities across Myanmar. As the telecommunications industry underwent rapid

technological advancements, MPT adapted its offerings to keep pace with the changing demands of consumers and businesses alike. From the introduction of mobile services to the deployment of fiber internet, MPT's journey has been marked by its dedication to enhancing connectivity and digital inclusion in the country.

The establishment and growth of MPT have been significantly influenced by governmental support and regulatory frameworks. As a state-owned enterprise, MPT operates under the guidance and oversight of the government, aligning its strategies with national development objectives. The government's vision for a connected Myanmar has been instrumental in shaping MPT's mission to provide reliable and accessible telecommunications services to all corners of the nation.

The historical background and establishment of Myanmar Posts and Telecommunications showcase a journey of growth, adaptability, and commitment to the nation's communication needs. From its humble beginnings as a postal service provider to becoming a key player in the telecommunications industry, MPT's history reflects its enduring mission to connect the people of Myanmar and contribute to the country's progress in the digital era.

3.2 Services Provided by Myanmar Posts and Telecommunications (MPT)

Myanmar Posts and Telecommunications (MPT) offers a comprehensive range of telecommunications services that cater to the diverse communication needs of the people and businesses in Myanmar. As one of the leading telecom providers in the country, MPT has been at the forefront of delivering reliable and innovative services, contributing significantly to Myanmar's digital transformation. The services provided by MPT encompass mobile communications, fixed-line telephony, internet connectivity, and various value-added offerings.

Mobile Services, At the core of MPT's services are mobile communications, which include voice calls, short messaging service (SMS), mobile data, and internet connectivity. MPT provides extensive coverage across the nation, reaching urban centers, towns, and even remote rural areas. Customers can choose from a range of prepaid and postpaid plans, allowing flexibility in meeting their communication requirements. MPT's mobile network is engineered to ensure seamless connectivity, enabling users to stay

connected with family, friends, and colleagues, as well as access essential information and services on-the-go.

Fixed-Line Services, MPT extends its telecommunications offerings to fixed-line telephony, providing reliable landline connections to businesses, government institutions, and households. Fixed-line services offer stable voice communication and facilitate broadband internet access in homes and offices. With dedicated customer support, MPT ensures that fixed-line users experience consistent and uninterrupted connectivity for both personal and professional use.

Internet and Data Services, MPT offers a variety of internet and data services to meet the growing demands for online connectivity. For individual users, the company provides affordable data packages, allowing them to browse the internet, access social media, stream videos, and use various mobile applications. For businesses, MPT offers tailored internet solutions, including high-speed broadband, dedicated leased lines, and virtual private networks (VPNs), catering to the specific needs of enterprises in enhancing their online operations.

Fiber-to-the-Home (FTTH), as part of its commitment to advancing digital infrastructure, MPT has made significant strides in deploying Fiber-to-the-Home (FTTH) technology. FTTH offers ultra-fast and reliable internet connectivity directly to homes and offices through fiber optic cables. With FTTH, customers can experience high-speed internet for seamless video streaming, online gaming, and other bandwidth-intensive activities. The expansion of FTTH infrastructure has contributed to bridging the digital divide and bringing advanced digital services to various regions of Myanmar.

Value-Added Services, MPT provides an array of value-added services to enhance the customer experience. Mobile money services, such as MPT Money, enable users to perform financial transactions, transfer funds, pay bills, and top-up mobile credit conveniently through their phones. Additionally, MPT offers digital content services, such as music streaming and video-on-demand, providing customers with diverse entertainment options accessible through their mobile devices.

Roaming Services, MPT facilitates roaming services for its customers, allowing them to stay connected even while traveling abroad. Roaming partnerships with international telecom operators enable MPT subscribers to use their mobile phones and

data services in various countries, ensuring seamless connectivity during their international journeys.

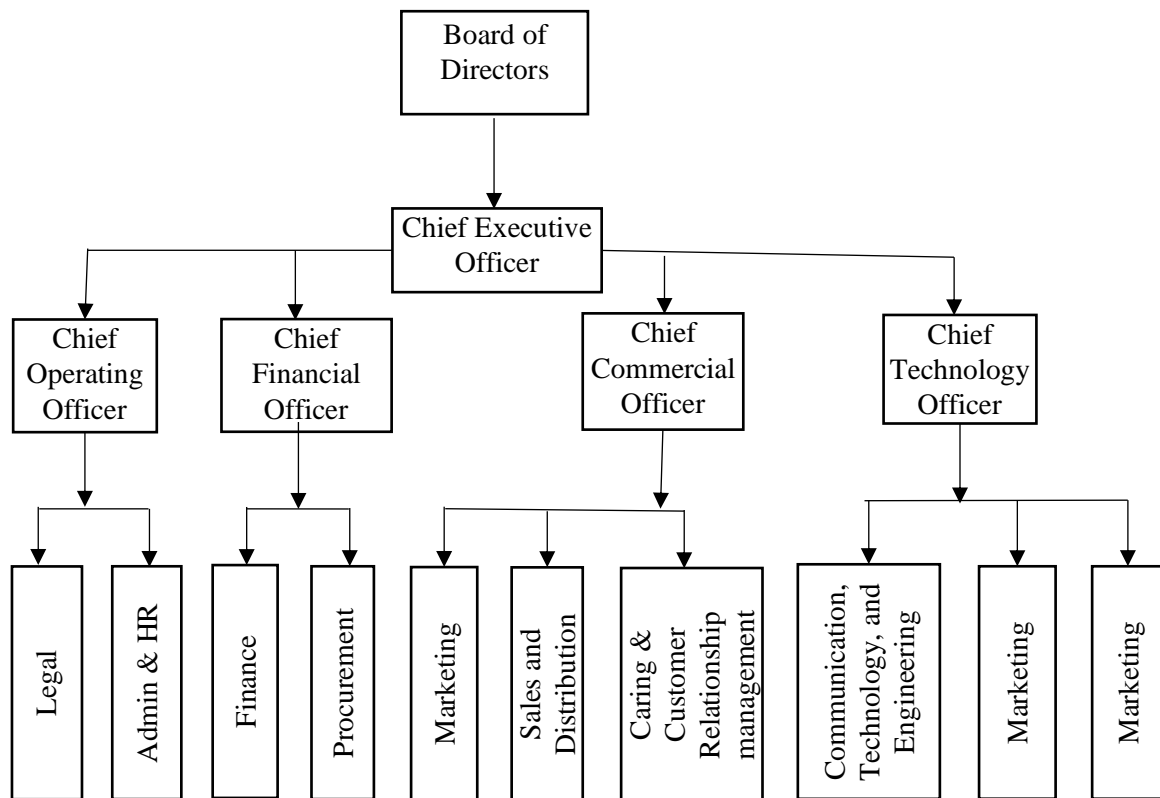
Myanmar Posts and Telecommunications (MPT) plays a pivotal role in delivering a wide range of telecommunications services that cater to the communication needs of Myanmar's diverse population. From mobile communications and fixed-line services to high-speed internet and value-added offerings, MPT continues to innovate and expand its services, driving digital connectivity and contributing to the nation's progress in the telecommunications landscape.

3.3 Organizational Structure of Myanmar Posts and Telecommunications

The organizational structure and corporate culture of Myanmar Posts and Telecommunications (MPT) play a pivotal role in shaping employee engagement and overall organizational performance. This section examines how the company's structure and culture influence employee behavior, decision-making processes, and the alignment of individual and organizational goals.

MPT's organizational structure defines the hierarchy, reporting relationships, and decision-making processes within the company. This includes the distribution of authority, responsibilities, and communication channels among various departments and levels of management. Understanding the organizational structure provides insights into the flow of information, coordination, and the extent of employee empowerment within MPT. It may include details about the executive leadership, middle management, and frontline staff, showcasing the chain of command and how decisions are cascaded throughout the organization. Figure 3.1 Myanmar Post and Telecommunication Organizational Structure provides a visual representation of MPT's organizational hierarchy and how different units or divisions interconnect to facilitate effective operations and communication. This structure significantly impacts how employees interact, collaborate, and contribute to the company's objectives.

Figure 3.1 Myanmar Post and Telecommunication Organizational Structure



Source: Survey Data (2023)

The organizational structure of Myanmar Posts and Telecommunications (MPT) is a pivotal component in understanding the dynamics of this telecommunications enterprise. This structure delineates the hierarchical framework that governs the allocation of responsibilities, decision-making processes, and the flow of communication within the organization. At the apex of this structure rests the esteemed Board of Directors, entrusted with high-level strategic decisions and governance. The Board provides overarching guidance and direction for MPT's operations.

Directly beneath the Board of Directors stands the Chief Executive Officer (CEO), who serves as the top executive officer responsible for the overall management of MPT. Reporting to the CEO, a cohort of distinguished officers assumes key roles in steering MPT's multifaceted operations. This executive team includes the Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Commercial Officer (CCO), and Chief Technology Officer (CTO).

Under the purview of the COO, the organization comprises critical functions such as Legal, Administration, and Human Resources (HR), ensuring the smooth functioning

of administrative and human capital-related matters. The CFO oversees the domains of Finance and Procurement, essential for the financial stability and efficient resource management of MPT. Within the CCO's realm, the domains of Marketing, Sales and Distribution, Customer Care, and Customer Relationship Management play a pivotal role in shaping MPT's market presence and customer interactions. Meanwhile, the CTO supervises the intricate facets of Communication, Technology and Engineering, Operations, and Information Technology, which are indispensable for maintaining MPT's technological prowess and service delivery.

This organizational structure serves as the framework within which MPT's workforce operates, reflecting a clear hierarchy of responsibilities and divisions. Understanding this structure is foundational for comprehending the intricate dynamics that influence employee engagement and, consequently, organizational performance within the confines of Myanmar Posts and Telecommunications.

3.4 Profile of Respondents

This study collected demographic data from a sample of 110 employees currently working at Myanmar Posts and Telecommunications (MPT). To understand the composition of respondents, this study was designed five questions using nominal and interval scales. These questions explored key demographic attributes, including gender, age, level of education, years of experience, and average salary. Respondents were chosen for participation using a simple random sampling technique. The analysis of this demographic data, summarized in Table 3.1, provides valuable insights into the gender, age, educational qualifications, year of experiences, and average salary levels of study participants.

Table 3.1. Profile of Respondents

No	Demographic factors	Description	Frequencies	Percentages (%)
		Total	110	100
1	Gender	Male	40	36.36
		Female	70	63.64
2	Age (Year)	Less than 30	55	50
		31-40	40	36.36
		41-50	10	9.09
		Above 50	5	4.55
3	Educational level	Graduated	100	90.91
		Master level	10	9.09
4	Monthly Income Level (MMK)	Less than 600,000	5	4.55
		600,001 to 800,000	15	13.63
		800.001 to 1,000,000	20	18.18
		1,000,001 to 1,200,000	20	18.18
		1,200,001 to 1,400,000	20	18.18
		1,400,001 to 1,600,000	22	20
		1,600,001 to 1,800,000	5	4.55
		Above 2,000,000	3	2.73
5	Work Experiences	Less than 1 year	20	18.18
		1 to 3 years	30	27.27
		3 to 6 years	40	36.37
		6 to 9 years	10	9.09
		Above 9 years	10	9.09

Source: Survey Data (2023)

According to Table (3.1), Profile of Respondents, a total of 110 employees participated in the study, representing 100% of the respondents. The gender distribution shows that 36.36% of the respondents are male, while the majority, accounting for 63.64%, are female. In terms of age, half of the respondents (50%) are less than 30 years old, 36.36% fall in the age range of 31-40, 9.09% are aged between 41-50, and 4.55% are above 50 years old. Regarding their educational background, the vast majority (90.91%) have graduated, while a smaller proportion (9.09%) hold master's degrees. The data on monthly income levels reveals that 4.55% of respondents earn less than 600,000, 13.63% fall within the income range of 600,001 to 800,000, 18.18% earn between 800,001 and 1,000,000, and the same percentage falls within the income ranges of 1,000,001 to 1,200,000 and 1,200,001 to 1,400,000. Additionally, 20% of respondents earn between 1,400,001 and 1,600,000, while another 18.18% fall within the income range of 1,600,001 to 1,800,000. Only 2.73% of respondents earn above 2,000,000. Concerning work experience, 18.18% have less than 1 year of experience, 27.27% have 1 to 3 years, 36.37% have 3 to 6 years, and 9.09% have 6 to 9 years, with another 9.09% having more than 9 years of work experience. These demographic profiles provide a comprehensive understanding of the respondents' characteristics, which is essential for the subsequent analysis of employee engagement and organizational performance.

From the survey results, it can be seen firstly that the male and female employees are appointed with varying proportions within Myanmar Posts and Telecommunications (MPT). This gender diversity within the organization may influence workplace dynamics and employee perspectives. Additionally, the age distribution reflects a diverse workforce, with a significant number of younger employees below the age of 30, suggesting a mix of experience levels and generational perspectives. Furthermore, the majority of respondents hold graduate-level degrees, indicating a well-educated workforce. The income distribution highlights variations in earning potential among employees, which can impact their financial well-being and job satisfaction. Lastly, the range of work experience levels underscores the presence of both novice and experienced professionals, each contributing their unique perspectives and skills to MPT. These demographic findings set the stage for a deeper exploration of employee engagement and its impact on organizational performance within this multifaceted workforce.

3.5 Technological Infrastructure and Network Coverage

The technological infrastructure and network coverage are critical components that underpin Myanmar Posts and Telecommunications (MPT)'s ability to deliver reliable and seamless telecommunication services to its customers. This section provides insights into the technological backbone of MPT's operations, including its network infrastructure, advancements in technology, and the extent of its coverage across different regions of Myanmar.

Network Infrastructure, MPT's network infrastructure serves as the foundation for its telecommunication services. This subsection explores the various components of MPT's network, including its mobile network, fixed-line connections, and data centers. It delves into the deployment of base stations, transmission towers, and fiber optic cables that form the backbone of the network. Additionally, the section examines any investments made in upgrading the network infrastructure to support growing demands for data and improved connectivity.

Mobile Network Technologies, As the mobile industry continuously evolves, this section discusses the mobile network technologies employed by MPT. It may include details about 2G, 3G, 4G/LTE, and future developments in 5G technology. The discussion focuses on how these technologies enhance mobile data speeds, coverage, and overall user experience.

Fixed-Line Connectivity, MPT's fixed-line connectivity is an integral part of its telecommunication offerings. This subsection explores the types of fixed-line connections provided, such as traditional copper-based lines and newer technologies like fiber-optic connections. It discusses how MPT ensures stable voice communication and high-speed internet access through fixed-line services.

Data Centers and IT Infrastructure, Data centers play a crucial role in managing and storing the vast amount of data generated by telecommunication services. This section examines MPT's data centers and the robustness of its IT infrastructure to handle data processing, security, and storage requirements. The discussion may also include insights into the company's approach to data security and privacy.

Fiber Optic Deployment and FTTH, MPT's deployment of fiber optic cables is vital in delivering high-speed internet connectivity to customers. This subsection focuses on the extent of MPT's fiber optic network deployment and its impact on internet access

and data services. It also highlights the progress of MPT's Fiber-to-the-Home (FTTH) initiatives, offering ultra-fast internet directly to homes and businesses.

Network Coverage and Reach, the extent of MPT's network coverage is a key indicator of its ability to serve customers across Myanmar. This section evaluates the geographic reach of MPT's services, including coverage in urban areas, towns, and rural regions. It addresses any challenges in extending network coverage to underserved or remote areas.

Quality of Service and Connectivity, this subsection discusses the quality of service provided by MPT, including factors like call clarity, data speeds, and reliability. It examines the company's efforts to enhance service quality, as well as measures taken to address network congestion and connectivity issues.

The technological infrastructure and network coverage are instrumental in supporting Myanmar Posts and Telecommunications (MPT)'s telecommunication services. The company's network infrastructure, mobile technologies, fixed-line connectivity, data centers, and fiber optic deployment form the backbone of its operations. By providing comprehensive coverage and ensuring quality of service, MPT strives to meet the communication needs of its customers across Myanmar's diverse landscape. Technological advancements and network expansions contribute to MPT's ability to remain competitive and deliver innovative telecommunications solutions in the dynamic market.

3.6 Employee Engagement Practices of MPT

Each of the factors influencing employee engagement and organizational performance at Myanmar Posts and Telecommunications (MPT):

1. General Work Environment

The general work environment at Myanmar Posts and Telecommunications (MPT) is a crucial determinant of employee engagement and organizational performance. A positive work environment fosters a sense of belonging, job satisfaction, and motivation among employees. MPT's work environment encompasses factors such as a supportive workplace culture, physical workspace conditions, opportunities for

collaboration, and the overall atmosphere within the organization. By ensuring a conducive work environment that values employee well-being and provides a platform for growth and innovation, MPT can elevate employee engagement, leading to improved individual and collective performance.

2. Leadership Style

The leadership style adopted by managers at MPT significantly influences employee engagement and organizational performance. Managers serve as the bridge between the organization's goals and the employees who work towards them. A transformational, empowering, and communicative leadership style can inspire employees, promote a sense of purpose, and facilitate effective teamwork. By nurturing effective leadership practices, such as providing clear direction, constructive feedback, and recognizing employee contributions, MPT can harness the potential of its workforce, leading to increased engagement and driving the organization's overall performance.

3. Involvement in Decision Making

Employee involvement in decision-making processes is another pivotal factor impacting engagement and performance at MPT. When employees feel valued and included in the decision-making process, they are more likely to be motivated, committed, and take ownership of their work. MPT's commitment to involving employees in key decisions, whether through feedback channels, cross-functional collaboration, or participatory initiatives, can enhance engagement by fostering a sense of empowerment and the belief that their contributions matter. This, in turn, can positively impact the organization's ability to innovate and respond to challenges effectively.

4. Human Resource Policies and Practices

The efficacy of Human Resource (HR) policies and practices at MPT plays a significant role in influencing employee engagement and organizational performance. HR policies encompass aspects such as recruitment, training, performance evaluation, career development, and diversity and inclusion efforts. By implementing fair,

transparent, and well-structured HR policies that align with the company's values and employee needs, MPT can create an environment where employees are motivated to excel. Effective HR practices not only attract and retain talent but also contribute to skill development, job satisfaction, and overall organizational efficiency.

The efficacy of Human Resource (HR) policies and practices at MPT plays a significant role in influencing employee engagement and organizational performance. HR policies encompass a wide range of aspects, including recruitment, training, performance evaluation, career development, promotion, appraisal, and diversity and inclusion efforts. By implementing fair, transparent, and well-structured HR policies that align with the company's values and employee needs, MPT can create an environment where employees are motivated to excel. Effective HR practices not only attract and retain talent but also contribute to skill development, job satisfaction, and overall organizational efficiency. Promotions and performance appraisals, for instance, provide employees with clear career paths and recognition for their contributions, fostering a sense of accomplishment and loyalty. These holistic HR efforts collectively enhance employee engagement and positively impact the organizational performance of Myanmar Posts and Telecommunications.

Human Resource (HR) policies and practices at MPT encompass a broad spectrum of critical areas that profoundly influence employee engagement and organizational performance. These include recruitment strategies that focus on hiring top talent aligned with MPT's values, comprehensive training programs that nurture skill development, transparent performance evaluation criteria that provide clear feedback, robust career development paths that motivate employees to excel, fair promotion processes that reward performance, and effective diversity and inclusion initiatives that foster a sense of belonging. In addition to these factors, competitive compensation packages and attractive employee benefits enhance job satisfaction, while work-life balance initiatives, such as flexible working arrangements, contribute to overall well-being. Employee recognition programs and frequent performance feedback create a culture of achievement and motivation. Furthermore, HR's role in managing employee relations and conflict resolution ensures a harmonious work environment. MPT's commitment to employee health and wellness is evident through health and wellness programs that address physical and mental well-being. By meticulously addressing each of these facets, MPT creates an environment where employees are not only attracted and

retained but also inspired to contribute their best, ultimately driving organizational efficiency and success.

5. Pay and Benefits

Compensation and benefits provided by MPT are pivotal in influencing employee engagement and organizational performance. Fair and competitive compensation, combined with a comprehensive benefits package, serves as a testament to the organization's appreciation for its employees' contributions. A well-structured pay and benefits system not only attracts top talent but also fosters employee motivation, ultimately leading to improved performance.

Within the framework of employee engagement and organizational performance at Myanmar Posts and Telecommunications (MPT), the element of compensation plays a pivotal role. As part of MPT's comprehensive compensation package, employees are eligible to receive an annual bonus. Notably, this annual bonus is determined based on the employee's basic salary and is equivalent to two times the basic salary. This bonus structure reflects MPT's commitment to recognizing and rewarding the contributions of its workforce, aligning with the broader goal of fostering employee engagement and motivation.

Including this information about the annual bonus structure based on the basic salary in this thesis provides a comprehensive overview of the compensation and benefits practices within MPT, which can be relevant to discussions about employee engagement and performance.

In addition to competitive salaries, MPT offers a range of leave policies that further demonstrate its commitment to employee well-being. Employees are entitled to annual leave, providing them with six days of paid time off each year for relaxation and personal needs. The earned leave policy, granting four days of additional paid leave, rewards employees for their dedication and tenure with the organization. Moreover, MPT recognizes the importance of health and well-being by offering a generous medical leave allowance, providing employees with up to 30 days of paid leave for medical reasons.

Furthermore, MPT goes the extra mile to acknowledge and reward its employees' hard work through an annual bonus program. Employees have the opportunity to receive

an annual bonus equivalent to two months' basic salary, a practice that not only recognizes their efforts but also incentivizes high performance.

By ensuring that employees feel fairly compensated for their efforts and providing ample opportunities for growth, recognition, personal time, and substantial annual bonuses, MPT significantly contributes to higher engagement levels and positively impacts the overall effectiveness of Myanmar Posts and Telecommunications.

3.7 Reliability Test

Reliability is a fundamental aspect of any research, as it ensures consistency in the measurement of variables. To assess the reliability of the data collected from the 110 respondents on the variables of factor influencing, employee engagement, and organizational performance, the Cronbach's Alpha coefficient, a widely recognized measure of internal consistency, was employed. The results of this internal consistency reliability analysis are presented comprehensively in Table (3.2).

Table (3.2) Reliability Test

Sr No.	Factors	Number of Items	Cronbach's Alpha
1	General Work Environment	5	0.682
2	Leadership style	5	0.863
3	Involvement indecision making	5	0.656
4	Human Resource Policies and Practices	5	0.762
5	Pay and Benefits	5	0.880
6	Employee Engagement	10	0.790
7	Organizational Performance	10	0.846

Source: Survey Data (2023)

If Cronbach's Alpha is high, all items are reliable, ensuring internal consistency. Low Alpha values suggest item unreliability, requiring further analysis. The minimum standard is 0.6, signifying reliability. Table (3.2) shows Alpha values exceeding 0.6 for factor influencing, employee engagement, and organizational performance, affirming questionnaire validity and reliability.

CHAPTER 4

ANALYSIS OF EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE AT MYANMAR POSTS AND TELECOMMUNICATIONS

This chapter discusses the analysis of data derived from questionnaires completed by 110 employees at Myanmar Posts and Telecommunications. This chapter is structured into three distinct sections to investigate the relationship between factors influencing employee engagement and organizational performance. The initial segment examines the impact of influencing factors on employee engagement, followed by an exploration of the influence of employee engagement on organizational performance. Utilizing a linear regression model, this study aims to uncover and quantify these relationships through survey data analysis. This chapter serves as a critical exploration of the dynamics within the organization.

4.1 Factors Influencing Employee Engagement

In this section, explore the factors that exert influence on employee engagement within Myanmar Posts and Telecommunications. These factors encompass the general work environment, leadership style, involvement in decision-making processes, human resource policies and practices, and compensation and benefits. The data and information collected through survey questionnaires from participants are analyzed in this section. Objective is to examine the mean and standard deviation of these influencing factors, as presented in the following table. A structured questionnaire employing a 5-point Likert Scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree) is utilized to discern the results.

At Myanmar Posts and Telecommunications, have undertaken a quantitative approach. The objective is to analyze the 110 employees of MPT. To collect necessary data that have employes a questionnaire as the research instrument. The questionnaire is designed around a Likert-type 5-point scale, which ranges from 1 (indicating strongly disagree to 5 (signifying strongly agree). Respondents' employee expressed their

perceptions through structured questionnaires utilizing Likert-type 5-points scales, which interpreted as follows:

1.00-1.80 (Strongly Disagree)

1.81-2.60 (Disagree)

2.61-3.40 (Neutral)

3.41-4.20 (Agree)

4.21 and 5.00 (Strongly Agree)

To interpret these mean values, that draw from Best's classification (1977). In this framework, a mean value between 1.00 and 1.80 is designated as strongly disagree, while 1.81 to 2.60 falls under the category of disagree. Mean values between 2.61 and 3.40 are categories as neither agree nor disagree. Rating between 3.41 and 4.20 are considered agree, and finally, mean values ranging from 4.21 to 5.00 are regarded as strongly agree in terms of customer perceptions regarding Myanmar Posts and Telecommunications.

(a) General Work Environment

The general work environment stands as a foundational pillar within the framework of employee engagement. It is the cornerstone of study, and in this subsection, delve into its significance. To gauge the aspects of the general work environment, survey questionnaire comprises five specific questions designed to explore the factors that influence it. These questions shed light on critical elements that define the overall work environment. Table (4.1) serves as an illustrative representation, showcasing the level of trust in management as a component of the general work environment within Myanmar Posts and Telecommunications.

Table (4.1) General Work Environment

No.	General Work Environment	Mean Value	Standard Deviation
1	Achieving the correct balance between home and work lives	3.76	0.78
2	Providing support and help for work-life balance of the employee.	3.59	0.74
3	Perfect Physical workspace (office layout, facilities, etc.)	3.22	0.89
4	Providing availability and accessibility of necessary resources and tools to perform job effectively.	3.33	0.853
5	The work environment at MPT is conducting to productivity and efficiency.	3.36	0.85
Overall Mean		3.45	

Source: Survey Data (2023)

The overall mean score is 3.45, indicating that the aspects of the work environment at Myanmar Posts and Telecommunications (MPT) vary in terms of employee satisfaction. Achieving the correct balance between home and work lives and providing support and help for work-life balance of the employee received notably higher agreement levels. These results signify that MPT excels in its commitment to fostering a work environment that values the delicate equilibrium between employees' personal lives and professional commitments. The employees' strong agreement with these two factors highlights MPT's dedication to supporting their work-life balance, ensuring employees can effectively juggle their personal and professional responsibilities. This emphasis on work-life balance is crucial, as it contributes significantly to employee engagement and overall organizational performance. It creates an environment where employees feel valued, cared for, and motivated to give their best at work, leading to enhanced organizational success.

(b) Leadership Style

The second factor influencing leadership style, plays a vital role in employee engagement. This section delves into the intricacies of leadership within Myanmar Posts and Telecommunications. This survey includes five key questions related to leadership style, offering insights into how it influences employee engagement. Refer to Table (4.2) for an overview of the prevailing leadership style within the organization.

Table (4.2) Leadership Style

No.	Leadership style	Mean Value	Standard Deviation
1	Providing clear direction and sets goals team by manager.	3.70	0.80
2	Encouraging open communication and actively listens to team members by manager.	3.62	0.78
3	Demonstrating support and provides guidance when needed by manager.	3.51	0.79
4	Recognizing and appreciates the contributions of team members by manager.	3.43	0.78
5	Leadership style creates a positive work environment that fosters innovation and creativity of manager	3.40	0.90
Overall Mean		3.54	

Source: Survey Data (2023)

The overall mean score for leadership style at Myanmar Posts and Telecommunications is 3.54. This score suggests that employees generally agree with the various aspects of leadership demonstrated by managers. Specifically, employees strongly agree that managers provide clear direction and set team goals and encourage open communication while actively listening to team members. Additionally, managers are seen as demonstrating support and providing guidance when needed. Managers also recognize and appreciate the contributions of team members. Furthermore, the leadership style is perceived to create a positive work environment that fosters innovation and creativity. Indicate a positive and supportive leadership culture within the organization, which can significantly impact employee engagement and overall organizational success.

(c) Involvement in decision making

The third factor influencing under scrutiny is the pivotal aspect of involvement in decision making, a vital factor for employees. This section emphasizes the significance of involving employees in the decision-making process. Survey questionnaires includes five specific statements meticulously crafted to capture the essence of involvement in decision making. The results of this survey are succinctly presented in Table (4.3), offering a visual representation of the level of involvement in decision making within Myanmar Posts and Telecommunications.

Table (4.3) Involvement in decision making.

No.	Involvement in decision making	Mean Value	Standard Deviation
1	Employees exercise good judgment to perform and carry out their tasks.	3.64	0.61
2	Employees have autonomy to solve problems.	3.57	0.65
3	The tasks are congruent with employee interest	3.36	0.70
4	Supervisor or manager would not interfere with employees as long as	3.33	0.70
5	Employee suggestions and ideas are considered when making important decisions.	3.47	0.73
Overall Mean		3.47	

Source: Survey Data (2023)

The overall mean score for involvement in decision making at Myanmar Posts and Telecommunications is 3.47, indicating an agree level of satisfaction. Employees feel they can exercise good judgment, have autonomy to solve problems, and see employees suggestions and ideas considered when making important decisions. Supervisors and managers trust employees to manage their tasks effectively. This level of involvement fosters a sense of ownership, commitment, and engagement among employees, which can lead to improved organizational performance.

(d) Human Resource Policies and Practices

The survey results pertaining to human resource policies and practices are succinctly summarized in Table (4.4). This section delves into the factor influencing aspects related to HR policies and practices at Myanmar Posts and Telecommunications. The table provides a comprehensive overview of how HR policies are perceived by employees in terms of their impact on engagement and organizational performance.

These findings offer valuable insights into the role of HR policies and practices in shaping the employee experience within the organization.

Table (4.4) HR Policies and Practices

No.	HR Policies and Practices	Mean Value	Standard Deviation
1	Provides clear and transparent guidelines on employee rights, benefits, and responsibilities.	3.55	0.85
2	The performance evaluation system is fair and objective.	3.29	0.83
3	Offers competitive compensation and benefits packages.	3.25	0.92
4	Provides opportunities for career development and advancement	3.48	0.78
5	Provide a healthy work-life balance	3.50	0.73
Overall Mean		3.41	

Source: Survey Data (2023)

The overall mean score for Human Resource Policies and Practices at Myanmar Posts and Telecommunications is 3.41, signifying an agree level of satisfaction among employees. These policies are appreciated for their clarity regarding employee rights, benefits, and responsibilities. The organization's provision of opportunities for career development and advancement, as well as a healthy work-life balance, receives positive feedback. This alignment between HR policies and employee expectations can enhance engagement and contribute to organizational performance.

(e) Pay and Benefits

This section underscores the significance of pay and benefits as key factors influencing employee engagement and organizational performance. The findings regarding pay and benefits are thoughtfully summarized in Table (4.5). This table serves as a pivotal reference point to explore how compensation and benefits packages impact employees' engagement levels and, consequently, organizational performance within Myanmar Posts and Telecommunications.

Table (4.5) Pay and Benefits

No.	Pay and Benefits	Mean Value	Standard Deviation
1	The pay receive at MPT is competitive compared to similar roles in other organizations.	3.12	1.10
2	The benefits package provided by MPT meets employee needs and expectations.	3.16	0.90
3	The pay and benefits at MPT reflect the value and importance placed on employees.	3.14	0.86
4	Adequate pay and benefits at MPT motivate employee to perform at the best.	3.08	0.94
5	The pay and benefits at MPT contribute to my overall job satisfaction and engagement.	3.17	0.97
Overall Mean		3.13	

source: Survey Data (2023)

The overall mean score for the Pay and Benefits at Myanmar Posts and Telecommunications is 3.13, indicating a relatively neutral level among employees. It's important to recognize that qualitative factors, such as providing opportunities for work-life balance, supporting employees in pursuing further studies, leadership style, and involvement in decision-making, play a more important role in keeping employees engaged and committed, thus contributing to improved organizational performance. While pay and benefits are comparable to other qualitative factors, they may not be the

primary drivers of employee engagement. Additionally, it's crucial to consider that MPT, as a government entity, follows systematic hiring policies, which can also impact employee engagement. Therefore, to enhance employee engagement and overall organizational performance, the focus should shift toward bolstering these qualitative factors within the organization.

4.2 Employee Engagement

This section underscores the pivotal role of employee engagement as a key driver of organizational performance. The findings related to employee engagement are thoughtfully summarized in Table (4.6). This Table serves as a central reference point to delve into the factors that influence employees' engagement levels and, consequently, their impact on the overall performance of Myanmar Posts and Telecommunications. As we analyze the survey responses on employee engagement, aim to gain deeper insights into the various dimensions that contribute to a high engaged workforce and how these dimensions with the organization's success. Understanding the dynamics of employee engagement is fundamental to enhancing performance and achieving organizational goals.

Table (4.6) Employee Engagement

No	Employee Engagement	Mean Value	Standard Deviation
1	Sense of pride in being a part of MPT.	3.55	.643
2	Motivated to give my best effort in work.	3.53	.712
3	Clearly understanding of role and work contribute to the overall goals of MPT.	3.64	.711
4	Opportunities for career growth and development.	3.59	.707
5	Good work-life balance.	3.40	.719
6	Good relationship with colleagues.	3.69	.809
7	The work that has been assigned create continuous learning.	3.65	.655
8	Access to the resources and tools necessary to perform job effectively.	3.48	.687
9	Provides a positive and inclusive work environment that values diversity and respect.	3.46	.672
10	Strong sense of belonging and camaraderie within team	3.59	.610
Overall Mean		3.56	

source: Survey Data (2023)

The overall mean score for Employee Engagement at Myanmar Posts and Telecommunications is 3.56, indicating a agree level of agreement among employees. This reveals that employees take great pride in being part of MPT and are highly motivated to give best effort at work. Employees also have a clear understanding of how their roles contribute to MPT's overall goals, providing a strong sense of purpose. Moreover, employees appreciate the opportunities for career growth and development offered by the organization, as well as the positive work-life balance employee enjoy.

Their close relationships with colleagues and the inclusive work environment, which values diversity and respect, contribute significantly to engagement. This robust employee engagement is a valuable asset for enhancing organizational performance.

4.3 Organizational Performance

Building on exploration of employee engagement, we now shift focus to the critical aspect of organizational performance. In Table (4.7), delve into the survey responses that provide insights into how employees perceive and evaluate the performance of Myanmar Posts and Telecommunications (MPT) as an organization. This Table serves as a comprehensive reference point for examining various facets of organizational performance, including factors related to efficiency, effectiveness, and overall success. As we dissect the data presented in Table (4.7), we will gain a deeper understanding of the strengths and areas of improvement within MPT's performance landscape. These findings are pivotal in assessing the organization's current standing and charting a path towards sustained excellence.

Table (4.7) Organizational Performance

No	Organizational Performance	Mean Value	Standard Deviation
1	Clearing strategic direction and goals.	3.61	.741
2	Effectively communicates its vision and objectives to employees.	3.53	.659
3	Fosters a culture of innovation and continuous improvement.	3.48	.713
4	Providing the necessary resources and support for employees to perform their best	3.80	.688
5	Recognizing and rewarding employees for contributions.	3.40	.769
6	Having effective processes and systems in place to execute tasks and projects.	3.49	.751
7	Promoting a healthy work-life balance for employees	3.40	.694
8	Maintaining high-quality standards in its services.	3.40	.756
9	Not changing this organization easily	3.30	.784
10	The work doing is very important.	3.60	.767
Overall Mean		3.50	

Source: Survey Data (2023)

The overall mean score for the Organizational Performance category at Myanmar Posts and Telecommunications is 3.50, indicating an agree level of satisfaction among employees. The organization is notably strong in providing a clear strategic direction and goals, effectively communicating its vision and objectives to employees, and fostering a culture of innovation and continuous improvement. Additionally, MPT excels in providing the necessary resources and support for employees to perform their best, maintaining effective processes and systems to execute tasks and projects, and

emphasizing the importance of the work carried out by employees. These factors are recognized for their positive impact on employee engagement and contribute to the organization's overall success.

4.4 Analysis on Factors Influencing Employee Engagement

In this analytical section, the influence of key factors, namely general work environment, leadership style, involvement in decision making, human resource policies and practices, and pay and benefits (considered as independent variables), on employee engagement (the dependent variable) within Myanmar Posts and Telecommunications is comprehensively examined. To extent of this influence, a Linear Regression Model is employed. Regression analysis serves as the analytical framework, offering insights into the magnitude by which the independent variables of factor influencing affect the dependent variable of employee engagement. Data from survey questionnaires, collected from participants, are analyzed in Table (4.8) to assess how various factors impact employee engagement.

Table (4.8) Factors Influencing Employee Engagement

Variable	Unstandardized		Standardized	t	Sig	VIF
	B	Std.	Beta			
(Constant)	1.065	.226		4.707	.000	
General Work Environment	.227***	.064	.308	3.556	.001	1.791
Leadership style	.093*	.056	.150	1.676	.097	1.920
Involvement in decision making	.298***	.072	.325	4.137	.000	1.473
Human Resource Policies and Practices	.151**	.068	.221	2.226	.028	2.347
Pay and Benefits	-.053	.042	-.103	-1.252	.213	1.624
R Square	.564					
Adjusted R Square	.543					
F Value	26.932**					

source: Survey Data (2023)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

In this study, a Multiple Regression model is applied to analyze the effect of factor influencing on employee engagement at Myanmar Posts and Telecommunications. The output from generating the linear regression model is shown in Table (4.8). According to Table (4.8), the specific model explains the effect of factor influencing on employee engagement quite effectively. The R-square value is 0.564, and the adjusted R-square is 0.543. Therefore, the model can account for approximately 54.3% of the variance in the dependent variable with the independent variables. The value of the F-test,

which measures the overall significance of the model, is highly significant at the 1 percent level. Leadership style appears to have a 10% level of significance, while both the general work environment and involvement in decision making exhibit a 1% level of significance. Human Resource Policies and Practices show a 5% level of significance. In the work environment at Myanmar Posts and Telecommunications, several factors influence employee engagement beyond pay and benefits. Notably, the general work environment, effective leadership, involvement in decision-making, and Human Resource Policies and Practices are key drivers of engagement. These factors are crucial, especially considering the background of employees transitioning from government sectors. In this context, systematic hiring policies and employee engagement frameworks, alongside qualitative elements like work-life balance, opportunities for further studies, flexible work hours, and participation in decision-making, collectively foster employee engagement. Pay and benefits, while essential, may not be the primary drivers in this unique setting. Ultimately, this holistic approach enhances commitment and motivation, leading to improved organizational performance.

4.5 Analysis on the Effect of Employee Engagement on Organizational Performance

The data and information collected through the survey questionnaires from the participants analyzed to assess the effect of employee engagement on organizational performance. The results of this analysis are presented in Tables (4.9) below.

Table (4.9) Effect of Employee Engagement on Organizational Performance

Variable	Unstandardized		Standardized			
	B	Std.	Beta	t	Sig	VIF
(Constant)	.794	.305		2.600	.011	
Employee Engagement	.761***	.085	.625	8.938**	.000	1.000
R Square	.425					
Adjusted R Square	.420					
F Value	79.894**					

source: Survey Data (2023)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

In this study, Linear Regression model is applied to analyze the effect of employee engagement on organizational performance at Myanmar Posts and Telecommunications. The results of this analysis are presented in Table (4.9). As shown in Table (4.9), the specific model is highly significant, with an F value of 79.894, indicating that the relationship between employee engagement and organizational performance is statistically significant at the 1% level. Furthermore, the standardized beta coefficient for employee engagement is 0.625, suggesting a strong positive relationship between employee engagement and organizational performance. The model explains 42.5% of the variance in organizational performance, as indicated by the R square value of 0.425. This signifies that employee engagement plays a substantial role in influencing organizational performance, with higher levels of engagement corresponding to improved performance outcomes.

The independent variable of employee engagement has a positive sign in the coefficient at the 1 percent level, indicating its significance. The standardized coefficient (Beta) supports this positive relationship between employee engagement and organizational performance. This suggests that as employee engagement increases, organizational performance also tends to improve. Specifically, the results show that an

increase in employee engagement by one unit lead to an increase in organizational performance.

Therefore, employees at Myanmar Posts and Telecommunications who are highly engaged and have a positive attitude toward their work are likely to contribute positively to organizational performance. These findings underscore the importance of fostering and maintaining high levels of employee engagement within the organization.

CHAPTER 5

CONCLUSION

This concluding chapter provides a concise overview of the study's findings, offering valuable insights and practical recommendations based on the survey results. It also highlights avenues for future research. The core objective of this study was to examine the influence of employee engagement on the organizational performance of Myanmar Posts and Telecommunications. Furthermore, it underscores the pressing need for future research to delve deeper into the dynamics of employee engagement in the organizational context.

5.1 Findings and Discussions

The demographic analysis of the 110 study participants at Myanmar Posts and Telecommunications (MPT) reveals gender imbalances, with a majority of female employees. Most participants are younger, hold graduate degrees, and enjoy an equitable income distribution. Mid-level work experience is prevalent, indicating workforce stability. These demographic factors are explored in subsequent discussions regarding their relation to employee engagement at MPT.

Analysis of mean values for statements related to employee engagement and organizational performance highlights significant insights. Leadership style and employee engagement receive notably high mean values, signifying positive leadership and high employee engagement. Organizational performance also scores favorably. In contrast, pay and benefits receive a lower mean value, indicating potential concerns. General work environment, involvement in decision making, and human resource policies and practices fall in the mid-range, suggesting room for improvement in these areas.

The regression analysis uncovers essential findings. Leadership style, general work environment, involvement in decision making, and human resource policies and practices are significant factors influencing employee engagement. However, pay and benefits do not demonstrate significance. The analysis also emphasizes the strong, positive influence of employee engagement on organizational performance. This

underscores the critical role of employee engagement in driving improved organizational performance at MPT.

5.2 Suggestions and Recommendations

Considering the demographic insights obtained from this study, tailored strategies can be implemented to enhance employee engagement at Myanmar Posts and Telecommunications. Given that a significant proportion of participants fall within the age group of less than 30 years, the organization should focus on providing opportunities for career growth and development, mentoring programs, and skills enhancement to attract and retain young talent. Moreover, the finding that the majority of the participants hold graduate-level education highlights the importance of designing roles that are intellectually stimulating and align with their qualifications.

To employee engagement effectively, specific attention should be directed toward factors that emerged as significant influencers. The general work environment and involvement in decision making exhibited strong significance. Hence, optimizing the work environment by ensuring it is conducive to productivity, well-being, and positive interactions can lead to increased engagement. Additionally, involving employees in decision-making processes, especially those affecting their roles, can empower them and enhance their commitment.

While leadership style showed significance, it should not be underestimated. Management should invest in leadership development programs to cultivate leaders who can inspire and motivate employees. Additionally, the significance of Human Resource Policies and Practices underscores the need for fine-tuning HR strategies to align with employee expectations. These policies should focus on inclusivity, fair compensation, and support systems.

Considering that pay and benefits exhibited no significant impact on employee engagement in this study, it is advisable for the organization to review its compensation structure. While it may not be the primary driver of engagement, competitive compensation remains essential for attracting and retaining top talent. A comprehensive review of the compensation framework, along with benefit packages, can help ensure they are aligned with industry standards and employee expectations.

To sustain and improve employee engagement, Myanmar Posts and Telecommunications should prioritize employee development initiatives. This could involve offering continuous training, skill-building programs, and mentorship opportunities. Recognizing and rewarding employees for their contributions can also boost engagement levels.

Finally, the organization should establish regular monitoring and feedback mechanisms to gauge the impact of these recommendations. Employee engagement surveys, feedback channels, and performance metrics can help track progress and make necessary adjustments.

In conclusion, by considering these suggestions and recommendations, Myanmar Posts and Telecommunications can foster a more engaged and motivated workforce, leading to improved organizational performance and a sustainable future.

5.3 Need for Further Research

This study focuses on the factors influencing employee engagement and organizational performance within Myanmar Posts and Telecommunications. However, it's important to note that this research is limited to this specific organization, and it does not encompass other related companies or industries. Therefore, there is a need for future research to expand and delve deeper into this area. Subsequent studies should explore various factors, including the general work environment, leadership style, involvement in decision-making, human resource policies and practices, and the impact of pay and benefits on organizational performance. Investigating these specific facets of factors influencing across a broader spectrum of organizations can provide a more comprehensive understanding of their effects on organizational performance.

Additionally, further investigations into the factors influencing employee engagement and its impact on organizational performance are highly valuable for future research endeavors. Expanding the scope of these studies to encompass different geographical areas or industries with larger sample sizes would yield more comprehensive insights into this critical area of study. However, it's essential to consider the feasibility of such research in terms of cost and time constraints, but if circumstances permit, conducting research on a broader scale can offer a more robust understanding of how these factors interact and affect organizational performance.

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APPENDICES

APPENDIX I: SURVEY QUESTIONNAIRE

Factors Influencing Employee Engagement and Organizational Performance of Myanmar Posts and Telecommunications

Dear Respondents,

This questionnaire is a part of the Online MBA program from Yangon University of Economics. I am studying for an MBA at Yangon University of Economics. My thesis title is "Factors Influencing Employee Engagement and Organizational Performance of Myanmar Posts and Telecommunications."

Please take a moment to complete this survey by ticking your opinion for the following questions. Your responses are invaluable for my research. Please rest assured that all survey responses are confidential, and only the researcher have access to and process the questionnaire.

Demographic Information:

1. Gender

- Male
- Female

2. Age

- Less than 30
- 31-40
- 41-50
- Above 50

3. Educational level

- Graduated
- Master level

4. Monthly Income Level

- Less than 600,000
- 600,001 to 800,000

- 800,001 to 1,000,000
- 1,000,001 to 1,200,000
- 1,200,001 to 1,400,000
- 1,400,001 to 1,800,000
- 1,800,001 to 2,000,000
- Above 2,000,000

5. Work Experience

- Less than 1 years
- 1 to 3 years
- 3 to 6 years
- 6 to 9 years
- Above 9 years

Instructions: Using the five – point scale provided, please indicate your level of agreement or disagreement with each following.

The scale is from 1 to 5:

(1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly disagree

Factor Influencing

A. General Work Environment

No	General Work Environment	1	2	3	4	5
1	Achieving the correct balance between home and work lives					
2	Providing support and help for work-life balance of the employee.					
3	Perfect Physical workspace (office layout, facilities, etc.)					
4	Providing availability and accessibility of necessary resources and tools to perform job effectively.					
5	The work environment at MPT is conducting to productivity and efficiency.					

B. Leadership style

No	Leadership style	1	2	3	4	5
1	Providing clear direction and sets goals team by manager.					
2	Encouraging open communication and actively listens to team members by manager.					
3	Demonstrating support and provides guidance when needed by manager.					
4	Recognizing and appreciates the contributions of team members by manager.					
5	Leadership style creates a positive work environment that fosters innovation and creativity.					

C. Involvement in decision making

No	Involvement in decision making	1	2	3	4	5
1	Employees exercise good judgment to perform and carry out their tasks.					
2	Employees have autonomy to solve problems.					
3	The tasks are congruent with employee interest					
4	Supervisor or manager would not interfere with employees as long as					
5	Employee suggestions and ideas are considered when making important decisions.					

D. Human Resource Policies and Practices

No	Human Resource Policies and Practices	1	2	3	4	5
1	Provides clear and transparent guidelines on employee rights, benefits, and responsibilities.					
2	The performance evaluation system is fair and objective.					
3	Offers competitive compensation and benefits packages.					
4	Provides opportunities for career development and advancement					
5	Provide a healthy work-life balance					

E. Pay and Benefits

No	Pay and Benefits	1	2	3	4	5
1	The pay receive at MPT is competitive compared to similar roles in other organizations.					
2	The benefits package provided by MPT meets employee needs and expectations.					
3	The pay and benefits at MPT reflect the value and importance placed on employees.					
4	Adequate pay and benefits at MPT motivate employee to perform at the best.					
5	The pay and benefits at MPT contribute to my overall job satisfaction and engagement.					

Employee Engagement

No	Employee Engagement	1	2	3	4	5
1	Sense of pride in being a part of MPT.					
2	Motivated to give my best effort in work.					
3	Clearly understanding of role and work contribute to the overall goals of MPT.					
4	Opportunities for career growth and development.					
5	Good work-life balance.					
6	Good relationship with colleagues.					
7	The work that has been assigned create continuous learning.					
8	Access to the resources and tools necessary to perform job effectively.					
9	Provides a positive and inclusive work environment that values diversity and respect.					
10	Strong sense of belonging and camaraderie within team					

Organizational Performance

No	Organizational Performance	1	2	3	4	5
1	Clearing strategic direction and goals.					
2	Effectively communicates its vision and objectives to employees.					
3	Fosters a culture of innovation and continuous improvement.					
4	Providing the necessary resources and support for employees to perform their best					
5	Recognizing and rewarding employees for contributions.					
6	Having effective processes and systems in place to execute tasks and projects.					
7	Promoting a healthy work-life balance for employees					
8	Maintaining high-quality standards in its services.					
9	Not changing this organization easily					
10	The work doing is very important.					

End of Questionnaires

“I do appreciate for your kind support!”

APPENDIX II

Model 1: Regression Analysis of Effect Individual Factors on Readiness to Change

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.751 ^a	.564	.543	.27480	2.198

- a. Predictors: (Constant), General Work Environment, Leadership style employee, Involvement indecision making, Human Resource Policies and Practices, and Pay and Benefits.
- b. Dependent Variable: Employee Engagement

ANOVA ^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	10.169	5	2.034	26.932	.000 ^b
Residual	7.853	104	.076		
Total	18.022	109			

- a. Dependent Variable: Employee Engagement
- c. Predictors: (Constant), General Work Environment, Leadership style employee, Involvement indecision making, Human Resource Policies and Practices, and Pay and Benefits.

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	1.065	.226		4.707	.000		
General Work Environment	.227	.064	.308	3.556	.001	.558	1.791
Leadership style employee by manager	.093	.056	.150	1.676	.097	.521	1.920
Involvement indecision making	.298	.072	.325	4.137	.000	.679	1.473
Human Resource Policies and Practices	.151	.068	.221	2.226	0.28	.426	2.347
Pay and Benefits	-.053	.042	-.103	-1.252	.213	.616	1.624

a. Dependent Variable: Employee Engagement

Model 3: Regression Analysis Effect of Employee Engagement on Organization Performance

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Waston
1	.652 ^a	.425	.420	.36166	1.846

a. Predictors: (Constant), Employee Engagement

b. Dependent Variable: **Organizational Performance**

ANOVA ^a

Model	Sum Squares	df	Mean Square	F	Sig.
2. Regression	10.450	1	10.450	79.894	.000 ^b
Residual					
Total					

a. Dependent Variable: Organizational Performance

b. Predictors;(Constant), Employee Engagement

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	.794	.305		2.600	.011		
Employee Engagement	.761	.085	.652	8.938	.000	1.000	1.000