YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF APPLIED ECONOMICS

MASTER OF PUBLIC ADMINISTRATION PROGRAMME

A STUDY ON THE EMPLOYEE ENGAGEMENT IN SAVE THE CHILDREN ORGANIZATION

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EMPA – 65 (16th BATCH)

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A STUDY ON THE EMPLOYEE ENGAGEMENT IN SAVE THE CHILDREN ORGANIZATION

This thesis submitted in partial fulfillment towards the requirements for the

Master of Public Administration (MPA) Degree

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This is to certify that this thesis entitled **"A STUDY ON THE EMPLOYEE ENGAGEMENT IN SAVE THE CHILDREN ORGANIZATION"** submitted as a partial fulfilment in the requirements for the degree of Master of Public Administration (MPA) has been accepted by the Board of Examiners.

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ABSTRACT

This study was conducted to assess the current organizational climate, or the perspective of employees inside the organization, as well as to determine the level of employee involvement within the Save the Children organization. Examining the current state and difficulties with Save the Children's engagement plan is the major goal of this study. This study combined qualitative and quantitative methods to apply descriptive methods based on primary and secondary data. Employee engagement was found to be most highly influenced by career development, work engagement, relationship management, remuneration & benefits, and working environment. By revealing that employees are thinking about eventually quitting the organization, the finding raises a possible risk. The total engagement rating for Save the Children Organization was found to be 4.53. As a result, the recommendation component needs to continue paying a lot of attention to all the positive characteristics that already positively influence employee engagement in this company. On the other hand, by providing the appropriate recognition and alluring benefits, this company should try to decrease the perception of low attention. The findings suggested that organizational flaws and the management team needed to be addressed to enhance the employee retention strategy.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

BASK   : Bago, Ayeyarwadyy, Sagaing, Kayah

C&B   : Compensation and Benefits

CSO   : Civil Society Organization

HR   : Human Resources

HRD   : Human Resources Development

INGO   : International Non-Government Organization

LNGO   : Local Non-Government Organization

L&D   : Learning and Development

NGO   : Non-Government Organization

NSS   : Northern Shan State

SCI   : Save the Children International

UN   : United Nations

CHPATER I
INTRODUCTION

1.1   Rationale of the Study

Employee involvement has gained popularity among public and private enterprises in this growing nation in recent years. Employee turnover rate, absenteeism, commitment at work, and other factors related to employee engagement have all been the focus of countless research studies throughout the years. Organizations now need to act quickly to handle new technological, demographic, and market realities due to significant changes in the global economy. High workforce performance and organizational success must be maintained as new tactics are implemented in response to these changes. Establishing processes that measure and enhance employee engagement is essential to achieving this.

The biggest advantage of having a motivated workforce is immediately seen in their output and performance at work. This also refers to the low staff turnover rate, the employees' dedication to the business and its principles, and their readiness to lend a hand to their coworkers. Employee performance, efficiency, productivity, safety, retention, total reward strategy, profitability, and quality of life strongly correlate with employee engagement.

Employees who are engaged have a genuine attachment to the company and an initial interest in their work. They are 'self-motivated' and prepared to put in the extra work necessary to ensure the company's success since they are dedicated to the organiation's aims and values (Coulty,2016).

Employee engagement is best understood as a workplace strategy intended to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and able to improve their sense of well-being at the same time. This is because human resources management is important in any organization.

One of the largest international non-governmental organizations in Myanmar is Save the Children. There are approximately 1000 full-time staff members, consultants, and temporary workers. SCI provides one of the best benefit packages among INGOs. Employee satisfaction in their job results in higher-quality goods and more effective and efficient processes, which are crucial for the success of development projects, humanitarian efforts, and other services. The degree of employee engagement and the policies and procedures that support an organization's workplace enable employees to perform their duties and contribute to the organization's purpose, vision, and goals are crucial for the business's success. Furthermore, it is the most important job in any company.

Employee involvement is the degree to which a worker shares an organization's vision, purpose, and values. It exhibits dedication through their behavior as employees and attitude toward the company and beneficiaries. Engaged staff members are eager to contribute, feel a sense of loyalty to the company, stand up for it, put in much effort, and are not interested in switching to another organization. There are disengaged employees because there is a disconnect between employee effort and company effectiveness. This substantially impacts the effectiveness of an organization.

Employee engagement is the 'emotional commitment' staff members have to Save the Children's purpose and objectives. If staff members are highly engaged, they will be more productive, happier and more fulfilled, and provide more for the children.

This study focuses on Save the Children's organization staff engagement. The contribution of this study reveals the level of employee engagement, the particular variables that affect engagement, and the impact this has on corporate success. The detrimental effects of low engagement levels can be established, and the potential benefits of increasing engagement can be calculated. Employee engagement's specific results are evaluated because they are the company's most valuable resource.

Employee commitment to the company is called employee engagement, which motivates organizational performance. An engaged employee has a positive outlook on their company and its values, objectives, and guiding principles. Employees and organizations respect each other's values in an engaged workplace.

1.2   Objectives of the Study

This thesis aimed to identify employee engagement within the organization. The current situation within the organization is not purely satisfactory and needs to be addressed.

1. To study the relation between career development, work engagement, relationship with supervisor, reward management, learning & development, working environment and employee engagement.

2. To examine the effect of career development, work engagement, relationship with supervisor, reward management, learning & development, working environment and employee engagement.

1.3   Method of the Study

The descriptive approach and research to determine employee engagement are utilized to achieve the study's goals. This study's methodology is an online survey. Questions of both the qualitative and quantitative variety are included in primary survey data. Primary Data (30 nationwide offices received survey questionnaires from SCI Myanmar employees). Interviews with top SCI management staff may be conducted, if necessary. Secondary data will be gathered from reputable reports, books, and websites. Surveys were being sent to SCI Myanmar employees from various states and divisions working with various staff levels.)

1.4   Scope and Limitations of the Study

The study's scope is geographically restricted to the public and private sectors throughout Myanmar. The only topic this study covers is the analysis of employee engagement in human resource management with a specific focus on Save the Children (INGO) in Myanmar. The main drawback of this study is that it could only focus on a few Yangon-based organizations, rather than all of Save the Children Myanmar's employees.

The results of this study might not accurately reflect the level of employee engagement across the country. The primary focus of this study will be on the opinions of workers at Save the Children International in Myanmar. The findings and recommendations should be applied to all Save the Children Myanmar staff members.

1.5   Organization the Study

This study consists of five chapters. Chapter one is the introduction in which the study's rationale, objective, method and organization are presented. Chapter two contains the literature review and a theoretical framework. The chapter three gives information on Save the Children in Myanmar. Chapter four contains the analysis of data obtained from the chosen company. Chapter five consists of the findings of the study as well as it includes the recommendation.

CHAPTER II
LITERATURE REVIEW

This chapter examines the literature concerning employee engagement and the variables that affect it. A variety of things can impact employee engagement. As previously said, some elements include internal organizational development policies, policies for employee welfare, possibilities for professional advancement, rewards and perks, and policies for learning and development. All of these contributing elements must be considered and managed consistently if employee engagement is to increase, and turnover is to decrease. Truly understanding how different factors interact with one another, and their impact on an individual's commitment to an organization, can be challenging. As with many organizations worldwide, employee engagement problems are currently on the rise in not only at the public sectors also at private and NGOs sectors. Most international organizations developed the employee engagement strategy or plan with the expectation of the long term investment in the organization.

2.1 Defining the Employee Engagement

Different organizations and authors define employee Engagement in various ways. Employee engagement is the degree of an employee's positive or negative emotional attachment to their employment, coworkers, and organization, which significantly impacts their willingness to learn and perform. Employee engagement is the most commonly used and discussed concept in all progressive organizations. It refers to how satisfied employees are with their jobs, their work environment their coworkers, and how their performance aligns with organizational goals (MAHESHWARI, 2016).

Engaged employees have an initial interest in their work and a genuine attachment to their organization. They are rationally and emotionally committed to the organization, are 'self-motivated,' and are willing to invest extra effort to ensure the business's success (COULATY, 2016).

Engagement of employees is a commercial concept. And "engaged" employee is viewed as entirely motivated and involved, enthusiastic about his or her work, and acts daily in the company's or organization's best interests (COULATY, 2016). It also encompasses the concept of the employee's positive (or negative) emotional attachment to his or her position and colleagues within the organization. It also involves the employee's desire and capacity to perform at work and learn and grow within the organization. Engaged employees are typically those who want to come to work, understand how their job contributes to the organization's success, are happy to support the organization's value, care about its future, express pride in the organization, and have strong positive feelings about the company. They are willing to go the extra mile physically, intellectually, and emotionally.

Employee engagement refers to an employee's commitment and connection to an organization. In today's highly competitive business environment, employee engagement has emerged as a key success factor. High levels of engagement enhance organizational performance and stakeholder value, as well as talent retention and customer loyalty (SHRM, 2017)

2.2   The Concept and Models of Employee Engagement

Engagement among employees is a relatively new idea. The majority of businesses believe that workers do tasks in exchange for compensation. But this way of thinking is flawed and out of date. Other non-financial factors that influence employee engagement include advancement, autonomy, civil behavior, employer commitment, environment, exposure to senior individuals, praise, support, the sense of being challenged and trusted, the sense of working for a reputable company, the sense of working on important projects, and the sense of respect in work-life balance. Constructing the conceptual frameworks was necessary due to the nature of this investigation. This part analyzes the first Conceptual Framework, where the results of the employee survey conducted by the case company were used as the basis for this study's initial investigation into the idea of employee engagement. Later in the study, a second conceptual framework is created to reflect best practices for raising employee engagement.

Although employee engagement is a complicated subject, it is evident from numerous academic studies and theories that it is coherent with other studies and theories. Building a system that encourages employee engagement is necessary for

promoting employee engagement. Employee commitment to their work and job engagement for the company occur when workers find their work fascinating and can clearly articulate the mission and values of their employers (Armstrong 2014: 202). This section looks at three distinct but related groups—work, leadership, and organization—each with its own set of specific attributes that have an impact on employee engagement.

The summary up top groups the findings from this section according to the many characteristics affecting employee engagement. Figure 2.1 below provides a comprehensive depiction of these key conclusions for Conceptual Framework 1.

Figure (2.1)   Conceptual Framework 1 - Concept of Employee Engagement
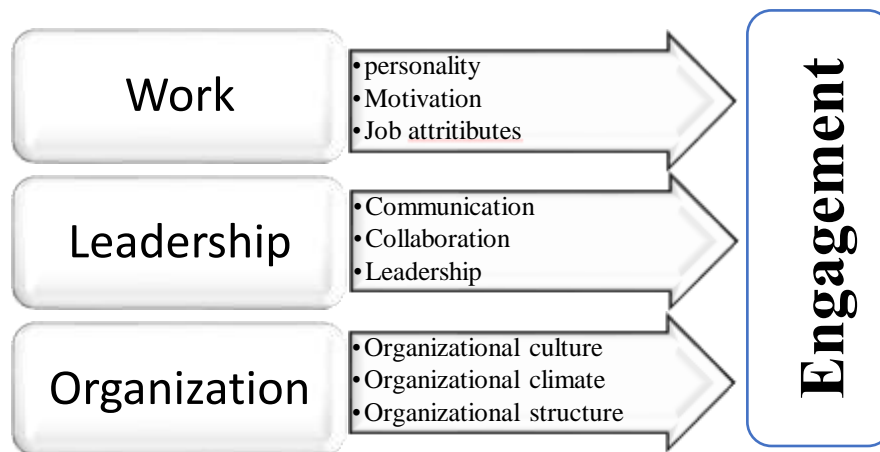
Source: (Conceptual Framework-Employee Engagement, 2016)

Conceptual Framework 1 in Figure 1 above demonstrates how characteristics affecting employee engagement within the job, leadership, and organization categories are interrelated. The three components of a work group are personality, motivation, and job attributes. Organizational group members are (1) Organizational Structure, (2) Organizational Culture, and (3) Organizational Climate, whereas the leadership group members are (1) Communication and Collaboration, (2) Leadership, and (3) Leadership. As the theoretical starting point for additional research and analysis in this study, Conceptual Framework 1 is based on the findings in the academic literature already in existence and is based on the question form and results of the case firm employee survey.

Figure (2.2)   Conceptual Framework 2 - Concept of Employee Engagement
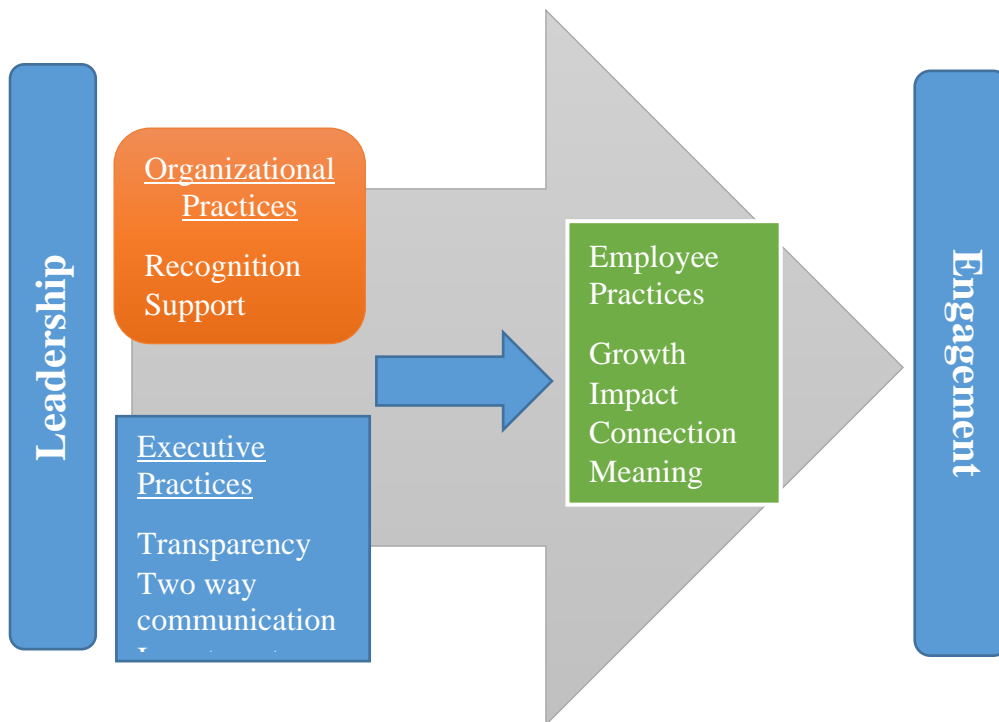
Source: (Conceptual Framework-Employee Engagement, 2016)

Conceptual Framework 2, shown in Figure above, is built using best practices for boosting employee engagement that have been identified in the body of research and are relevant to the problems in this study. Leadership affects three key subject groups: organizational practices, executive practices, and employee practices.

2.3   The Drivers of Employee Engagement

Satisfied, empowered, committed, motivated, engaged- these words are often used in daily managerial life with some confusion regarding their real meaning. Indeed, being satisfied and being engaged are far from being the same, and each attitude creates very different results. The Maslow's hierarchy of needs (Maslow,1954) is a classic starter kit for those interested in the variety of human needs, form the basic biophysical needs to the search of safety. Similar to the hierarchy of needs, there is a hierarchy in the definition of what characterizes an employees' commitment to the organization.

2.3.1   From Satisfaction to Motivation

There is often confusion in daily life when it comes to defining motivation at work. The usual key misunderstanding lies between satisfaction and motivation. What

makes and keep employees "satisfied" some basic factors are job security an acceptable salary level allowing them to take care of their personal and family needs, the quality of their relation with others **internally, decent** working conditions and the ability to set aside some space for their personal life.

Figure (2.3) From Satisfaction to Motivation
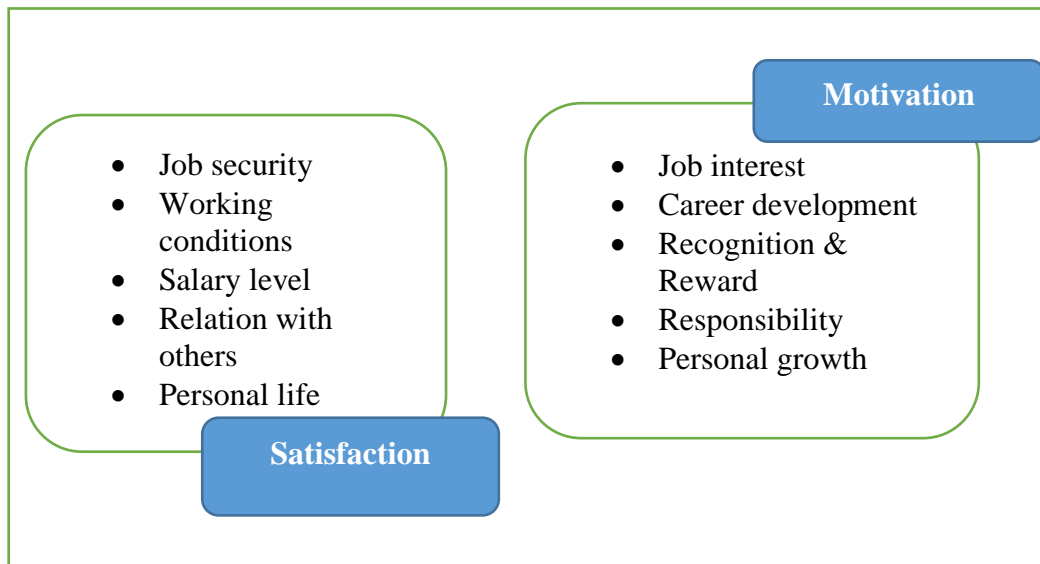
Source: (COULATY, 2016)

2.3.2   From Motivation to Engagement

What makes and keeps employees "motivated"? Mainly the interest in their job, the sense of responsible to achieve their duties, the wish to build their career within the organization and the feeling they are being recognized internally not only through salary and benefits. Frederick Hertzberg also argued that workers respond positively to increased tasks and responsibilities when given authority for it along with increased autonomy. Are they truly interested by the content of their job? Are they eager to learn and develop themselves within the organization? Are they being recognized by their manager, their peers and within the organization? These are some of the key HR and managerial challenges to overcome.

What would transform already "motivated employee into an "engaged" employee? How could we measure the added value this and bring to the organization. On the other, what are the consequence of disengagement on the organization performance and on the individuals themselves? Engagement employees are the ones who have an initial interest in their job with a sincere attachment to the organization.

Committed to the Company's goals and values, they are rationally and emotionally attached to the organization, are "self-motivated" and ready to invest the effort to ensure the business's success.

The key difference with motivation is "ownership" An engaged employee considers him or herself a "stakeholder" and a "builder" of the organization, committed to its success as if was their own personal interest. As the researcher definition of the main difference between motivation and engagement would be as follows, as illustrated in Figure 2.4 a motivated employee "belongs to "the organization and engaged employee "owns" the organization An employee who take ownership of their job and their organization is more likely to feel engaged.

Other characteristics of an engaged employee are their belief in the goals and values of the company, their ability to develop strong emotional connections internally and expend the "extra effort" required to help the organization attain its financial and organization objectives. The various employee opinion surveys conducted by major companies have different ways to define what engagement is. Some of the definitions are rational and emotional attachment to the company's goals and values, the willingness to stay in the organizations and the readiness to go to the extra mile. Engagement is above all a psychological mindset, followed by a behavioral pattern that leads employees to increase their contribution and commitment to the organization.

Figure (2.4) From Motivation to Engagement

Motivation

- Job interest
- Career development
- Recognition & Reward
- Responsibility

- Belief in goals and values
- Emotional connection
- Extra effort to make a different
- Meaningful journey
- ownership

Engagement
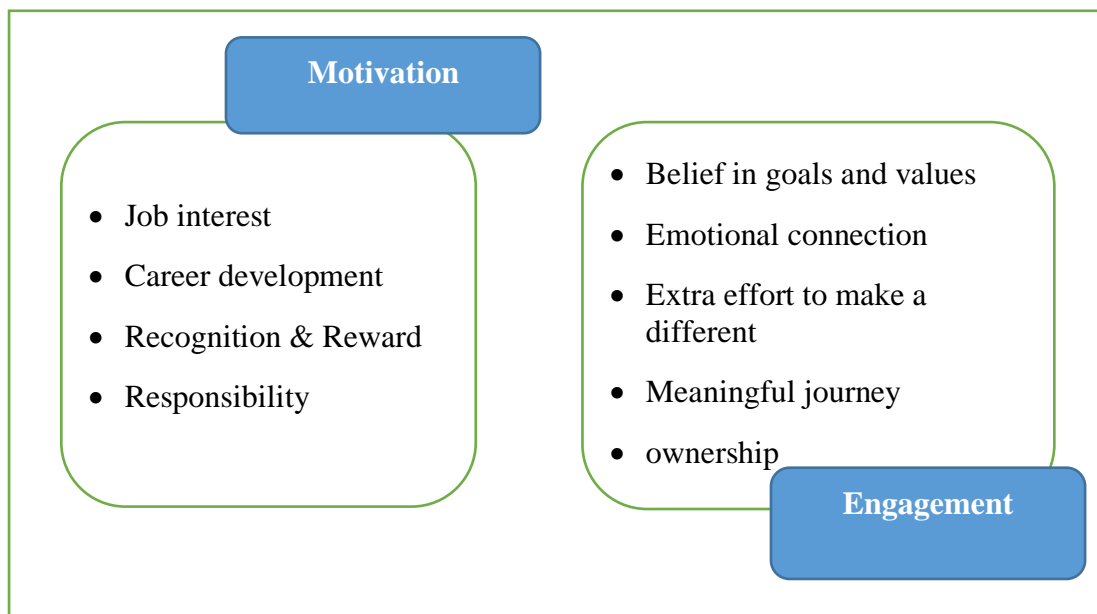
Source: (COULATY, 2016)

2.3.3 Retained, Motivated, but not Engaged

Motivation is a necessary condition in being engaged. However, many employees do not go "the extra mile," even when their skills and abilities would allow them to do so. The business may have great talents and leaders, the appropriate human resource policies, and a nice internal culture. If despite all the these positive factors, the employee does not have a sense of "ownership" and self-empowerment", this means that engagement is not effective and therefore expected results and performance cannot be the same.In the same spirit, "retention" alone is not sufficient to create engagement. Corporation should seek to move from strategies to "hold and retain" talented people to "engage" them with dynamic and positive measures to align individual commitment with organization goals.

2.3.4 Recognize and Reward Engagement Differently from Motivation

From the point of view, the basic difference between "motivated "and "engaged" employees is that the first group expects rewards (cash incentives, career advancement, etc.) while the second group seeks recognition of their engagement and to be part of organizational success, thus participating in a meaningful journey.

Engaged employees usually ask for less "reward" for the delivery of their engagement, and this is where HR and business leaders must be careful and ensure that this engagement is being rewarded properly in order to avoid future disengagement. The analysis will be the consequences of disengagement and over-engagement on organizational performance and on the individuals themselves later. What can already be asserted is that the "pleasure" dimension (for individuals who engage themselves within the organization without asking for anything in return) is the key to supporting viable and sustainable engagement and ensuring physical and mental health.

2.4 The Importance of Employee Engagement in Organization

A significant factor in a company's performance is employee engagement, which has a favorable impact on things like productivity, work quality, and job churn. But despite the fact that research indicates employee engagement is at its greatest level since 2000, just about 30% of U.S. workers say they feel involved in their work. According to the Gallup research team, "A job has the potential to be at the heart of a great life, but only if its holder is engaged at work" (Vlack, 2015).

A significant factor in a company's performance is employee engagement, which has a favorable impact on things like productivity, work quality, and job churn. Only approximately 30% of U.S. workers report feeling involved in their work, despite the fact that research indicates that employee engagement is at its greatest level since 2000.

A job has the potential to be at the center of a fantastic life, but only if its holder is actively involved in it, according to the Gallup research team. Given that more than half of employees report feeling disengaged, it is obvious that increased funding for workers' general wellbeing is required. Negative employee attitudes can reduce productivity and have a negative impact on an organization.

Every organization benefits greatly from having engaged employees. But what exactly does it mean and why is it so crucial? Here are 5 reasons why it is crucial to have engaged employees. The definition of the phrase "employee engagement" varies depending on who you ask. Some would claim that it refers to eager employees, while others adamantly assert that it refers to content or happy employees. Employee engagement often refers to a person's dedication to both their job and the objectives and values of their employer. In other words, motivated personnel show up and participate not just because they are required to but also because they have an emotional or other investment in the project. An organization will perform better overall if it promotes and encourages employee involvement. Nevertheless, that is only one justification for encouraging engaged workers. There are five additional, equally significant factors that make employee engagement crucial (Moseley, 2009)

2.4.1 Engaged employees boost productivity.

According to statistics, motivated workers are more productive than unmotivated ones. Employees that are more engaged than their colleagues are 21% more productive, according to a Gallup survey. According to Ann Latham's Forbes article, engagement is merely a sign of success. Naturally, employees are more likely to feel valued, glad to work for the firm, and happy to report to work each day if they are succeeding and satisfied with their efforts. The employee may increase the productivity of the company by finding ways to engage the employees, whether that entails providing them a challenge or extra responsibility. In essence, it benefits everyone involved.

2.4.2   Employee Engagement Increases Customer Satisfaction

The greatest people to interact with the consumers are frequently those who are passionate about their work. Why? Because the consumers will notice the infectious passion. According to Quartz, the most engaged workers are "more inclined to put in the effort that translates into buzzing productivity levels, a happier sales force, and a more credible product pitch." In other words, while dealing with engaged personnel, clients will receive better service. People who feel appreciated by their employer and who believe in the importance of helping customers are far more likely to provide superior customer service and boost satisfaction.

2.4.3   Maintaining the Talented Employee

Engaged workers exhibit a high level of involvement and dedication to their jobs, which lowers the possibility of turnover. Rarely, people with extraordinary skills and talents can show a lack of drive or dedication, which would increase the risk that they would leave the company. For people to remain committed and perform at their best within a firm, it is essential to keep them engaged. It is crucial to immediately take into account the causes of the lack of employee engagement if a firm has low retention rates. An organization's remaining members will unavoidably learn when superior talent leaves the company. Furthermore, a domino effect is not ideal.

2.4.4   Employee Engagement Enhances Company Culture

In general, it is simpler to collaborate with people who are enthusiastic about their work. Not because they are more joyful or upbeat either. It is because they serve as an example of an engaged workplace culture. What exactly is an engaged workplace culture? Forbes claims that this workplace is "designed, first and foremost, around its company values." "Checking in with their employees to ensure that the company mission aligns with the ways that people currently work and the ways that they want to work" is a requirement for developing an employee engagement culture. Employees who are engaged are those who live the company's ideals every day at work and are commended for it by their coworkers. Celebrating the most engaged employees is one step in developing an engagement culture.

2.4.5 Engagement is a Symptom of Success

Because achievement is a sign of engagement. Furthermore, this does not automatically imply business success (or even a successful firm). Engagement, on the other hand, typically results through individual or group achievement. In other words, motivated workers feel their job matters, not just because it makes them productive or comfortable to work. They experience worth. Additionally, the employees will feel as like they have succeeded in having a significant impact at work when their accomplishments are acknowledged. Engagement of employees is crucial in every organization.

2.5 Engagement and Organizations Efficiency

It is interesting to note that when it comes to explaining what causes engagement or disengagement, nearly 100% of research is focused on the organization (on what the organization-by itself or through its leaders- does or does not do to engage employee), and almost never on the employee's psychology and personal context. This dimension should be better taken into account through the family situation, personal history, individual psychology and 'strategies' of individual actors in a collective system. Engaging the right employees with the right skills and behavior is the key ingredient in managing business performance.

Engagement with The Organization measures how engaged employees are with the organization, and by extension, how they feel about senior management. This factor has to do with confidence in organizational leadership as well as trust, fairness, values, and respect - i.e., how people like to be treated by others, both at work and outside of work.

Engagement with "My Manager" is a more specific measure of how employees relate to their direct supervisors. Topics include feeling valued, being treated fairly, receiving feedback and direction, and generally, having a strong working relationship between employee and manager based on mutual respect. Engagement of individuals without relevant collective alignment is bound to fail. Engagement must be directed towards a common vision and direction. In the Global Workforce Study. Towers Watson (2012) showed that highly engaged employees have:

- Lower "presenters" or lost productivity at work:7.6 days lost each year, against 14.1 days for disengaged employees.

- Less absenteeism: 3.2 days each year, against 4.2 days for disengaged employees

- Less likelihood to leave than their disengaged colleagues: only 18% of highly engaged are ready to leave their employer in the next two years compared with 40% of disengaged employees who are likely to leave within the same timeframe

Michelin has correlated employee engagement with key performance indicators related to the business: safety, efficiency of work, quality, productivity, absenteeism and attrition, and has found over the years that around 55% of the variance in their business and financial performance could be explained by a variance in these key indicators.

All in all, the global performance of an organization relies on a subtle mix of productivity (structure efficiency, effective processes, relevant technologies, skilled workers) and employee engagement, both individual and collective (in its physical, intellectual, rational, psychological, and emotional dimension. Both dimensions are inter-connected: organizational efficiency is seen as a key enabler for employees to engage, and a full engagement allows alignment and higher productivity! Each analyzed context as illustrated in Figure 1- 3:

- "Start-Up (low organizational efficiency and high employee engagement): this context can describe real startups or task forces within a bigger organization, where a strong engagement is more important than organization processes and workflows

- "Administration (high organizational efficiency and low employee engagement): often found in very large corporations having difficulties in maintaining the agility of the early ages, or in large public administrations. I must admit that 'high organizational efficiency" might be overstated; the world "administration" often refers to a negative bureaucratic context where engagement is low

- "Vicious Circle" (low organizational efficiency and low employee engagement):the road to decline or takeover

- "Virtuous Circle" (high organizational efficiency and high employee engagement): the Holy Grail for all employers and the road to sustainable performance!

Figure (2.5)   Engagement and Organizational Efficiency

	Low organizational efficiency	High organizational efficiency
High employee engagement	"Start-Up"	Virtuous Circle Sustainable Performance
Low employee engagement	Vicious Circle Decline	"Administration"
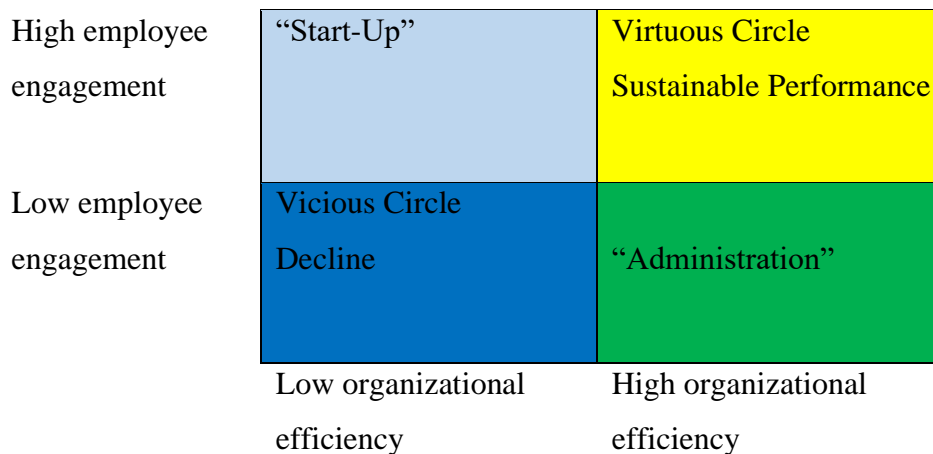
Source: (COULATY, 2016)

2.6   The Role of Human Resources Management in Employee Engagement

Engagement among employees improves any organization. Both the firm and the specific employee may benefit from it. Achieve success, and employee will reap rewards like higher output, better customer service, lower staff turnover, and fewer issues with employee sickness and absence. There is a ton of research evidence to back this up, most notably from Gallup, which is a pioneer in emphasizing the significance of employee engagement. However, despite the overwhelming evidence, Gallup estimates that only 15% of workers globally are actively engaged in their jobs. Human resources are in a unique position to address this. HR has frequently served as a liaison between management and employees. As a result, HR can serve as a liaison between management and employees to facilitate, support, and assess the effects of employee engagement. Additionally, HR has a big part to play in fostering the company's culture and making sure there are clear connections between the company's executives, its goals, and its workforce. In order to increase employee engagement, HR may make a significant contribution. We examine HR's involvement in employee engagement in-depth in this post.

Employee engagement is the emotional bond workers have with the business, its goals, and its ideals. It is what motivates them to go above and beyond what is necessary for the work.

Every stakeholder, leader, and manager inside the company should consider employee engagement to be a top priority. However, HR is responsible for a number of areas that have direct influence on employee engagement; as a result, it plays a crucial role in making sure the major factors are taken care. HR serves as the primary driver of employee engagement in all high-performing firms thanks to its emphasis on people and mediating role. the practical and doable ways HR can affect the important factors that affect employee engagement.

The first important factor is that workers feel inspired and motivated by their supervisors. HR can help managers achieve this goal by giving them the authority and resources they need to inspire and drive employees. The good news is that it does not have to be a costly, time-consuming process either.

The first step is to implement an HR-led onboarding program for newly appointed managers. The initiative can aid in creating a workplace culture that values and supports employee involvement as a fundamental principle. Managers acquire the skills necessary to inspire and motivate their teams. The following are simple actions that managers could implement:

• Individually congratulating employees on a job well done.

• Paying attention to team members' issues and actively listening to them.

• Offering frank criticism of the worker's performance at work.

• Giving tasks and responsibilities to an employee while encouraging them to take ownership and exercise initiative.

• Keeping team members aware of the most recent business news and trends.

Researchers quoted in Forbes claim that managers are responsible for a staggering 70% of the variation in employee engagement. The obvious method for achieving such a corporate goal is through human resources.

Typically, HR is in charge of directing the organization's yearly performance evaluation procedure. The performance review process is the ideal way to make sure staff members are aware of the wider picture in addition to being a vehicle for managing staff performance and identifying training and development requirements. The company's overarching business objectives, team goals, and the objectives of each individual employee should, ideally, be clearly related. This method of coordinating the whole workforce of the organization with overarching strategic business goals establishes clear priorities and a direction for each department, team, and employee. In turn, this guarantees that workers have a strong sense of their contribution to the success

of the company as a whole and feel ownership in the company through their personal goals.

Since HR is in charge of the performance appraisal process, it has some control over how it is applied in actual practice. HR can make sure it is used as a tool for encouraging employee engagement rather of being purely concerned with evaluating and controlling performance.

By preserving the corporate culture, HR may help with employee engagement in a significant way. Employee engagement is obviously essential to top-performing companies' cultures and shapes how the entire organization functions. On two levels, it is possible to protect company culture. The first is by making sure that newly hired personnel are a suitable cultural fit for the company. A mismatch between a potential employee's vision and values and the organization is not as simple to fix as a mismatch between new skills. Therefore, it is the responsibility of HR to make sure that the business culture is both communicated and protected during the hiring process.

By routinely informing employees about the firm's values and what they stand for, HR serves as the custodian of company culture in a second way. A shared understanding is necessary between all employees and management. Additionally, if the company's mission and values are to direct daily operations, they must remain front and center. HR must act as the organization's leader and promote employee engagement as a fundamental value.

Staff appreciation has consistently been noted as a major factor in employee dedication and engagement. When workers feel valued and appreciated, they are more likely to form the crucial emotional bond with their employers. This is what sets engaged workers apart from others who are merely pleased.

HR is in a perfect position to take the initiative by implementing a formal corporate employee recognition program. It can involve honoring a team that went above and above to win a new tender or a staff member who made an exceptional individual contribution. In any event, a formal employee appreciation program conveys to workers an important message about the company's value of its workforce. Simple actions like these can significantly contribute to the promotion of an organization's culture that recognizes and celebrates employees' accomplishments both within and outside of the workplace.

2.7   HR's Role in Measuring Employee Engagement

HR may actually change things in various ways in addition to having an effect on the major factors that affect employee engagement. The measurement of the organization's performance in terms of staff engagement is arguably the most important. Here are some methods by which HR can aid in assessing the results of business-wide initiatives to increase employee engagement.

Survey of Staff Engagement

A good place to start is with a routine staff survey that asks for opinions on a variety of topics, not simply employee engagement. Results from surveys can be used to gauge performance against the competition in addition to giving longitudinal data that can be utilized to evaluate the long-term effects of engagement efforts. An organization-wide worker engagement survey should be developed and implemented, and HR is best positioned to lead this effort. As we have shown, there is a direct relationship between employee engagement levels and rates of hiring, retaining, absence, and illness. These figures, which HR already compiles on a regular basis, give a snapshot of the state of employee engagement within the company. HR must closely monitor these figures and routinely update management on developments as well as any underlying trends that might point to more serious issues.

Exit interviews with departing employees are frequently the responsibility of HR. These can offer in-depth qualitative information on the root causes of dissatisfaction and the reasons why workers are quitting their jobs. Exit interviews can reveal a lot about the condition of employee engagement. A retiring employee will give honest, objective evaluation in a way that a current employee cannot because they are free from the worry of consequences. HR should review the information from exit interviews and inform management of any patterns that might be harming employee engagement.

In addition to ensuring that employees have a voice within the company through these medium, HR has a role to play in establishing a clear set of operating procedures to prevent them from serving as a spokesperson for the unhappy and disengaged. Additionally, HR must make sure they are properly managed once they are operational. These staff blogs will not only be a source of useful suggestions, but they will also show how the company is faring in terms of employee morale.

The fact is that HR is in a unique position to influence employee engagement significantly. In fact, HR must be actively involved for any worker engagement initiative to succeed. For increasing employee engagement, make sure HR supports any initiatives to increase the chances of success. Positive engagement starts with HR.

Finally, HR must be critical in responding to employees' questions and keeping them informed about matters that are significant to them. Disengaged workers frequently complain that their employers do not hold regular, sincere dialogues with them. Therefore, it's imperative that HR takes the lead in informing the workforce of the findings of any employee engagement efforts as well as, for example, the results of the staff survey.

2.8   Review on the Previous Studies

Many surveys cumulated with experience show that only one third of employees are actively engaged in their jobs and organizations and feel a deep connection and emotional bond their company. Research shows that in the western world, around 75% of the workforce is not engaged or actively disengaged and non-loyal to the organization.

According to Towers Watson (2012) in their Global workforce study, 35% of employee globally are highly engaged and 26% are disengaged, with clear differences by country worldwide- the percentage of fully engaged is 50% in China, and the disengaged is 50% in Japan. The same study pointed out the main reasons behind disengagement:

- Anxiety regarding the future

- Feeling stressed: 38% are bothered by excessive pressure on their job, and 30% say they would leave their organization because of that.

- Search for security and lack of mobility: around 50% would prefer not to move to another job.

- Doubt about their leaders and direct managers

Other research surveys highlight additional reasons why employees can be disengaged.

- Lack of clarity and purpose regarding the "big picture" and how their job is helping the organization to succeed.
- Lack of enablement and resources to do the job: autonomy, tools.
- Lack of clarity on what is expected from the employee.
- Employee's input not being listened to or at least considered.
- Lack of recognition and or reward

The Macleod Report (MacLeod & Clark, 2009) pointed out the main "barriers to engagement" as listed below:

- Low level of understanding of engagement from the mangers
- Organizational culture where mangers are not prepared to trust and empower people because they fear losing "command and control."
- Employees feel under-stimulated and micro-managed, strict rules to follow rather than a wider framework giving autonomy and empowerment.
- Inconsistency between organizational stated values and behaviors not followed in practice, undermining a genuine trust between employees and their employer.

Disengagement and engagement are also embedded in people's psychology and attitude, not only in the organization's action. In performance and Health, Scott Keller and Colin Price (2010) give their view on disengagement: "People who are disengaged feel that the things that happen to them are out of their control and tend to attribute blame rather than try to fix problems. Those who are engaged on the other hand, feel that they are personally accountable and can positively influence their own experience and that of their team and organization."

2.9   Conceptual Framework of the Study

According to the theory, concept of the literature and previous research, the variables for these studies are career development, work engagement, relationship with supervisor, reward management, learning & development, working environment and employee engagement.

Figure (2.6)   Conceptual Framework of the Study

CHAPTER III
EMPLOYEE ENGAGEMENT IN SAVE THE CHILDREN

3.1   Overview of the Employee Engagement in Save the Children

The leading independent children's organization in the world is Save the Children. The organization has a dual mandate and concentrates on both development and emergency response. We are actively striving to improve the lives of 134 million children worldwide in 120 different nations. The goal of Save the Children is to bring about immediate and long-lasting improvements in the way that the world views and treats children. We accomplish this through four fundamental tenets that make up our idea of change.

1. Being the voice: To step up advocacy and campaign activities to guarantee that the voices of Myanmar's most disadvantaged children are heard and can have an impact on decision-makers.

2. Being the innovator: Embrace technology's potential throughout all programming and test out fresh ideas to make sure kids are ready for and gain from Myanmar's digital leapfrog.

3. Establishing partnerships: To collaborate closely with other organizations to bring attention to and solve the development needs of girls and boys in Myanmar, including those of the corporate sector, government and non-government organizations, academics, and others.

4. Scaling up results: To broaden our reach and integrate a child rights perspective into all of our activities, we must establish strategic partnerships. We must sharpen the focus of our programs and learn from our successes, especially when it comes to recognizing the most important effects on children's wellbeing. We must look at novel strategies to engage and organize a bigger group of people who share our commitment. enhancing our efficiency and effectiveness by working together as a single Save the Children organization and closely with a wide range of partners. Together, we can achieve our goal of transforming children's lives in a way that is both immediate and long-lasting.

Since 1995, Save the Children has operated in Myanmar with a number of initiatives, such as the Maternal and Child Health Program, Nutrition Program, HIV/AIDS Program, WASH Program, Education Program, Food and Security Program, and others. Additionally, the nation-wide Child Poverty Program, Child Right Governance and Child Protection Program, and Humanitarian Response. Priority areas for the SCI organization include Accountability, Ambition, Collaboration, Creativity, and Integrity.

One of the largest organizations in Myanmar is Save the Children. Over 900 people work full-time, plus consultants and temporary workers. SCI provides one of the INGO's most appealing perk packages. Employees' sense of pride in their work influences the quality of projects, development initiatives, humanitarian work, and other services, which results in higher-quality output and more effective and efficient processes. Because staff policies and practices enable an organization to operate its workplace so that employees may fulfill their duties and contribute to the organization's purpose, vision, and goals, the level of employees is crucial for the success of a firm. Additionally, it is the most important job in every firm.

3.2   Organization Structure in Save the Children's in Myanmar

Among Save the Children in Myanmar, there are different program sectors and program support team which are Human Resources Department, Admin, Finance and logistic department—currently working in Rakhine Region, Northern Shan Region, Mgway Region, Mon / Kayin Region, Chin Region, Kayah Region, Bago and Delta Region. The below table (3.1) list show for Save the Children Field Offices and total head count.

Table (3.1)   Save the Children Field Offices and Total Head Count

Region/ Field Office	Total Head Count
BASK Region (Bago, Ayeyarwady, Sagaing, Kayah)	131
Chin Region	84
Head Office	238
Magway Region	62
Mon/ Kayin Region	62
Northern Shan Region	147
Rakhine Region	238
Grand Total	**962**

Source: Internal resources- Save the Children data – January 2020

In terms of staffing, 25 international staffs and 962 national staffs are working with Save the Children Myanmar in above mentioned different locations and they are taking variety of roles in the organization. In this study, job positions are classified into seven groups and Table (3.2) is shown the staffing chart by job position level by location in SCI.

Table (3.2)   Staffing Chart by Location and Job Position Level

Row Labels	BASK Region	Chin Region	Head Office	Magway Region	Mon/ Kayin Region	Northern Shan Region	Rakhine Region	Grand Total
Director/ Head of Program			16	1	1			18
Senior Manager/Manager	4	2	49	1	1	4	8	69
Senior Coordinator/ Coordinator	4	3	76	8	6	13	17	127
Senior Officer/Officer	29	15	64	15	15	29	36	203
Assistant	31	24	12	14	9	43	73	206
CDF/Driver/Helper	63	40	21	23	30	58	104	339
Grand Total	**131**	**84**	**238**	**62**	**62**	**147**	**238**	**962**

Source: Save the Children data January, 2020

3.3 Human Resources Management in Save the Children Organization

Managing and advancing employees is a responsibility of HR departments in businesses. They participate in organization development, human resource planning, talent management, knowledge management, recruitment and selection, learning and development, reward management, employee relations, health and safety, welfare, HR administration, compliance with legal obligations, equal opportunity and diversity issues, and any other matter. They also develop and implement HR strategies and policies.

3.3.1 Recruitment and Selection

The main goal of the hiring and selection process should be to find as many qualified workers as possible at the lowest possible cost to meet the company's human resource requirements. Defining needs, recruiting candidates, and selecting candidates are the three recruitment and selection steps that are covered. The method by which a company makes sure it always has the right quantity of workers with the right talents doing the right duties at the right times to achieve its goals.

It oversees the organization's overall human resources planning and assumes accountability for tracking and limiting employment growth in accordance with financial goals, ensuring that current employees are effectively deployed in accordance with company policies, and enabling the organization to realize its strategies for hiring, retaining, developing, and letting go of staff.

3.3.2 Talent Management

To administer the training and development system or talent management for the ongoing reskilling and development of SCI staff, talent management's goal is to establish guidelines and criteria. The employees actively participate in the conversations with their respective managers on their training and development goals. Line managers are in charge of making sure that their employees and subordinates are properly and thoroughly trained to carry out their duties and to anticipate and respond to organizational demands. Each office receives assistance from the training and development initiatives to help it achieve its objectives and goals.

3.3.3 Compensation and Benefits

The most important function in human resources is that of compensation and benefits. Each and every choice made, each and every task completed, and each and every output is its responsibility. By offering the necessary incentives for luring and keeping the best personnel, employers can appropriately manage and inspire their workforce. Base salary, hardship and conflict allowances, overtime pay, health insurance, leave, and per diem are some examples of types of compensation.

3.3.4 Employee Relations

The employee relations policy outlines the organization's stance to the rights of employees to have their interests represented to management through unions, staff groups, or other forms of representative systems. It also addresses the principles on which the organization collaborates with labor unions.

3.3.5 Safety and Health

Health and safety refer to the organization's plans for creating safe and healthy work environments and processes. Health refers to an employee's independence from physical or mental sickness, whereas safety involves preventing injuries brought on by work-related accidents.

3.4 Turnover Condition in Save the Children

All INGOs including SCI is implementing the programs with the fund from donors. Donors can stop providing the funds because of unforeseen difficulties and policy change. It directly affects the contracted staff who are working with this fund. According to Employee exit assessment 2019, 45% of staff leaving is due to the end of grants. However, that shortage of fund is one kind of NGO's nature and is out of each organization control as it was really depended on Donors Policy.

It was a worse effect to NGO's staff and staff feels that there is lack of job security for them in NGOs sector. So they tried to change their career and find a job in where they think there are long term sustained job security such as Government sectors, UN agencies and profit organization. In this result, 33% of staff leaving's reason became due to the better job opportunities. One more factor is about staff individual interest and their family interest as well, some staff are still under control by their family because of many reasons such as ethnical cultural and they cannot make their

own decisions not only in their individual life but also in their family history. Moreover, NGOs working in potential arm conflict area also can face this kind of challenges as arm conflict can be happen any time and this can effect to the staff commitment to retain to work with longer period. On the other hand, the staff also needs to cooperate with the supervisor as both side need to value on the existence in this organization.

3.5   SCI Internal Survey Result

Employee engagement is the 'emotional commitment' staff have to Save the Children and mission and goals. If staff are highly engaged then will be more effective, will be happier/more satisfied and will deliver more for children. Share the View employee engagement survey is to share the employee's view through the survey. Save the Children valued the point of views of the staff, which are critical for bringing positive change for children. The SCI organization has been through tremendous change since the last survey in 2018 and then needed to embed these changes before conducting the second survey.

Since the first survey in 2018, country offices held focus groups and have implemented local initiatives to improve key areas of work. At a global level, SCI launched the Develop to Perform programme and strengthened the approach to managing talent and developing leadership. These improvements were made as a direct response to the views shared by staff. This will help us shape and build our organization to inspire breakthroughs in the way the world treats children. Engagement Survey Deep Dive Myanmar Country Results are as per below.

Highlights
- 97% know what is required of me at work.
- 96% agree that colleagues in my team are committed to doing quality work.
- 95% clear how my roles contribute to SCI's overall aims.
- 95% understand how decision are made that impact my work.
- 93% feel there are opportunities for staff to develop their career in SCI.

Lowlights
- 56% plan on leaving SCI in the next 12 months.
- 30% have not received recognition for their contribution in the last month.
- 25% do not receive regular, timely feedback that helps them improve their performance.

- 25% are not rewarded fairly for the contribution they make.
- 25% of the line-managers have not talked about what staff have achieved in the last 6 months.

Based on the lowlight point from previous survey, Senior Management team prepared the action plan to improve lowlight points. The first action plan is Employee Recognition Program that HR department launched the appreciation day used with thank-you card for across department the whole county for recognition of employee's performance, behavior, supportive matter related to employee recognition. Appreciation activities by each department. Announce to all staff for this activity to include at every monthly meeting or quarterly meeting at every sector to recognize at least one employee. Based on the survey result, SCI HR reviewed the reward package to be competitive within INGO market

CHAPTER IV
SURVEY ANALYSIS

The focus of this chapter is to give details of data analysis results, the study findings discussions as provided in research objective and methodology section. The study sought to determine the positive factors of Employee Engagement in Save the Children Myanmar.

4.1   Survey Profile

This analyzes data collected in an effort to explore the current organizational climate within Save the Children and to determine the level of employee engagement status and to identifying areas of strength and areas for improvement in Save the Children organization in Myanmar. In this regard, the study mainly focuses on Save the Children national staff from all offices. As the survey design, the seniority, working experience and accessible of internet can provide the most relevant and effective results so that the study mainly focused on the mid-level and above staff in organization. In this study, the respondents have been classified into four level of staff which are:

1) Senior Management level which are 10% of all staff
2) Middle Management level which are 15% of all staff
3) Junior Management level which are 45% of all staff
4) Support Assistant level which are 35% of all staff

In terms of employee participation were based on voluntarily basis and due to time constraints, although all staff headcount are 962 staff but 180 staff are off line (non- online user). Therefore, data was collected from all 782 staff (on-line user), 470 staff were responded. The respondents by each category group can be seen in Table (4.1).

Table (4.1)   Respondent's Distribution by Category

Category	Total Head Count	Total Respondent	Percentage of Respondent
Senior Management Level (Director, Manager)	90	54	60%
Middle Management Level (Coordinator)	130	95	73%
Junior Management Level (Officer)	209	137	67%
Support Assistant Level	349	184	53%
Total	782	470	60%

Source: Survey Data

4.2   Survey Design

Based on primary data, this study employed a descriptive methodology. Definitions and hypotheses are taken from academic journals, theses, reference materials, and websites when it comes to secondary data. Standard surveys are used in Google Form style through email for the primary data. The questionnaires are designed to gauge their attitudes toward, and engagement with, Save the Children as an organization.

Career development, job engagement, relationship management, reward management, learning & development, and working environment elements all have an impact on employee engagement and respondents' perceptions of their firms, making up the seven components that make up employee engagement. In order to easily acquire the necessary answers, there are 47 Likert scale agreement questions, and 1 open question to determine the cause. In November, all staff members received links to the online Google survey. The survey's completion window for all respondents was 10 days. Using a Google service, the researcher received the anonymous survey responses, who she could then analyze for findings. To gauge their level of agreement with specific assertions about employee engagement, respondents indicated using a five-point Likert scale with responses ranging from strongly disagree to agree strongly. Strongly disagree will begin with 1 point and strongly agree will end with 5 points in the scoring system.

Participants received a letter from the researcher outlining the justifications for needing this information, helping them to overcome any reluctance they may have had to divulge such sensitive and private information as well as their hesitation to respond honestly and specifically. The researcher provided the respondents with assurances on the confidentiality of their information and identity disclosure. Respondents were briefed and told that participation was optional, and that maintaining anonymity was recommended.

4.3   Survey Result

To achieve the identified aim and objectives of this study, data analyses are assisted with simple excel format depending on pivot data running and presentation. Descriptive analyses are used to analyze data to produce frequencies and percentage of different categories involved in the study.

4.3.1   Demographic Characteristic of the Respondents

According to the characteristics of the respondent of the Save the Children organization are presented by targeted group, Gender, Age, seniority level, service year. The detailed information described the following tables.

Table (4.2) Demographic Information of Respondents

1. Gender		
Sex	**No. of respondents**	**Percentage**
Female	215	46%
Male	255	54%
Grand Total	**470**	**100%**

2. Year of service by Age in Save the Children						
Age	**< 1 year**	**< 3 years**	**3-5 years**	**above 5 to10 years**	**Above 10 Year**	**Grand Total**
25 to 35 Year	70	104	50	35	8	267
35 to 45 Year	21	29	21	29	21	121
Above 45	6	2	4	8	11	31
Under 25	28	21	2			51
Grand Total	**125**	**156**	**77**	**72**	**40**	**470**

3. Seniority in current organization

Level of Seniority	No. of Respondents	Percentage
Junior Management	137	29%
Middle Management	95	20%
Senior Management	54	11%
Support assistant	184	39%
Grand Total	470	100%

5. Job Tenure in Save the Children

Service Year	No. of Respondents	Percentage
less than 1 year	125	27%
1 to 3 year	156	33%
3 Year to 5 Year	77	16%
above 5 to 10 year	72	15%
Above 10 Year	40	9%
Grand Total	470	100%

4. Diversity of Occupation

Diversity of Occupation	No. of Respondents	Percentage
Program Implementation (Various Program)	334	71%
Program Support (Admin, HR, Finance, IT, Logistic)	136	29%
Grand Total	**470**	**100%**

6. Work Location

Location	No. of respondents	Percentage
BASK Region	44	9%
Chin Region	54	11%
Head Office	129	27%
Magway Region	34	7%
Mon/ Kayin Region	51	11%
Northern Shan State Region	77	16%
Rakhine Region	81	17%
Grand Total	**470**	**100%**

Source: Survey Data 2019

According to the table (4.2), based on the survey result the Gender ratio of respondents showed that male 54% and female 46% participated in survey thus, as the finding male respondent is higher than female respondents. Regarding with the working experiences in Save the Children by age group showed that large size of respondents are from age between 25~35 by 57%, the second large size of respondents are from age between 35~45 by 26%, age between under 25 is 11% and age between above 45 is 7%. It means that the age range of the middle age are actively engaged in Save the Children organization rather than the other age groups. On the other hand, age between 35~45 are the ones who have longer experience in this organization.

The seniority of respondents in current level showed that 29% are working in junior management level which are included senior officer and officer level. 20% are working in middle management level which are included senior coordinator and coordinator level. 11% are working in senior management level which are included Director, Department Head and Manager level. And then 39% are working in support level which are included Assistant, Driver and Facilitator level. It means that non-management level is the most workforce in this organization. Regarding the diversity of occupation, 71% are working in program implementation such as Health, Education, Livelihood, Child Protection program and Humanitarian response program etc., 29% are working in program support such as in Administration, Human Resources, Finance, IT departments.

4.3.2 Career Development

The career development is the one of the influencing factor to get the employee engagement within organization. This is the investment in human and organizations have good strategy for the employee development programs not only for organization's benefits but also for personal development of employees. The Career Development is quite positive and employee are responding that the most of respondents are very satisfied to their opportunities for professional growth by showing the mean value 3.86. According to the mean value 3.81 and 3.82, the most of respondents have a clear path of career advancement opportunities and to apply their talent and expertise. Some of the respondents are not satisfied with the HRD fund investment and its use in training and learning opportunities by showing the mean value 3.64. According to the overall mean value indicates 3.78. the career development status of the most of the respondents are satisfied and engaged with this influence factor.

Table (4.3) Career Development Opportunities in Save the Children Organization

1. Career Development	Mean
I am satisfied with my opportunities for my professional growth	3.86
I have a clear path of career advancement opportunities available to me.	3.81
I am satisfied that I have the opportunities to apply my talent and expertise.	3.82
I am satisfied with the HRD fund investment in my organization and its use in training and learning opportunities	3.64
Total	**15.12**
Total average mean value	**3.78**

Source: Survey Data 2019

4.3.3 Work Engagement

From the below table (4.4), The data show that the total average mean value is 3.84 and the majority of respondents are engaged with their job and organizational goal but some of the respondents are need to engaged with their job and organizational goal. According to the mean value 4.15 and 4.13, the most of the respondents were feel completely involved in their work and enjoy the work on a daily basis. The mean value data 3.86 show that the employees who are motivated to go to work and to meet their goal at work. The mean value data 3.54 and 3.66 show that the respondents were feel to adapt quickly to difficult situation and need to proactively identify future challenges.

Table (4.4) Work Engagement

2. Work Engagement	Mean
11. I am inspired to meet my goal at work	3.86
12. I feel completely involved in my work	4.07
13. I enjoy the work I do on a daily basis.	3.86
14. I am determined to give my best effort at work each day	4.15
15. When at work, I am completely focus on my job duties.	4.13
16. In my organization, employees adapt quickly to difficult situations	3.54
17. Employees proactively identify future challenges and opportunities.	3.66
18. Employees in my organization take the initiative to help other employees when the need arises.	3.79
19. Employees here are willing to take on new tasks as needed	3.71
20. Employees in my organization are willing to accept change	3.58
Total	**38.36**
Total average mean value	**3.84**

Source: Survey Data 2019

4.3.4 Relation Management with Leaders and Supervisors

Relation between leaders, supervisors and employee are the one of the important factors of employee engagement. According to the below table (4.5), show that the total average mean value is 3.85 and the majority of respondents are satisfied on relation with their supervisors. As per the mean value 4.13, the majority of respondents have good working relationship with their supervisors and coworker. The mean value 3.89 show that employees treat one another with respect.

Table (4.5) Relation Management with Leaders and Supervisors

4. Relation Management	Mean
21. Communication between senior leaders and employees is good in my organization	3.70
22. I am able to make effective decision in my work.	3.84
23. Management within my organization recognizes strong job performance	3.64
24. My supervisor and I have a good working relationship	4.13
25. My coworker and I have a good working relationship	4.13
26. Senior Management and employee trust each other	3.61
27 Employees treat one another with respect.	3.89
Total	**26.94**
Total average mean value	**3.85**

Source: Survey Data 2019

4.3.5   Reward Management

Reward management is one of the key factors of employee engagement. All employees want to attractive benefits package. The good rewards plan can make the short-term motivation of employee like as providing salary increases. As shown in table (4.6) that the mean value 3.78 show that the most of the respondents are satisfied with the workplace flexibility. And the mean value 3.84 show that the most of the respondents are satisfied on the health care benefits and severance plan. The overall mean value is 3.73 supported that there is good and positive perception on reward management of the respondents. Reward was recognized to contribute greatly to high level of employee retention as indicated by the high rate of positive responses.

Table (4.6) Reward Management

5. Compensation & Benefits	Mean
28. I am satisfied with my overall compensation.	3.76
29. I am compensated fairly relative to my local market.	3.48
30. I am satisfied with my total benefits package.	3.71
31. I am satisfied with health care related benefits offered by my organization.	3.84
32. I am satisfied with the amount of paid leave offered by my organization	3.72
33. I am satisfied with the severance plan offered by my organization	3.84
34. I am satisfied with the workplace flexibility offered by my organization	3.78
Total	**26.12**
Total average mean vaule	**3.73**

Source: Survey Data 2019

4.3.6 Learning and Development

The organization which does not have learning and development plan will no longer exist in challenging world. Learning and Development is not only for employee capacity building but also benefits for organizational development. As shown in table (4.7), the mean value 3.78 shows that the most of respondents received the capacity building training from this organization. The mean value 3.64 and 3.68 show that the most of respondents received the appreciation and encourage from their supervisor. According to the overall mean value indicates 3.62, most of respondents are positive and acceptable on learning & development factor. The respondents were neutral on the Performance Management system is strong and effective in organization according to the mean value 3.37. The findings mean value that the learning and development is one of the influence factor in Save the Children.

Table (4.7) Learning and Development

6. Learning and Development	Mean
35. In the last six month, I have received appreciation for my effort from my supervisor.	3.64
36. In the last six months, my manager has encouraged and supported my development	3.68
37. In the last year, I have had opportunities to learn and grow	3.65
38. I feel there are learning opportunities for me to develop my career in Save the Children.	3.78
39. In my organization, Performance management system is strong and effective and provides support on the employee's strength and improvement areas.	3.37
Total	**18.11**
Total average mean value	**3.62**

Source: Survey Data 2019

4.3.7 Working Environment

For the below table, the total average mean value is 3.81 show that majority of respondents are agree and acceptable on the working environment condition in Save the Children. However, the mean value 3.58 is the lowest of this working environment factor which is fiscal well-being is stable. The highest mean value 4.06 is positively impacts of people lives. The data shows that there is a correlation between high working environment satisfaction and high employee engagement.

Table (4.8) Working Environment

7. Working Environment	Mean
40. My organization has a safer work environment and good work environment.	3.87
41. I am satisfied with my overall job security.	3.65
42. My organization's work positively impacts people lives.	4.06
43. My organization operates in a socially responsible manner	3.81
44. My organization fiscal well-being is stable.	3.58
47. I am satisfied with the culture of my workplace	3.90
Total	**22.87**
Total average mean value	**3.81**

Source: Survey data 2019

4.3.9   Overall Mean Score on all Employee Engagement Factors

There are 6 parts to examine the level of employee engagement factors in Save the Children Organization. Employee's perception on this organization and the factors influence the employee engagement. As per the survey data, the overall results are shown in the below table (4.10). Among the influencing factor, the work engagement and relations management are the most satisfy and positively inspiring on their vision and mission. The second highest is the career development and working environment, they are positively acceptable on their development. The last two is reward management and Learning & Development. As per result, the respondents have just agreed in Compensation and Benefits package but not solid to compare with other results. As per result, the most of the respondents are just accept on Learning & Development and organization need to improve in this area.

Table (4.9)   Overall Mean Score

Sr.	Engagement Factors	Overall Mean Score
1	Career Development	3.78
2	Work Engagement	3.84
3	Relation Management	3.85
4	Compensation & Benefits	3.73
5	Learning & Development	3.62
6	Working Environment	3.81
	Overall total score	**4.53**

Source: Survey Data 2019

4.3.10   Employee's Future Plan Perception in the Next 12 Months

This study includes the employee's future plan perception in the next 12 months to examine the employee's future plan and also inferred with employee engagement. From the below table (4.10), the study also found that 14% of respondents were very likely to search for a new job and 29% of respondents were somewhat likely to search for a new job. It's meant that total 43% of respondents have the plan to search a new job in next 12 months due to various reason. Therefore, assume that 10% of total actual employee from Save the Children organization have a plan to leave for a new job.

Table (4.10)   Employee's Future Plan Perception in the Next 12 Months

49. How likely are you to search for a new job in the next 12 months?	No. of Respondents	Percentage
Neither likely nor unlikely	157	33%
Somewhat likely	134	29%
Somewhat unlikely	55	12%
Very likely	65	14%
Very unlikely	59	13%
Grand Total	**470**	**100%**

Source: Survey Data 2019

4.3.12 The Reasons of Leaving Organization in Next 12 Months

As shown in Table (4.11), The study also found the reason of leaving organization that 63% of respondents were not answered, it's mean that the employee who are not answered are need to engaged with the organization. Otherwise, they did not answer the real reason that also need to consider for engagement. 16% of respondents answered due to the project funding and project ending. 10% and 3% of respondents answered due to the career development, new opportunities and higher salary. 5% of respondents answered due to the problem between supervisee and supervisor. 3% of respondents answered due to the global policy were not strong.

Table (4.11)   Reasons of Leaving Organization in Next 12 Months

Reason of leaving organization in next 12 months	No. of Respondents	Percentage
No answer	298	63%
Bad Communication, discrimination, No appreciation, poor coaching between supervisor and supervisee	25	5%
Due to career development, promotion, new challenges, new opportunities, UN	49	10%
Due to the funding , Fixed term contract and project end status	76	16%
Global policy (supply chain policies) is big challenges for field staff, not strong policies	8	2%
To find the more attractive salary and better pay jobs	14	3%
Grand Total	**470**	**100%**

Source: Survey Data 2019

CHAPTER V
CONCLUSION

This chapter summarizes the findings of this study, the conclusion drawn from the findings highlighted and recommendations. The conclusion and recommendations drawn were focused on addressing the objectives of the study. Furthermore, this study identified and proposed the area of future research.

5.1   Summary of Findings

Employee engagement refers to a person's enjoyment of their work, satisfaction with their working environment, eagerness to contribute to the achievement of team and organizational goals, and loyalty to the company. Due to project completion and limited funding, it is currently difficult to maintain long-term staff engagement at non-profit organizations like Save the Children.

A motivated worker doesn't labor solely for salary or advancement. They have a strong connection to the organization's objectives and financial results. The novel idea of employee engagement has attracted a lot of research interest recently. Employee engagement is a mental state associated with the workplace that is characterized by emotions of satisfaction, enthusiasm, absorption, and dedication. In light of this connection, the study's objective is to solidify the theoretical underpinnings of the employee engagement notion. Share the statistics, particularly those in the low highlights category, after comparing staff engagement to the previous year. The management team at Save the Children and the human resources division worked to enhance the elements that influence employee engagement based on the results of the survey from last year and the action plan. This study demonstrates the growth of favorable engagement characteristics.

This study is based on an interactive sample of 782 employees from Save the Children Myanmar's head office and field office. The results show that psychological empowerment is separate from employee engagement and that employee engagement is superior to psychological empowerment in terms of remuneration and value for the

job. We address the implications of our findings in the context of the employee-organization relationship. The study discovered that career growth is one of the most important factors to gauge in this organization. Because they have options for capacity growth and promotion when needed and infrequently, most respondents thought they could see their futures in their existing organizations. However, several respondents felt they couldn't predict their future and planned to quit their jobs within the following 12 months. The study also discovered that employee engagement was significantly influenced by supervisor support. Direct supervisors provide feedback to employees to help them perform better and show appreciation for a well-done job. A supportive and motivating work environment acknowledges and upholds commitment. The boss is reachable and open to discussions about their work and personal needs. The staff are likewise committed to advancing their careers and professional selves. Based on the survey results from previous year, the study's findings revealed that Save the Children applied effective employee engagement criteria; this year, the organization's mean overall score for employee engagement is 4.53.

5.2   Recommendations

Because the Save the Children organization performed this survey, it does not necessarily represent the entire organization. The survey results and analysis have led to the following recommendations.

Promoting a culture of learning and development that extends development possibilities from the organization to mentorship, coaching, e-learning, and innovation, which can simultaneously challenge, support, and allow people to realize their full potential for career advancement. This calls for a change in employees' mentality from managers being in charge of their career progression to employees defining their career growth through learning and development. individuals enhance their learning agility and proactively come up with the answers needed for the future, which can have a good and significant impact on employee engagement even if it may take ingenuity and guts to engage and drive individuals emotionally to work at their boundaries. Managers and leaders can be proud of the role they played in the growth and development of others.

The Human Resources Department should establish an internal communication function to improve communications. This is done to make sure that employees across the nation receive clear and consistent information through a single channel, which promotes employee engagement by keeping the workforce motivated, concentrated,

and productive, which is essential for the long-term success of the firm. Strategic and ongoing communication also helps the organization's leadership project credibility.

According to the study's findings, implementing the six influencing elements can increase employee engagement and, as a result, individual performance. It is obvious that these factors have a big impact on an organization's ability to succeed. As a result, this study advises all businesses in Myanmar's public and private sectors to plan for and implement the aforementioned influences on employee engagement as well as the additional recommendations provided.

Further Research Direction: Employees from Save the Children Organization were among the samples utilized in this study, which focused exclusively on one organization in Myanmar. Therefore, additional research is advised that focuses on various industries and organizations and also investigates the idea of holding managers responsible for upholding organizational ideals, team member growth, and results. The study thus urges more investigation into the variables influencing employee engagement in public enterprises. This is due to the fact that the public and private sectors have various strategic philosophies, allowing for comparison and generalization of the effects of employee engagement strategies and staff retention across the board of the business.

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APPENDIX - A

Region/ Field Office	Total Head Count
BASK Region	**131**
Bolakhe	5
Homalin	21
Hpruso	5
Kyauk Kyi	16
Labutta	38
Loikaw	27
Oak Twin	7
Shwepyithar	12
Chin Region	**84**
Falam	12
Hakha	24
Tedim	22
Thantalan	13
Tonzam	13
Head Office	**238**
Magway Region	**62**
Magway	18
Myaing	8
Ngaphe	6
Pauk	6
Saw	18
Sedoktara	6
Mon/ Kayin Region	**62**
Hlaingbwe	6
Hpa An	41
Kawkareik	5
Kyainseikgyi	5
Thanphyuzayet	5
Northern Shan Region	**147**
Hsi Paw	13
Kutkai	38
Kyaukme	11
Lashio	13
Mabein	4
Mongmit	8
Mongton	10
Mongyai	6
Namhsan	7
Namtu	19
Nawnghkio	6
Tangyan	12
Rakhine Region	**238**
Grand Total	**962**

APPENDIX - B

Survey Questionnaire

This questionnaire is designed for academic purpose of me, Thin Mya Mya Soe (Roll No.65) who attend EMPA from Yangon University of Economic to carry out research in job environment to check the level of motivation in employee's engagement. The answers would be used for further research on this topic. I would be very grateful if you could answer my questions on this questionnaire. These answers will need to complete it probably takes 10-15 minutes. The information collected is "private and confidential".

The opinions are important. The results from this survey will be shared with country CMT and ECMT and to support for share the view action plans and will be built for effective country policy review. Based on the outputs aimed at increasing everyone's passion for Save the Children, and our goals

For each statement, respondents have five options to express the level of engagement.

1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly Agree

Part (I) Employee Information

1. What is the current job role? (Drop Down)
   - Director/ Head of Program
   - Senior Manager/ Manager
   - Senior Coordinator/ Coordinator
   - Senior Officer/ Officer
   - Assistant
   - CDF/ Driver

2. Which department do you work in? (Drop Down)
   - Program Implementation
   - Support (Regional /Admin/ GR/IT)
   - Human Resources
   - Award Management
   - Finance
   - Supply Chain & Logistic
   - GFATM
   - MEC

3. Where do you work? (Drop Down)
   - Head Office
   - BASK Region
   - Magway Region
   - Mon/Kayin Region
   - NSS Region

4. How many years have you been working with SCI? (Drop Down)
   - under 3 year
   - 3 to 5
   - above 5 to 7
   - above 7 to 10
   - above 10

5. What is the age? (Drop Down)
   - under 25
   - Between 25 to 35
   - Between 35 to 45
   - above 45

6. What is the Gender?
   - Male
   - Female

Part (II) Survey Questions

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am satisfied with my opportunities for my professional growth.	1	2	3	4	5
2.	I have a clear path of career advancement opportunities available to me.	1	2	3	4	5
3.	I am satisfied that I have the opportunities to apply my talent and expertise.	1	2	3	4	5
4.	I am satisfied with HRD fund investment in my organization and its use in training and learning opportunities.	1	2	3	4	5
5.	I am inspired to meet my goal at work.	1	2	3	4	5
6.	I feel completely involved in my work.	1	2	3	4	5

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.	I enjoy the work that I do in daily basis.	1	2	3	4	5
8.	I am determined to give my best effort at work each day	1	2	3	4	5
9.	When at work, I am completely focus on my job duties.	1	2	3	4	5
10.	In my organization, employees adapt to difficult situations.	1	2	3	4	5
11.	Employees proactively identify future challenges and opportunities.	1	2	3	4	5
12.	Employees in my organization take the initiative to help other employees when the need arises.	1	2	3	4	5

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13.	Employees here are willing to take on new tasks as needed.	1	2	3	4	5
14.	Employees un my organization re willing to accept change.	1	2	3	4	5
15.	Communication between senior leaders and employees is good in my organization.	1	2	3	4	5
16.	I am able to make effective decision in my work.	1	2	3	4	5
17.	Management within my organization recognizes strong job performance.	1	2	3	4	5
18.	My supervisor and I had a good working relationship.	1	2	3	4	5
19.	My coworker and I have a good working relationship.	1	2	3	4	5
20.	Senior management and employees trust each other.	1	2	3	4	5
21.	Employees treat one another with respect.	1	2	3	4	5

		1	2	3	4	5
22.	I am satisfied with my overall compensation.	1	2	3	4	5
23.	I am compensated firmly relative to my local market.	1	2	3	4	5
24.	I am satisfied with my total benefits package.	1	2	3	4	5
25.	I am satisfied with health care related benefits offered by my organization.	1	2	3	4	5
26.	I am satisfied with the amount of paid leave offered by my organization.	1	2	3	4	5
27.	I am satisfied with the severance plan offered by my organization.	1	2	3	4	5
28.	I am satisfied with the workplace flexibility offered by my organization.	1	2	3	4	5
29.	In the last six month, I have received appreciation for my effort from my supervisor.	1	2	3	4	5
30.	In the last month, my manager has encourage and	1	2	3	4	5

	support my development.					
31.	In the last year, I had opportunities to learn and grow.	1	2	3	4	5
32.	I feel there are opportunities for me to develop my career in Save The Children.	1	2	3	4	5
33.	In my organization, performance management system is strong and effective and provides support on the employee's strength and improvement areas.	1	2	3	4	5
34.	My organization has a safer worker environment and good work environment.	1	2	3	4	5
35.	I am satisfied with my overall job security.	1	2	3	4	5
36.	My organization's work positively impacts people lives.	1	2	3	4	5
37.	My organization operates in a socially responsible manner.	1	2	3	4	5

		1	2	3	4	5
38.	My organization fiscal well-being is stable.	1	2	3	4	5
39.	I understand how my work impacts the organization's goals.	1	2	3	4	5
40.	My organization is decided to diversity and inclusiveness.	1	2	3	4	5
41.	I am satisfied with the culture of my workplace.	1	2	3	4	5
42.	My organization's work positively impacts people lives.	1	2	3	4	5
43.	My organization operates in a socially responsible manner	1	2	3	4	5
44,	My organization fiscal well-being is stable.	1	2	3	4	5
45.	I understand how my work impacts the organization's goals	1	2	3	4	5
46.	My organization is dedicated to diversity and inclusiveness	1	2	3	4	5
47	I am satisfied with the culture of my workplace	1	2	3	4	5
48.	I see myself at this organization 3 years from now	1	2	3	4	5

49.	How likely are you to research for a new job in the next 12 months?	Very unlikely	Unlikely	Neither	Some what likely	Very likerly
50.	If you answered Moderately Likely or Very Likely or Extremely Likely to Q49, The reason I plan on leaving in the next 12 months is...					