

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
ONLINE MBA PROGRAMME**

**THE EFFECT OF ORGANIZATIONAL COMMITMENT
AND JOB SATISFACTION ON WORK ENGAGEMENT AND
INTENTION TO STAY IN KBTC GROUP OF COMPANIES
LIMITED**

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OMBA-180714
ONLINE MBA**

OCTOBER, 2023

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ACADEMIC YEAR (2018-2023)

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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)

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ACCEPTANCE

This is to certify that this thesis entitled “**The Effect of Organizational Commitment and Job Satisfaction on Work Engagement and Intention to Stay in KBTC Group of Companies Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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OCTOBER, 2023

ABSTRACT

The objectives of the study are to analyze the effect of organizational commitment and job satisfaction on work engagement and to examine the effect of work engagement on intention to stay. The primary and secondary data are used for this study. The primary data are collected from 85 out of 108 respondents by using simple random sampling. Using Raosoft sample size calculator with 5% margin of error, 108 for known population size, 95% confidence interval and response distribution (50%). Secondary data are collected from related text books, websites and international research journals. Descriptive analysis and linear regression method are used in this study. This study indicates that organization commitment and job satisfaction have significant and positive effect on work engagement. Moreover, work engagement have significant and positive effect on intention to stay. Therefore, there need to make organizational commitment and job satisfaction to keep employees at work.

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	3
1.2 Objectives of the Study	5
1.3 Scope and Methods of Study	5
1.4 Organization of the Study	5
CHAPTER 2 THEORETICAL BACKGROUND	6
2.1 Concepts of Human Resource Management	6
2.2 Organizational Commitment	7
2.3 Job Satisfaction	8
2.4 Work Engagement	9
2.5 Intention to Stay	10
2.6 Previous Studies	11
2.7 Conceptual Framework of the Study	13
CHAPTER 3 PROFILE AND MOTIVATIONAL PRACTICES APPLIED BY KBTC GROUP OF COMPANIES LIMITED	15
3.1 Profile of KBTC Group of Companies Limited	15
3.2 Practices Applied by KBTC Group of Companies Limited for Employees' Job Satisfaction	17
3.3 Demographic Profile of Respondents	17
3.4 Reliability Analysis	18

CHAPTER 4	ANALYSIS ON THE EFFECT OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON WORK ENGAGEMENT AND INTENTION TO STAY IN KBTC GROUP OF COMPANIES LIMITED	20
4.1	Organizational commitment, Job Satisfaction, Work Engagement and Intention to Stay	20
4.2	Analysis on the Effect of Organizational Commitment and Job Satisfaction on Work Engagement	25
4.3	Analysis on the Effect of Work Engagement on Intention to Stay	26
CHAPTER 5	CONCLUSION	28
5.1	Findings and Discussions	28
5.2	Suggestions and Recommendations	29
5.3	Needs for Further Study	31
REFERENCES		
APPENDIX I		
APPENDIX II		

LIST OF TABLES

Table No.	Title	Page
Table (3.1)	Profile of Respondents	18
Table (3.2)	Reliability Analysis	19
Table (4.1)	Organizational Commitment	21
Table (4.2)	Job Satisfaction	22
Table (4.3)	Work Engagement	23
Table (4.4)	Intention to Stay	24
Table (4.5)	Analysis on the Effect of Organizational Commitment and Job Satisfaction on Work Engagement	25
Table (4.6)	Analysis on the Effect of Work Engagement on Intention to Stay	27

LIST OF FIGURES

Figure No.	Title	Page
Figure (2.1)	Conceptual Framework of Jackson	12
Figure (2.2)	Conceptual Framework of Ni	13
Figure (2.3)	Conceptual Framework of the Study	14
Figure (3.1)	Organization Chart of KBTC	16

LIST OF ABBREVIATIONS

BOD	Board of Director
CEO	Chief Executive Officer
HRM	Human Resource Management
HR	Human Resource
IVS	Institute of Vocational Studies
IGCSE	International General Certificate of Secondary Education
ITPEC	Information Technology Professional Examination Council

CHAPTER 1

INTRODUCTION

For the successful organization and workplace, human resource management (HRM) plays a critical role in organization and responsible for various function and activities that can help develop and produce workforce. Human resource management have four categories, for the societal objectives, these are measure to respond to the ethical and social needs or challenges of the company and its employees. These include legal issues such as opportunity and equal pay for equal pay for equal work. For the organizational objectives, these are action taken to ensure organizational efficiency, including providing the appropriate training, hiring a right number of employees for a given task and maintain high employee retention rates. For the functional objectives, these are the guideline used to keep HR functioning properly within the organization. They include ensuring all HR resources are allocated to their full potential. For the personal objectives, these are the resources used to support the personal goals of each employee. They include opportunities for education and career development, as well as maintaining employee satisfaction. Organizations are eager to understand how engagement could provide insight on how to produce more value-added contributions to make work more effective.

Organizational commitment is an important concept in the field of organizational behavior and human resource management. There are three distinct components of organizational commitment: Affective commitment: This is the emotional attachment an employee has towards the organization. Affective commitment also means, an employee is not only happy but also engaged in the organizational activities like, participation in discussions and meetings. Continuance commitment: This is the level of commitment where an employee would think that leaving an organization would be costly. When an employee has a continuance in longer period of time because they feel they must stay because they have already invested enough energy and feel attached to the organization attachment that is both mental and emotional. Normative commitment: This is the level of commitment where an employee feels obligated to stay in the organization.

Job satisfaction is critical because most people spend the majority of their time at the work place. The employee's dissatisfaction will influence their commitment to work and cause them to physically or mentally leave the company (Pathak, 2012). The less satisfied an employee is with his or her job, the more likely it is that he or she will leave the company. More satisfied and happy employees in the work place would be stick with the organization for a long time. Opportunities for training and career enhancement can lead to job satisfaction, as employees appreciate the chance for personal and professional growth.

An approach to understanding work performance is to study employee work engagement and its effect on productivity. Effective and appropriate leadership style can provide regular feedback and recognition can improve employees' engagement. With engaged employees, the organization is more likely to be able to reach its potential and can make all the difference in ensuring it has a good foothold in a competitive market. There are several ways to measure employee engagement. However, what is the most important is that organization focus on communicating the result to all their workforce. Engaged employees have the energy and always ready to develop solutions and find the new ways to improve their work. Work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et.al, 2002). Engaged employees can make connections between work and others psychologically, cognitively, and emotionally (Salanova et.al, 2005). The concept of engagement has a foundational element that can be applied to multiple domains, such as employee or customer engagement.

Considering its importance in determining the effectiveness of HR practices, this study aims to answer how total rewards may influence turnover intention among employees, by means of work engagement after controlling for the most commonly used variables of job satisfaction and organizational commitment. Intention to stay is defined as employees' intention to stay in the present employment relationship with their current employer on long term basis. This is an inverse concept of turnover intention or intention to quit. Vandenberg and Nelson (1999) defined employees' intention to quit as an individual's estimated probability that they are permanently leaving their organization at some point in the near future. Undesirable, unwanted, and voluntary attrition that companies experience when highly valued employees quit to take another job elsewhere is a much bigger problem than the frequency of corporate layoffs reported (Mobley,

1982). This aspect is increasing in importance as the competition for talent is high and continuously growing.

1.1 Rationale of the Study

HRM practices have a positive impact on employee commitment and to develop a fulfilling effect on the behavior and of the employees, an effect that urges them to commit to their organization. Effective HRM practices during the recruitment can be affected on organization value. Providing training and opportunities for employees to grow within the organization can enhance their commitment. HRM practices that encourage employee to involve in decision-making and problem-solving can increase commitment. And also, leadership plays a crucial role in shaping organizational commitment. Supportive, ethical and transformational leadership can foster strong affective commitment in employees. Organizational commitment is an essential employee characteristic in organizations (Tolentino, 2013). organizational commitment and work-related characteristics such as motivation and productivity. Growing interest in employee productivity and motivation has led researchers to led develop theories around the concept of work and organizational commitment.

Motivating factors are those facets of the job that make employees want to perform and provide them with satisfaction. Job satisfaction can be enhanced through the provision of career development opportunities, ensuring jobs are as enjoyable as possible, and making resources available to support employee work-life balance. According to the Hawthorne studies, there was a significant relationship between job satisfaction and job performance. Motivators include pay, company policies, benefits and working environment as well as achievement, recognition, appreciation, and promotions. These motivators are intrinsic to the jobs, or the individual tasks. In other words, the work itself, or aspects of the job provide the motivation. Since motivation was of interest, psychological concepts related to motivation, including extrinsic and intrinsic rewards played into the various definitions of job satisfaction and continue to appear in job satisfaction research. Extrinsic rewards include pay, benefits and working conditions, whereas intrinsic rewards are achievement, recognition, and cognitive challenge.

Committed employees tend to be more satisfied with their jobs. When employees feel a strong connection to their organization, they are more likely to find their work

meaningful and fulfilling, leading to higher job satisfaction, organizational commitment contributes to development of a positive workplace culture. Committed employees often exhibit traits like trust, loyalty, and cooperation, which are essential for creating a harmonious and productive work environment. When employees feel committed to their organization, they are more likely to experience positive psychological well-being. A strong sense of belonging and engagement at work can lead to reduced stress and better mental health.

Work engagement is linked to job satisfaction and they are likely to be satisfied in their organization and lead to higher intention to stay. Engaged employees in education sector are more effective on organization outcomes and more engaged educators are positive effect on students' educational outcomes. More satisfaction in their organization can lead to more motivation effect and committed, their enthusiasm and better-quality focus on classroom teaching. Engaged employees are more likely to produce high-quality work and lead to better attention to details and focus on the exact results of the job.

High level of organizational commitment and job satisfaction can increase to work engagement in education sector and also consequence effect on reduce turnover rates and employee intention to stay in organization. Engaged satisfied employees are more likely to have positive interaction with students in classroom and forward to better learning environment. Education quality and better outcomes of students are based on the retained employees and their engagement effected by satisfaction of employees and organizational commitment. High turnover rate has positive and negative effects on an organization. Recruiting and training for new employees can be expensive and can result in financial costs for an organization. Moreover, when experienced employees leave, an organization loses valuable knowledge and skills and effect on efficiency of operations. High engagement of work and organization commitment are highly effect on employees' retention rate and also satisfaction on their workplace can increase to employee's intention to stay at their job.

KBTC Group of Companies Limited started off by offering exam preparation courses (i.e.) back in 2016. KBTC is educational background business and have to focus on workforce such as mostly teachers and academic employees. Employees' commitment and satisfaction on their work is very important and their work engagement forward to employee's intention to stay at job to lead organization's success.

1.2 Objectives of the Study

The objectives of this study are:

1. To analyze the effect of organizational commitment and job satisfaction on work engagement at KBTC Group of Companies Limited.
2. To analyze the effect of work engagement on intention to stay at KBTC Group of Companies Limited.

1.3 Scope and Methods of the Study

There are five programs delivered by KBTC Group of Companies Limited. Two out of five programs are selected for this study. There are 108 teachers who are working for these two programs. Sample size is calculated by using Raosoft. Using Raosoft sample size calculator with 5% margin of error, 108 for known population size, 95% confidence interval, and response distribution (50%).

Sample size of this study is 85 respondents by using Raosoft sample size. Using Raosoft sample size calculator with 5% margin of error, 108 for known population size, 95% confidence interval, and response distribution (50%). Primary data is collected from 85 respondents with personal interview by using a structured questionnaire with a 5-point Likert scale. Respondents are selected by using simple random sampling. Secondary data are collected from related text books, websites and international research journals. After collecting the data, descriptive statistics regression analysis are used to analyze to meet research goal. The study is conducted in August 2023.

1.4 Organization of the Study

This study consists of five chapters. Chapter one includes introduction, rationale for the study, objective, scope and methods of the study and organization of the study. Chapter two covers the theoretical background of the study. Chapter three discuss profile and motivational practices applied by KBTC Group of Companies Limited. Chapter four includes the impact of organizational commitment and job satisfaction on work engagement and work engagement effect on intention to stay. Moreover, Chapter five includes conclusion, findings and discussions, suggestions and recommendations, and need for further studies.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter is about the theoretical background of the study. In order to study and understand the term of job satisfaction and organizational commitment are indicators of work engagement and intention to stay on the job. Firstly, this chapter provides definitions of the study's key concepts used, theoretical framework, conceptual framework of the research. For the good workplace, there must be balance work-life and cooperative working relationship for employee intention to stay at their work. Moreover, satisfied employees are more content with their roles and highly commitment can lead to engaged at their work environment.

2.1 Concepts of Human Resource Management

The overall purpose of HRM is to ensure that an organization is able to achieve success through its people (Armstrong, 2009; Storey, 1992). A common theme in HRM literature has been the take-up of 'new style' HRM practices designed to achieve high levels of employee performance, flexibility, and commitment (Bach & Sisson, 2000). This means that contemporary HR practices have a much more direct relationship to organizational policy-making and performance issues than was the case with traditional approaches to personnel management (Bach & Sisson, 2000). Motivating factors are those facets of the job that make employees want to perform and provide them with satisfaction. Motivators include pay, company policies, benefits and working environment as well as achievement, recognition, appreciation, and promotions. These motivators are intrinsic to the jobs, or the individual tasks. In other words, the work itself, or aspects of the job provide the motivation. Since motivation was of interest, psychological concepts related to motivation, including extrinsic and intrinsic rewards played into the various definitions of job satisfaction and continue to appear in job satisfaction research.

It has been argued that human resource practices are inextricably linked to employees' perceptions of organizational support, and that the two processes strongly influence an employee's commitment to an organization. According to Arthur (1994) 'high commitment' human resource activities increase organizational effectiveness by

engendering conditions where employees feel more involved in the achievement of the organization's objectives, and are therefore more likely to work harder to help the company meet those objectives. The dominant approach used in testing the link between HRM and performance has considered HRM as an ideal set of practices (Delaney & Huselid, 1996; Huselid, 1995), very loosely labelled 'high performance', 'high involvement', or 'high commitment'. High commitment practices increase organizational commitment by creating conditions where employees become highly involved in the organization and work hard to accomplish its goals (Arthur, 1994; Youndt, 2000).

Huselid (1995) suggested, after a study of over 900 organizations in the US, that HR practices be grouped into two categories: those that improve skills, and those that enhance motivation. The study finds that skill-enhancing HR activities including selection, training, and development are associated with turnover and financial performance, and that motivation ~~enhancing~~ activities including performance appraisal and compensation activities are associated with measures of productivity

2.2 Organizational Commitment

Organizational commitment is an important concept of work engagement and plays a significant role in organization's success. Meyer and Allen (1991) defined organizational commitment as a psychological state in which the employee has a positive disposition and loyalty toward the organization. Employees who are committed to the organization will have a desire to remain with the organization (Allen & Meyer, 1990, Meyer et.al, 2002). Affective commitment is an emotional connection that employees have with the organization; continuance commitment is the cost-benefit of leaving the organization; and normative commitment is the employee's feeling of obligation to stay with the organization.

For example, George and Sabapathy (2011) found that committed teachers are motivated to work harder on work-related tasks and that when teacher level of commitment is high, motivation is high, leading to teachers taking on more duties at work. Thus, research has established links between organizational commitment and job satisfaction, motivation, and productivity. It may well also be related to work engagement. Building on engagement theories of Bakker & Leiter (2010), and Kahn's (1990), a proposed a model of teacher work engagement was developed. The proposed

model suggests that (a) when teachers demonstrate high levels of affective commitment, they (a) can become emotionally attached to their job, (b) may exhibit increased levels of satisfaction, and positive attitude toward their job, and (c) teacher are more likely to be more engaged in the workplace.

Organizational commitment has been defined in many ways (Kim, 2012). An early view from Mowday et al. (1982) pointed that organizational commitment refers to an attitude and behavior that evolve in the job, consisting of a strong belief on organizational goals, and enduring intention to remain in the organization. The most well-known definition was advanced by Allen and Meyer (1990, 1996) and Meyer and Allen (1991) that envisaged three dimensions: affective, continuance, and normative. Allen and Mayer (1990, 1996) defined affective commitment as an emotional attachment to the organization. Continuance commitment occurs when there is a profit associated with continued participation and a cost related to employee leaving the organization. Normative commitment is taken as a believe an employee has that he or she has a sense of duty towards the organization. This proposal clarified much of the construct by giving it a multidimensional nature and highlighting the many motives behind employees' commitment to their organization.

2.3 Job Satisfaction

Job satisfaction is one of complex areas in management because it is hard to define what job satisfaction is. Different authors offer different explanations concerning the nature of job satisfaction. It can be considered either from a global approach or from a facet approach. The global approach is used to determine a person's overall attitude towards work, while the facet approach is used to identify the particular part that produces job satisfaction and dissatisfaction (Lu et al., 2011). According to Rezaiean et al. (2010), job satisfaction is the general attitude towards employees' job. Lund (2003) defined it as a perceived judgment between what employees want from their job and what they feel that job offers them. Jones and George (2004) proposed that job satisfaction expresses employee beliefs and feelings about their jobs. Evidence provided by Long and Thean (2011) showed job satisfaction has a great impact on employees' turnover intentions. It is vital for employers to take concern about satisfied employees

acknowledging they have higher ability to face challenges and they are more likely to stay with the organization (Robbins et al., 2010).

Locke's seminal job satisfaction theory (1976) set the stage for extensive research in this field over the last several decades. According to Locke, job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304). The main idea of Locke's value-percept theory—also known as range of affect theory—is that employees will be satisfied with jobs that they perceive to offer them the things they value. To the degree there is consensus around how to define job satisfaction, it is around operationalizing it using the JSS (Spector, 1985), which is the instrument used in this study. Spector's job satisfaction survey (JSS) was based on Locke's (1976) satisfaction theory (Spector, 1985, p. 695). Spector clarified that his interest in measuring job satisfaction (a perception or attitude) was as an antecedent to job behavior. Spector (1985) asserted an associated between job satisfaction and attitudinal behavior, suggesting satisfaction may affect behavioral outcomes. Spector (1985) further noted that beyond affecting retention and attrition, job satisfaction influences job performance.

2.4 Work Engagement

Kahn (1990) had a more traditional approach to positive psychology, referred to as employee engagement. Kahn's view, referred to as personal engagement, is a process by which employees bring their "personal selves to work-role performances" (Kahn, 1990, p. 702). The personal self, according to Kahn, is multidimensional and consists of cognitive, emotional, and physical dimensions. Kahn (1990) defined engagement as employees taking on their work roles in such a way that they employ and express themselves physically, cognitively, and emotionally during work performance. Therefore, engaged employees are optimistic and show a great deal of effort, showing positive attitudes and achieving high-level performance, but being also more creative in their work, being more able to receive appreciation and appreciating other's work, and likewise, recognition and success. According to this author, engaged employees are often highly engaged in their lives as well, not just work.

Kahn painted a picture of employees engaged at work who are aware of their surroundings, have a clear focus on the task at hand, and feel connected to a larger

purpose within the organization. They are apt to commit to the mission and values of the organization (Kahn & Fellows, 2013). Employees who are engaged become fully available to do the work required. This type of employee can be attentive, connected, integrated, and absorbed (Kahn, 1992). Absorption at work evolved from the concept of flow (Csikszentmihalyi, 2014). Other researchers have produced evidence that supports the definition of work engagement as a positive psychological state. For example, Rich, LePine, and Crawford (2010) used Kahn's engagement framework for their study of firefighters. They found that engaged employees demonstrated cognitive, emotional, and physical energy on the job, and, as a result, were more apt to become immersed in their jobs. In their book *purpose and meaning in the workplace*, Dik, Byrne, and Steger (2013) found that engaged employees understand their job roles as important, which provides a sense of meaning and purpose. Since the early 2000s, many work engagement researchers from around the world have studied diverse industries including manufacturing, healthcare, and telecommunications. They have documented the factors associated with work engagement and how to increase it, as well as the outcomes and benefits of work engagement. Researchers agreed that employee engagement is necessary for organizational advancement due to challenges in the workplace (Schaufeli & Salanova, 2007; Gutman & Saks, 2011). In addition, Organizations want employees who are energetic, dedicated to their job, and are committed to high-quality performance (Bakker & Leiter, 2010; Bakker & Schaufeli, 2008).

2.5 Intention to Stay

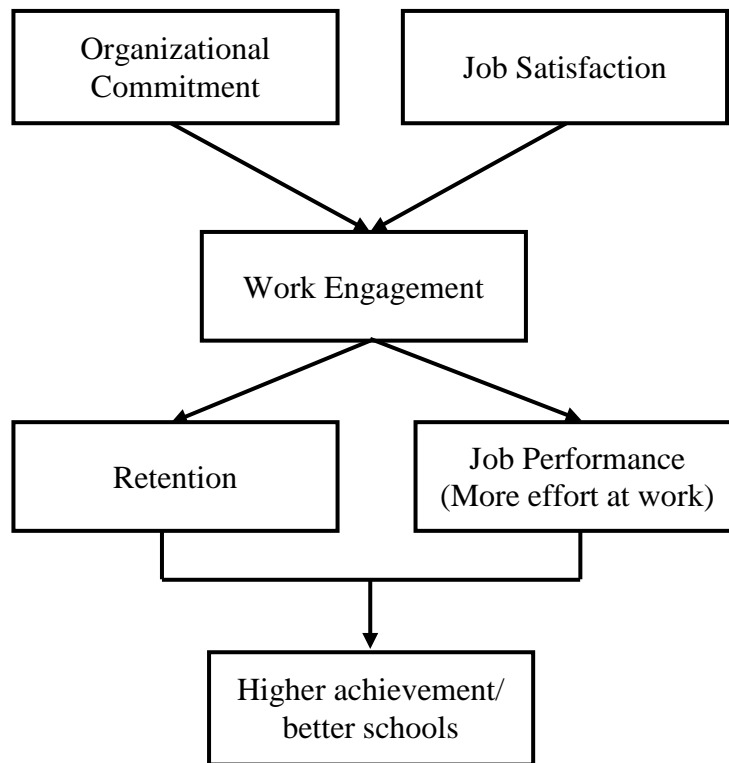
Intention to stay is characterized as the employees' intention to stay in their current workplace with their employer on a long-term basis. Conversely, intention to exit implies employees choose to leave and break off their employment relationship. According to Vandenberg and Nelson (1999), employees' intention to quit comprehends an individual's thought about leaving their organization at some point in the future. Mobley (1982) reported that when highly valued employees quit and move to another workplace is more of a serious problem than the frequency of corporate layoffs. This topic emerges recurrently in literature and has been one of the key issues for recruitment and selection of new employees, to learn how to attract and keep talent employees and favor their organizational tenure. A more detailed and recent definition of the concept of retention is 'to prevent the loss of competent employees from leaving productivity and

profitability' (Chiboiwa et.al, 2010). Some people view employee retention as the result of the implementation of policies and processes that assist employees to remain with the company because of the provision of a work environment that meets their needs (Baer et.al, 1996). Employee retention has been defined as “the effort by an employer to keep desirable workers in order to meet business objectives” (Frank et.al, 2004). As employees are viewed as key assets impacting organizational performance and contributing to ensuring competitive advantage, organizations need to take proactive measures in an attempt to retain their employees. According to Balakrishnan et.al, (2013), employee retention refers to an organization's ability to retain their employees and involves the taking of measures to encourage employees to remain with an organization for an extended period of time. With retention becoming an increasing concern for organizations, it is of vital importance for organizations to understand the factors driving employees' intentions to stay or leave an organization.

2.6 Previous Studies

There are many research papers on organizational commitment and job satisfaction effect on work engagement and work engagement effect on intention to stay in organization using different theories. Among them, the following research papers were extracted as the previous studies for this study. The first one of previous study is shown in Figure (2.1)

Figure (2.1) Conceptual Framework of Chakita Jackson

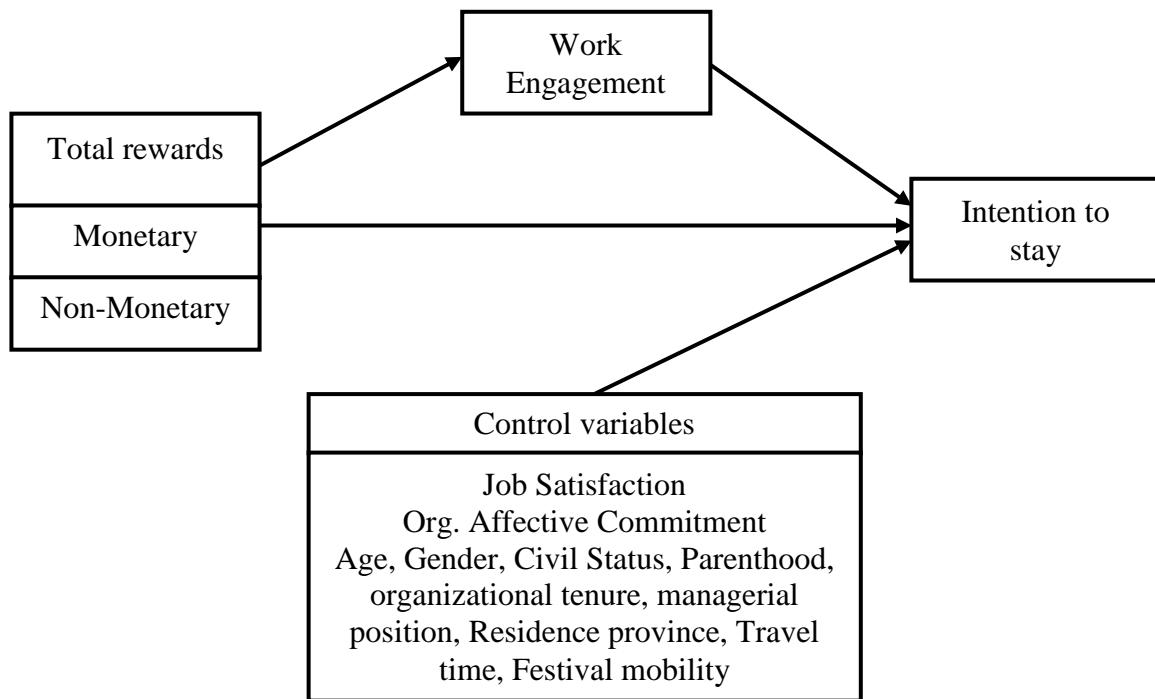


Source: Chakita Jackson, 2018

According to Chakita Jackson, (2018) the work of organizational theorists contributed to the theoretical framework in this study. A combination of three theoretical perspectives allowed me to develop a framework that suggest an association between satisfaction, commitment, and work engagement. the hypothesized antecedents to work engagement and the outcomes that relate to higher achievement and more effective schools. Based on these three work-related constructs, intent in this study was to measure engagement as a product of satisfaction and commitment; when teachers feel satisfied and feel an emotional connection to the school organization, teachers are dedicated to the organization, absorbed in their work, and feel invigorated by the need to succeed. This study sought to find evidence supporting this hypothetical relationship. The dashed lines are the hypothetical relationships that need to be explored in future studies).

The second one of the previous study is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Jia Ni



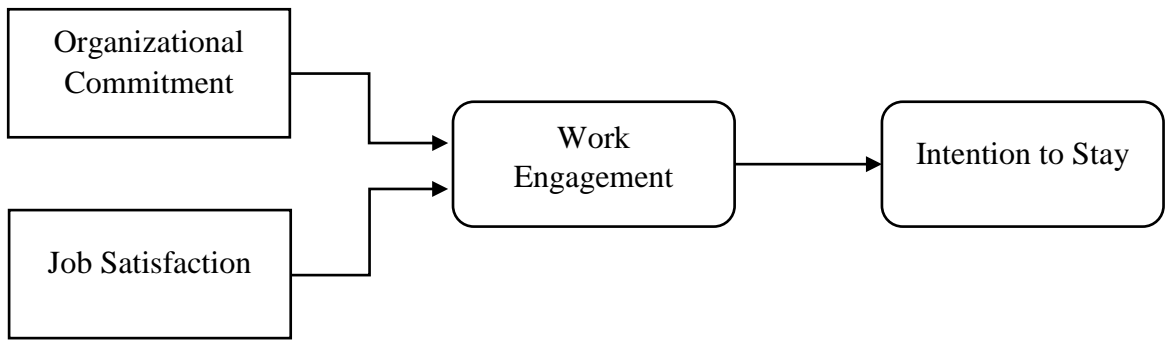
Source: Jia Ni, 2020

According to Jia Ni, (2020) job satisfaction and organizational commitment as stated, two constructs that have been strongly linked to intention to stay or turnover intention are job satisfaction and organizational commitment. Thus, literature has many cases where both job satisfaction and organizational commitment, especially affective organizational commitment, are consistently and negatively related to turnover intentions, and thus have been repeatedly targeted as organizational protective factors. Putting together the four hypotheses as well as the competitive explaining factors of job satisfaction and organizational affective commitment together with plausible sociodemographic control variables, the conceptual model is depicted as follows.

2.7 Conceptual Framework of the Study

The conceptual framework of the study is shown in Figure (2.3)

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation, 2023

In this study, organizational commitment and job satisfaction are independent variables. On the other hand, work engagement and intention to stay are dependent variables. Descriptive statistics and regression analyses are used for this study. This study explores and analyzes the effect of organizational commitment and job satisfaction on work engagement and intention to stay. The questionnaire of organizational commitment and job satisfaction are extracted from Jackson, (2018). The questionnaire of work engagement is extracted from Jackson, (2018) and Ni, (2020) and the questionnaire of intention to stay is extracted from Ni, (2020).

As shown in conceptual framework, the effect of organizational commitment and job satisfaction on work engagement such as training, good salary, work environment and recognition. Moreover, motivational practices are also affected on work engagement and job satisfaction such as recognize great work, encouragement, teaching training and create positive work environment. Then, highly engaged employees in organization are more willing to stay at their work to achieve the goals and Missions.

CHAPTER 3

PROFILE AND MOTIVATIONAL PRACTICES APPLIED BY KBTC GROUP OF COMPANIES LIMITED

This chapter aims to examine the profile of KBTC Group of Companies Limited and identify and statement of teaching sectors include the motivational practices effect on organization and job satisfaction. Additionally, these effects also impact on work engagement and intention to stay in job environment.

3.1 Profile of KBTC Group of Companies Limited

KBTC started off by offering exam preparation courses (i.e.) back in 2016. Diplomas courses were introduced subsequently and the student body has grown along the way. KBTC University is well-known for offering a wide range of academic and professional programs in the trendiest areas of specializations with our innovative teaching methods and professional academic staff. KBTC is the leading education business as a branch of School of Information Technology, Institute of Vocational Studies-IVS, School of Business, International School and University. There are nearly three hundred employee and one thousand students' study in these sectors, they are learning in IGCSE program, primary and secondary education, ITPEC Exam preparation Training Program, Business studies and City & Guilds (UK) Diploma in Engineering Program include internship programs.

(i) Mission

To foster youngsters in cultivating excellence, and to promote this by enabling each individual to reach their greatest potential through pragmatic approaches.

(ii) Vision

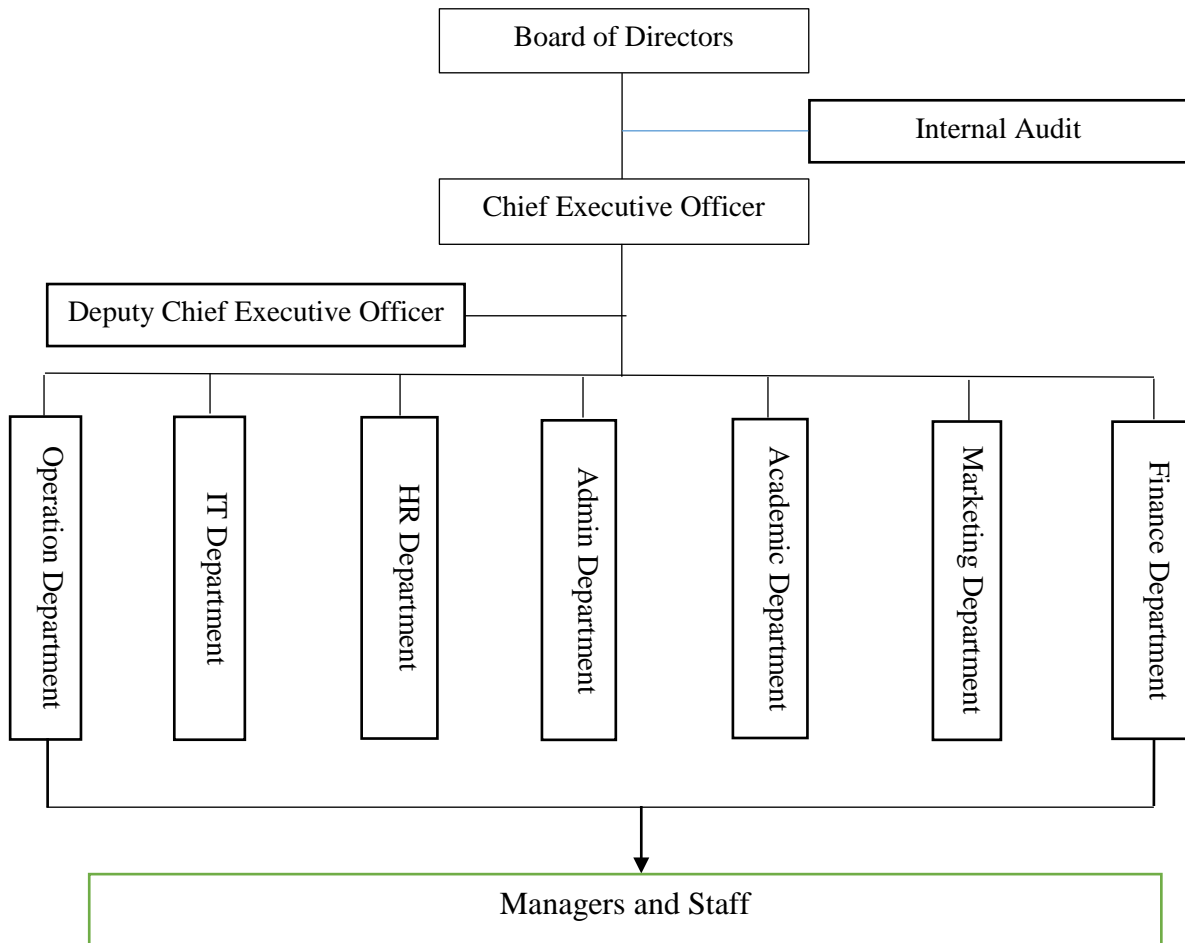
To be a catalyst in contributing to our respective communities through nurturing devotees.

(iii) Values

Empowering a diverse student body to acquire, demonstrate, articulate, and value knowledge to enter and remain competitive in a dynamic global community.

The organization chart of KBTC Group of Companies Limited is shown in Figure (3.1).

Figure (3.1) Organization Chart of KBTC



Source: KBTC, 2023

In KBTC Group of Companies Limited, there are three levels of Board of Directors is at the top one and under it there is Chief Executive Officer and there are departmental managers and staff at the bottom level. Inter audit is between BOD and CEO and under CEO there is also deputy chief executive officer. The number of employees varies according to departments. Under CEO there are seven departments. In Finance there are nearly 20 employees. There are around 300 employees in Academic department and there are 15 employees in Admin and Human Resource respectively. 30 employees work in IT and Operational department runs on 15 employees.

3.2 Practices Applied by KBTC Group of Companies Limited for Employees' Job Satisfaction

Work design is the process of establishing to design work duties and responsibilities that will be included in employees' role and responsibilities. KBTC ensure that all staff members including teachers, administrative staff, leadership position are responsible for the schools' mission and goals. Leadership design is Head of Secondary School, Head of Pre-University, Head of Universities are responsible for academic leadership.

In the training and development section, training needs and programs are to be done to keep staff up to date with the leadership development programs under the guidance and support of experienced educators. Professional Development Workshop, training programs and access to resources can be included for professional development to help staff stay updated on best practices in education, intercultural competence and language instruction.

The reward system is critical component of human resource management that motivate and recognize the achievements of employees. KBTC apply monetary and non-monetary reward methods used in organization. KBTC implement performance and job responsibilities-based salaries and bonuses for outstanding performance and job activities. Moreover, acknowledgement of outstanding contributions by teachers, staff and administrators such as "Employee of the Month" awards. Then employees also get non-financial incentive and rewards from the employers such as company car, health insurance and paid vacation. Motivation and organizational commitment are determinant factors that influence the success of the organization. In Academic section there are two kinds of part time and full-time employees. 20000 kyats per one hour is regarded for part time teachers. In full time salary start from 200000/400000 and 700000 differ on their positions.

3.3 Demographic Profile of Respondents

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

Table (3.1) Profile of Respondents

Sr. No.	Particulars		No. of Respondents	Percentage
	Total Respondents		85	100
1	Gender	Male	35	41.2
		Female	50	58.8
2	Age	21-30	31	36.5
		31-40	25	29.4
		41-50	23	27.1
		Over 50	6	7.1
3	Education	Graduate	75	88.2
		Post Graduate	10	11.8
4	Marital Status	Married	23	27.1
		Single	62	72.9

Source: Survey Data, 2023

It is found that female respondents are more than male respondents as the quantity of female employees are more than male employees and they are teaching in KBTC Group of Companies Limited.

3.4 Reliability Analysis

Reliability analysis is activated to test the internal consistency of the variables in the questionnaire. This method pointed reliability by examining the internal consistency of the research questionnaire which is posted on a Likert-type 5 points scale. The Likert scale is a scale that is commonly applied for questionnaire and it is mostly used in surveys. This study also used Likert-type 5 points scale (Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly Agree=5). Cronbach's Alpha value was

tested to look whether the respondents' answers to Likert Scale questions were reliable or not.

Table (3.2) Reliability Analysis

Sr. No.	Particulars	No. of Items	Cronbach's Alpha
1	Organizational Commitment	9	0.957
2	Job Satisfaction	11	0.932
3	Work Engagement	6	0.871
4	Intention to Stay	7	0.906

Source: Survey Data, 2023

In this study, Cronbach's Alpha is used to measure the internal consistency of variables and an accurate representation of the data. The reliability coefficient indicates how well items in a set are positively correlated to one another.

Reliability is determined by Cronbach's alpha coefficient, which is one of the popular criteria of reliability in quantitative studies. Cronbach's alpha value should be in the range to 0.0 to 1.0 but for research purposes, some researchers suggest that the generally accepted rule is Cronbach's alpha value of 0.6-0.7 indicating an acceptable level of reliability and the value of 0.8 or greater has a very good level. Pallant (2001) states Alpha Cronbach's value of above 0.6 is considered of high reliability and acceptable index and Alpha Cronbach's value in the range of 0.6-0.8 are considered in moderate extent, but acceptable. The reliability test is shown in Table 3.2.

According to the result out for Reliability Analysis, all items of each variable support the acceptable level of reliability test. After that, the variables are represented with an acceptable reliability level (All Cronbach's Alpha values are above 0.7).

CHAPTER 4

ANALYSIS ON THE EFFECT OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON WORK ENGAGEMENT AND INTENTION TO STAY IN KBTC GROUP OF COMPANIES LIMITED

This chapter covers the descriptive and analytical research about the data analysis and finding from questionnaires. In the descriptive action, standard deviation and mean scores are presented on the finding. In the analytical section, analysis on the effect of work engagement on intention to stay of employees.

4.1 Organizational Commitment, Job Satisfaction, Work Engagement and Intention to Stay

The quality of education depends on the employees of organization. Growing interest in employee productivity and motivation has led researchers to develop theories around the concept of work and organizational commitment.

It focuses are measured by five-point Likert scale (1: Strongly disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly agree).

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

The score among 1.00 ~ 1.80 means strongly disagree.

The score among 1.81 ~ 2.60 means disagree.

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

The score among 3.41 ~ 4.20 means agree.

The score among 4.21 ~ 5.00 mean strongly agree.

4.1.1 Organizational Commitment

Organizational Commitment is one of the main elements of Work Engagement. This section included the findings in respect to organizational commitment which sought

to assess the determinant of organizational commitment on the work engagement of KBTC. To do this, the employees responded as provided in Table (4.1).

Table (4.1) Organizational Commitment

No.	Items	Mean	Std. Deviation
1	Having the feeling as if this organization's problems as own problem.	4.29	.651
2	Being a matter of necessity as much as desire for staying with organization.	4.32	.790
3	Feeling that having too few options to consider leaving this organization.	4.47	.547
4	Being hard to leave the current organization right now.	4.36	.595
5	Having a great deal of personal meaning.	4.32	.658
6	Owing a great deal to the organization.	4.34	.665
7	Being very happy to spend the rest of career life with this organization.	4.25	.634
8	Not having any obligation to remain with current employer.	4.39	.599
9	Not having the organization right now because of having a sense of obligation to the people in it.	4.33	.565
Overall Mean		4.34	

Source: SPSS Output, 2023

According to the results of Table (4.1), the overall mean score of organizational commitment is 4.34, which is at the strongly agree level. It indicates that employees feel that they don't have desire to leave their organization because they have few options to leave from job is the highest mean value which is 4.47. It found that the employees have no desire to leave from organization. The lowest mean value of 4.25 showed that employees are happy to spend of their career in this organization.

4.1.3 Job Satisfaction

Job satisfaction effect on positive outcome of work environment and satisfied employees are more productive and engaged in workplace. Motivating factors are those facets of the job that make employees want to perform and provide them with satisfaction.

Table (4.2) Job Satisfaction

No.	Items	Mean	Std. Deviation
1	Having the satisfaction with chances for salary increases.	4.02	.988
2	Finding a real enjoyment in work.	4.25	.738
3	Feeling a sense of pride in current job.	4.44	.586
4	Because of the supervisor's competency in doing his/her job.	4.26	.789
5	Having the same benefit as other organizations.	4.24	.908
6	Good communications within the organization.	4.42	.697
7	Receiving the recognition for doing a good job.	4.36	.769
8	Being happy in current work.	4.24	.797
9	Getting on well with colleagues.	4.38	.577
10	Getting on well with coworkers.	4.33	.746
11	Getting job satisfaction.	4.42	.585
Overall Mean		4.31	

Source: Survey Data, 2023

According to the results of Table (4.2), the overall mean score of job satisfaction is 4.31, which is at the strongly agree level. It indicates that employees have the feeling of

proud to do this work is the highest mean value which is 4.44. The lowest mean value of 4.02 showed that they are satisfied of increasement salary.

4.1.4 Work Engagement

When employees are fully engaged in their work, they exhibit positive behaviors toward their job. Many companies understand the importance of having engaged employees. Work engagement is also consistently linked to turnover intention. Hu et al. (2011) found that the higher the employees' level of engagement, the lower their turnover intention.

Table (4.3) Work Engagement

No.	Items	Mean	Std. Deviation
1	Feeling strong and vigorous at current job.	4.21	.742
2	Enthusiastic to go to work.	4.34	.547
3	Being very resilient mentally at current job.	4.38	.534
4	Challenging job.	4.45	.500
5	Losing track of time.	4.46	.547
6	Being overly attached to the job.	4.44	.606
Overall Mean		4.38	

Source: Survey Data, 2023

According to the results of Table (4.3), the overall mean score of work engagement is 4.38, which is at the strongly agree level. It indicates that employees are enthusiastic on work and they don't notice the time flies is the highest mean value which is 4.46. The lowest mean value of 4.21 showed that employees are energies at work.

4.1.3 Intention to Stay

Intention to stay is characterized as the employees' intention to stay in their current workplace with their employer on a long-term basis. Conversely, intention to exit implies employees choose to leave and break off their employment relationship. According to Vandenberg and Nelson (1999), employees' intention to quit comprehends an individual's thought about leaving their organization at some point in the future.

Table (4.4) Intention to Stay

No.	Items	Mean	Std. Deviation
1	Having a plan to stay in this company for career development.	4.36	.574
2	Having a desire to get a long service experience at current school.	4.38	.654
3	Still be working in this organizational in 5 years.	4.26	.833
4	Not changing this organization easily.	4.44	.731
5	Willingness to stuck in the organizations.	4.41	.776
6	Willingness to stay with this organization even if other jobs offer more pay.	4.25	.950
7	Having no desire to quit from current job for coming one year.	4.32	.966
Overall Mean		4.35	

Source: SPSS Output, 2023

According to the results of Table (4.4), the overall mean score of intention to stay is 4.35, which is at the strongly agree level. It indicates that "I will not change this organization easily." is the highest mean value which is 4.44. It found that employees don't have desire to change another job easily. The lowest mean value of 4.25 showed that employees have good feeling and positive impact on their career and they don't have

willing to change another job if they have offered. Its statement is “I am willing to stay with this organization even if other jobs offer me more pay”.

4.2 Analysis on the Effect of Organizational Commitment and Job Satisfaction on Work Engagement

In this study, the influence of organization commitment and job satisfaction on work engagement. The employees with high engagement are more likely to productive and creative, which can benefit the organization as a whole. In this research, multiple regression analysis is used in order to find out the relationship between the organizational commitment, job satisfaction and work engagement by surveying 85 respondents from KBTC Group of Companies Limited.

Table (4.5) Analysis on the Effect of Organizational Commitment and Job Satisfaction on Work Engagement

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error				
(Constant)	0.908	.151		6.003	.000	
Organizational Commitment	.649***	.048	.784	13.657	.000	2.076
Job Satisfaction	.152***	.045	.193	3.368	.001	2.076
R ²	0.852					
Adjusted R ²	0.850					
F-value	477.514***					

Source: SPSS Output Data, 2023

*** Significant at 1% level

According to the result from multiple linear regression analysis, as shown in Table (4.5), shown statistically significant relationship between the independent variable of organizational commitment and the dependent variable of work engagement.

Organizational commitment has a positive significant effect on work engagement at a 1% significant level. The B value of the independent variable of organizational commitment is 0.649. The result show showed that if the KBTC Group of Companies Limited increase the practices of organizational commitment, work engagement will increase.

Job Satisfaction has a positive significant effect on work engagement at a 1% significant level. The B value of the independent variable of Job Satisfaction is 0.152. The result show showed that if the KBTC Group of Companies Limited increase the practices of Job Satisfaction, work engagement will increase.

Employees with highly commitment fully enjoy at their work and they have a great deal of time in the organization. More satisfied and happy employees are more interaction with colleagues and subordinates. And then, they have strongly potential for career growth and development within the organization. High organizational commitment and job satisfaction give better performance, lower turnover rate and retain employee engagement to achieve their goals.

According to the result, organizational commitment and Job Satisfaction have significant and positive effect on work engagement. Therefore, increase in organizational commitment and Job Satisfaction lead to increase in work engagement.

4.3 Analysis on the Effect of Work Engagement on Intention to Stay

In this research, multiple regression analysis is used in order to find out the relationship between the work engagement and intention to stay by surveying 85 respondents from KBTC Group of Companies Limited.

Table (4.6) Analysis on the Effect of Work Engagement on Intention to Stay

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error				
(Constant)	-.049	.507		-.096	.924	
Work Engagement	.988***	.115	.686	8.585	.000	1.000
R ²	0.515					
Adjusted R ²	0.509					
F-value	88.087***					

Source: SPSS Output Data, 2023

*** Significant at 1% level

According to the result from multiple linear regression analysis, as shown in Table (4.7), shown statistically significant relationship between work engagement and the dependent variable of intention to stay.

Work Engagement has a positive significant effect on intention to stay at a 1% significant level. The B value of work engagement is 0.988. The result show showed that if the KBTC Group of Companies Limited increase the practices of work engagement, intention to stay will increase.

High work engagement represents employees' energetically enthusiasm at their organization and engaged employees are more likely to be productive and committed to their work. When employees are highly engaged in their work, they are more likely to stay and continue at their job for a long time.

According to the result, work engagement has significant and positive effect on intention to stay. Therefore, it can be concluded that increase in work engagement leads to increase in intention to stay.

CHAPTER 5

CONCLUSION

This chapter includes the conclusion which is based on the analysis of the results of the thesis. This chapter has been structured into three main sections: findings and discussion, recommendations and needs for futures research.

5.1 Findings and Discussion

This study mainly focuses on the effect of organization commitment, job satisfaction on work engagement and intention to stay. The purpose of this study was to survey KBTC international school teachers in terms of their job satisfaction, organizational commitment, work engagement and intention to stay. Accordingly, the results demonstrated that there is a positive relationship between organizational commitment, job satisfaction, work engagement and intention to stay. That is, the more effective organizational commitment, the more effective job satisfaction and therefore work engagement and intention to stay also improved. This study questionnaires to 85 teaching employees of two international schools. Then multiple regression analysis is used in seeking to determine the effect of organizational commitment and job satisfaction on work engagement and the effect of work engagement on intention to stay.

The study collected from 108 employees who are working at KBTC Group of Companies Limited, 85 number of employees (79% of the target population) are selected by a simple random sampling method to obtain the data and information. Most of the respondent are female and mostly have between 21 and 30 years old. Regarding the educational level, most respondents possess graduates and their years of service is 1-4 years.

As a result of descriptive statics, respondents are strongly agreed with organizational commitment and job satisfaction statements. This means that the respondents are satisfied with their jobs and they have strongly organizational commitment. Moreover, respondents are strongly agreed with work engagement. This means that the respondents are engaged with their works. In addition, respondents are

strongly agreed with intention to stay. This means that they intend to stay at KBTC Group of Companies Limited.

Finding from the study suggests that job satisfaction can enhance job characteristics such as job environment, relationship with coworkers and job satisfaction of teachers is one factor associated with teacher commitment and retention. There is a significant positive correlation between work motivation of collect teachers and organizational commitment. Moreover, teachers with elevated level of continuance commitment tend to stay with organization and teachers with elevated level of normative commitment feel on obligation to remain with the organization. Finding from this study, the work motivation ma influence teacher commitment. The result show how increased levels of among employees can increase productivity on the job. Teacher with a high degree of work engagement may also satisfied with their job. This study was designed to understand how satisfaction, commitment and work engagement were related to one another.

According to the result, organizational commitment has significant and positive effect on work engagement. Therefore, increase in organizational commitment leads to increase in work engagement. In addition to, job satisfaction has significant and positive effect on work engagement. Therefore, increase in job satisfaction leads to increase in work engagement. And then, work engagement has significant and positive effect on intention to stay. Therefore, it can be concluded that increase in work engagement leads to increase in intention to stay.

5.2 Suggestions and Recommendations

According to the survey result, KBTC Group of Companies Limited should to ensure that to develop high motivational practices on employees and need to more provide opportunities for career development within the organization to reach more commitment of employees. According to the survey result, the organization should implement wellness program, such as fitness and yoga program to enhance mental health support and release the stress in working environment.

Moreover, company should be providing learning and development opportunities for employees to improve their skills to ahead of organization. The important in determining the effectiveness of human resources practices may influence turnover

intention among employees, by means of work engagement after controlling for the most commonly used variables of job satisfaction and organizational commitment.

Organization Commitment is the critical role of employees' engagement in an organization. To obtain this situation of environment, company should be share and involve colleagues in decision-making processes related to curriculum and school improvement sectors. And should have to implement effective conflict resolution strategies to address disputes and disagreements among colleagues to resolve without causing disruption. Investing in ongoing professional development that enables educator to learn and arrange for attending workshops as a group can foster collaboration.

Regarding ambient condition, the company should be more invest in training programs and create a new work environment that can faster work engagement and in achieving the company's goals and mission. Another fact, job satisfaction is the crucial for retaining professional employees and company should maintain transparent communication with those who have committed and regularly review and evaluate the mission and vision statements.

Moreover, increasing work engagement can positively effect on employees' intention to stay at their job. The company should support challenging tasks and opportunities to grow engagement and provide guidance, feedback, and support contribute to higher work engagement. So that employees are more likely to stay whey they feel their leaders care about their success. Furthermore, the company should take regular feedback performance level of employees to understand their strengths and improvement. And also involve employees in decision-making process and make employees feel a stronger connection to the organization. Company should gather feedback from committed individuals and use it to make improvements and celebrate achievement and milestones together. Recognizing progress and accomplishment can boost morale and motivation.

In summary, maintaining commitment is an ongoing process that requires consistent effort, communication, and focus on the needs and expectations of the committed individuals. By continuously engaging and supporting them, an organization can build trust and loyalty, benefiting both the organization and employees.

5.3 Needs for Further Study

This study is focus and emphasis on organizational commitment and job satisfaction on work engagement and work engagement effect on employees' intention to stay at work in KBTC Group of Companies Limited by using structured questions. This study based on 85 employees from two international schools of KBTC Group of Companies Limited. Therefore, it is suggested that further studies need to collect data from more employees and from other industries to get accurate.

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APPENDIX I

QUESTIONARIES SURVEY

Dear Respondents,

I am a student at the Yangon University of Economics, Myanmar. This questionnaire is a part of the special study and all information here in that the respondents provided in this survey questionnaire will be treated with utmost confidentiality. Please kindly answer all the questions in below survey questionnaire spread sheet. I am highly appreciated for your cooperation by spending your precious time answering it.

Please tick the choice that you made after reading the statements.

Profile of the respondents

1. Gender of Respondents
 - Male
 - Female
2. Age of Respondents
 - 21-30
 - 31-40
 - 41-50
 - Over 50
3. Level of Education
 - Graduate
 - Post Graduate
4. Marital Status
 - Married
 - Single
5. Working Experience of Respondents
 - 1-4 years
 - Less than 1 year

Please tick as appropriate for yourself. The meanings of numbers are as follows:

(1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree).

Organizational Commitment

No	Statements	1	2	3	4	5
1	Having the feeling as if this organization's problems are my own.					
2	Being a matter of necessity as much as desire for staying with my organization.					
3	Feeling that I have too few options to consider leaving this organization.					
4	Being hard for me to leave my organization right now, even if I wanted to.					
5	Having a great deal of personal meaning for me.					
6	Owing a great deal to my organization.					
7	Being very happy to spend the rest of my career with this organization.					
8	Not having any obligation to remain with my current employer.					
9	Not having my organization right now because I have a sense of obligation to the people in it.					

Job Satisfaction

No	Statements	1	2	3	4	5
1	Having the satisfaction with my chances for salary increases.					

2	Finding a real enjoyment in work.					
3	Feeling a sense of pride in doing my job.					
4	Because of my supervisor's competence in doing his/her job.					
5	Good benefits we receive are as good as most other organizations offer.					
6	Good communications within the organization.					
7	Doing a good job, I receive the recognition for it that I should receive.					
8	Being happy in my work.					
9	Liking the people, I work with.					
10	Enjoying my coworkers					
11	Being satisfied with my job for the time being.					

Work Engagement

No	Statements	1	2	3	4	5
1	Feeling strong and vigorous at my job.					
2	Feeling like going to work when I get up in the morning					
3	Being very resilient mentally at my job.					
4	Challenging job for me.					
5	Because of the passing of time.					
6	Being very difficult to detach myself from my job.					

Intention to Stay

No	Statements	1	2	3	4	5
1	Having a plan to stay in this company to develop my career for a long time.					
2	Having a desire to get a long service experience at current school.					
3	Still be working in this organizational in 5 years.					
4	Not changing this organization easily.					
5	Willing to continue my employment in this organization at this part of time.					
6	Willing to stay with this organization even if other jobs offer me more pay.					
7	Having no desire to quit from current job for coming one year.					

APPENDIX II

STATISTICAL OUTPUTS

Regression Results for Effect of Organization Commitment on Work Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.923 ^a	.852	.850	.17652	.852	477.514	1	83	.000

a. Predictors: (Constant), ORGANIZATIONAL_COMMITMENT

ANOVA^a

Model	Sum of Squares		df	Mean Square	F	Sig.
	Regression	14.880	1	14.880	477.514	.000 ^b
	Residual	2.586	83	.031		
	Total	17.466	84			

a. Dependent Variable: WORK_ENGAGEMENT

b. Predictors: (Constant), ORGANIZATIONAL_COMMITMENT

Multiple Regression (OC To WE)

Unstandardized Coefficients			Standardized Coefficients			Correlations			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.061	.153		6.932	.000				
	ORGANIZATIONAL_COMMITMENT	.764		.923	21.852	.000	.923	.923	.923	1.000

a. Dependent Variable: Work Engagement

Regression Results for Effect of Job Satisfaction on Work Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.758 ^a	.574	.569	.29940	.574	111.846	1	83	.000

ANOVA^a

Model	Sum of Squares		df	Mean Square	F	Sig.
	Regression	10.026	1	10.026	111.846	.000 ^b
	Residual	7.440	83	.090		
	Total	17.466	84			

a. Dependent Variable: WORK_ENGAGEMENT

b. Predictors: (Constant), JOB_SATISFACTION

Multiple Regression (JS To WE)

Unstandardized Coefficients				Standardized Coefficients			Correlations			Collinearity Statistics	
Model	B	Std. Error		Beta	t	Sig	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.819	.244		7.448	.000					
	JOB_SATISFACTION	.595	.056	.758	10.576	.000	.758	.758	.758	1.000	

a. Dependent Variable: WORK_ENGAGEMENT

Regression Results for Effect of Work Engagement on Intention to Stay

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.758 ^a	.515	.509	.44587	.515	88.087	1	83	.000

a. Predictors: (Constant), WORK_ENGAGEMENT

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
	Regression	17.512	1	17.512	88.087	.000 ^b
	Residual	16.500	83	.199		
	Total	34.012	84			

a. Dependent Variable: INTENTION_TO_STAY

b. Predictors: (Constant), WORK_ENGAGEMENT

Multiple Regression (WE To ITS)

Unstandardized Coefficients			Standardized Coefficients			Correlations			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.058	.156		6.788	.000				
	JOB_SATISFACTION	.757	.107	.718	10.576	.000	.758	.758	.758	1.000

a. Dependent Variable: INTENTION_TO_STAY