

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

**THE EFFECT OF CHANGE MANAGEMENT ON
EMPLOYEE ENGAGEMENT AND
JOB PERFORMANCE AT MYANMAR AIRWAYS
INTERNATIONAL**

**YE AUNG
EMBA II - 04
EMBA 19th BATCH**

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Supervised By:

Dr. Thin Nwe Oo
Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Ye Aung
EMBA II - 04
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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).”

Supervised By:

Dr. Thin Nwe Oo
Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Ye Aung
EMBA II - 04
EMBA 19th Batch
2022 – 2024

ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Change Management on Employee Engagement and Job Performance at Myanmar Airways International**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

MAY, 2024

ABSTRACT

The main purposes of this study are to analyze the effect of change management practices on employee engagement and to examine the effect of employee engagement on job performance at Myanmar Airways International. There are over 500 employees at MAI and about 300 are currently working at middle and lower-level and are selected to collect data. In this study, 143 employees MAI are chosen by using the Raosoft sample size calculator. Simple random sampling method is applied and online survey method are used. For data analysis, both descriptive and regression methods are utilized in this study. Change management practices which include readiness for change, leadership involvement and process of change have positive and significant effect on employee engagement. Employee engagement has positive and significant effect on job performance at MAI. Myanmar Airways International should maintain and develop effective change management practices to generate efficient and productive job performance.

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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 Method of the Study	5
1.4 Organization of the Study	6
CHAPTER 2 THEORETICAL BACKGROUND	7
2.1 Change Management	7
2.2 Change Management Practices	12
2.3 Employee Engagement	18
2.4 Job Performance	21
2.5 Previous Studies	22
2.6 Conceptual Framework of the Study	24
CHAPTER 3 PROFILE AND CHANGE MANAGEMENT APPLIED BY MYANMAR AIRWAYS INTERNATIONAL	26
3.1 Background History of Myanmar Airways International	26
3.2 Change Management Practices Applied by Myanmar Airways International	31
3.3 Demographic Characteristics of Respondents	37
3.4 Reliability Test	39

CHAPTER 4	ANALYSIS ON THE EFFECT OF CHANGE MANAGEMENT	40
	ON EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE	
	AT MYANMAR AIRWAYS INTERNATIONAL	
4.1	Change Management	40
4.2	Employee Engagement	45
4.3	Job Performance	46
4.4	Analysis on the Effect of Change Management on Employee Engagement	48
4.5	Analysis on the Effect of Employee Engagement on Job Performance	50
CHAPTER 5	CONCLUSION	52
5.1	Findings and Discussions	52
5.2	Suggestions and Recommendations	54
5.3	Needs for Further Research	55
REFERENCES		
APPENDICES		

LIST OF TABLES

Table No.	Description	Page
Table 3.1	Demographic Characteristics of Respondents	37
Table 3.2	Reliability Analysis of Variables	39
Table 4.1	Readiness for Change	42
Table 4.2	Leadership Involvement	43
Table 4.3	Process of Change	44
Table 4.4	Employee Engagement	45
Table 4.5	Job Performance	47
Table 4.6	Effect of Change Management Practices on Employee Engagement	48
Table 4.7	Effect of Employee Engagement on Job Performance	50

LIST OF FIGURES

Figure No.	Description	Page
Figure 2.1	The Conceptual Framework of Moche	23
Figure 2.2	The Conceptual Framework of Umer	24
Figure 2.3	Conceptual Framework of the Study	25
Figure 3.1	Old Organization Chart of MAI	28
Figure 3.2	New Organization Chart of MAI	30

LIST OF ABBREVIATIONS

IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
MAI	Myanmar Airways International
MCAR	Myanmar Civil Aviation Requirements
OCB	Organizational Citizenship Behaviors

CHAPTER (1)

INTRODUCTION

Change management is a structured and systematic approach to deal with the transitions or transformations of an organization's processes, technology, culture, or strategies (Kotter, 1996). It involves a combination of methods, principles, and practices designed to help individuals, teams, and entire organizations to embrace changes effectively. Change management also involves implementing structured processes to facilitate organizational transitions, manage resistance, and ensure successful outcomes. It covers aligning strategies, communicating changes clearly, involving employees in the change process, and providing necessary supports and resources.

Change management practices cover various strategies such as clear communication of the vision for change, enhancing employee engagement through involvement in decision-making, providing comprehensive training and support, establishing a team for change to encourage for the initiatives, and conducting regular assessments to gauge progress and address obstacles. Among these practices, readiness for change, leadership involvement and process of change can be recognized as the most common for establishing a change.

Readiness for change refers to the extent to which organizational members are psychologically and behaviorally prepared to implement organizational change (Armenakis & Harris, 2002). It reflects the extent to which employees perceive the necessity, feasibility, and support for change initiatives, as well as their readiness to engage in the change process. Readiness for change is influenced by various factors, including organizational culture, leadership support, communication effectiveness, and individual characteristics. According to Weiner (2009), readiness for change is the collective mindset and capacity of organizational members to embrace and adapt to new ways of thinking, behaving, and operating in response to planned organizational change.

Leadership involvement in change refers to the active participation and engagement of organizational leaders in driving and facilitating the change process. It involves setting a compelling vision for change, providing direction and guidance, allocating resources, and demonstrating commitment and support throughout the change initiative (Kotter, 1996). Leadership involvement extends beyond mere direction-setting to include developing a

culture of innovation, empowering employees to contribute to change efforts, and addressing resistance along the way.

The process of change refers to the series of planned actions and interventions undertaken by an organization to initiate, manage, and sustain change initiatives (Kotter, 1996). It involves identifying the need for change, developing strategies, mobilizing resources, and engaging stakeholders to achieve desired outcomes. This dynamic and iterative progression through various stages reflects the organization's capacity to adapt to evolving challenges and take advantage of emerging opportunities, driving sustainable growth and success.

Employee engagement refers to the extent to which employees are emotionally connected and committed to their work, organization, and its goals (Kahn, 1990). It involves a combination of factors, including job satisfaction, motivation, and discretionary effort, resulting in improved performance, productivity, and organizational outcomes. Engaged employees in the organizations are more likely to go the extra mile, contribute innovative ideas, and stay committed to the organization's goals and values. By prioritizing employee engagement, organizations can build a motivated and loyal workforce, leading to increased productivity, customer satisfaction, and overall business performance.

According to Campbell (1990), Job performance refers to the extent to which employees successfully fulfill the responsibilities and expectations associated with their role within an organization. Job performance is a fundamental aspect of organizational effectiveness on the behaviors, actions, and outcomes exhibited by employees in the fulfillment of their job responsibilities. It includes the quality and quantity of work produced, as well as the employee's effectiveness in achieving organizational goals and objectives. Job performance is evaluated based on various criteria, including the quality and quantity of work produced, adherence to standards and expectations, and the ability to meet deadlines and targets.

By embracing a change, organizations can minimize disruption, optimize performance, and maintain a sustainable growth. Additionally, globalization and technological advancements have strengthened competitions and raised expectations for efficiency, innovation, and sustainability. Moreover, Myanmar's business environment is marked by challenges such as regulatory reforms, infrastructure deficits, and necessitating organizational adaptation to remain competitive and resilient.

Myanmar Airways International was established in 1993 as the national flag carrier of Myanmar. Initially launched as a joint venture between Myanma Airways and a

Singaporean investor. MAI aimed to modernize Myanmar's aviation sector and connect the country with regional and international destinations. Over the years, MAI has expanded its fleet, route network, and service offerings, playing an important role in facilitating air travel and tourism in Myanmar. This study intends to emphasize the importance of change management for MAI to be competitive in the market.

1.1 Rationale of the Study

Airline businesses are critical for Myanmar's economic development and connectivity. As a rapidly emerging economy, Myanmar relies on efficient transportation networks to facilitate trade, investment, and tourism. With its rich cultural heritage and natural beauty, Myanmar has immense tourism potential, and airlines serve as the primary mode of transportation for both domestic and international travelers. Moreover, airlines contribute significantly to employment, infrastructure development, and foreign exchange earnings, making them integral to the country's overall economic growth strategy. Additionally, in a country with diverse geographic terrain and limited road infrastructure, air travel is essential for ensuring accessibility and connectivity to remote regions promoting social inclusion and development across the nation.

Myanmar Airways International holds significant importance in Myanmar as it is representing the country's aviation industry on the global stage. As Myanmar continues to open up to international trade and tourism, MAI plays a critical role in facilitating connectivity between Myanmar and the rest of the world, contributing to economic growth and cultural exchange. Additionally, as the largest airlines in Myanmar, MAI serves as a symbol of national pride, expressing Myanmar's capabilities in the aviation sector. With its fleet expansion, route network development, and commitment to safety and service quality, MAI not only enhances the country's transportation infrastructure but also promotes Myanmar's image as a modern and progressive nation.

Job performance of employees at airlines in Myanmar is critical for ensuring operational efficiency, passenger satisfaction, and safety standards adherence. The dynamic and safety-sensitive nature of the aviation industry, employees are expected to demonstrate exceptional competence, professionalism, and attention to detail in their roles. Pilots, cabin crew, ground staff, and maintenance personnel all play vital roles in delivering a perfect travel experience while keeping strict safety protocols. High job performance is essential for airlines to remain competitive, build customer loyalty, and sustain business growth in a rapidly evolving market. Job performance directly impacts the operational efficiency and

effectiveness of the organizations. High job performance also contributes to cost efficiency for the organizations. When employees perform their tasks efficiently, avoid errors, and minimize waste, it leads to cost savings for the organization. To achieve high job performance from employees, the role of employee engagement becomes important.

When employees are engaged, they are more likely to remain with the organization over the long term and the resulted high employee retention rates provide stability and continuity to the organizational performance. It is believed that behavioral flexibility and, consequently, an individual's behavioral impulses to perform well at work are facilitated by employee engagement (Frederickson & Losada, 2005). An engaged employee performs more effectively, more productively and more likely to be innovative, and contributes to the success of the company as a whole (Burnes, 2017). Engaged employees are more inclined to contribute ideas, suggestions, and innovative solutions and they actively participate in problem-solving and process improvement initiatives, bringing fresh perspectives and insights. Employee engagement also helps to create a positive and supportive organizational culture and engaged employees are more likely to collaborate, support their colleagues, and work towards achieving organizational goals.

Change management practices, including readiness for change, leadership involvement, and the process of change, are vital for organizations as they navigate transitions and evolve in dynamic environments. Readiness for change ensures that employees are mentally and emotionally prepared to embrace new initiatives, minimizing resistance and developing a culture of adaptability. Leadership involvement provides direction, support, and accountability throughout the change process, empowering employees and driving alignment with organizational goals. Effective leadership involvement is essential for navigating complexities, inspiring confidence, and ultimately achieving successful change outcomes within organizations. Meanwhile, a structured process of change ensures that transitions are effectively planned, implemented, and monitored, mitigating risks and maximizing the prospect of successful outcomes.

As the aviation industry is dynamic, constantly evolving, organizational changes allow Myanmar Airways International (MAI) to adapt to changing market conditions, customer preferences, and industry trends. By embracing change, MAI can remain competitive and responsive to the evolving needs of travelers, ensuring its long-term sustainability. Most change drives in some cases do not overcome because of the communication gaps, absence of engagement and employee's behavior that reinforce such failure (Pugh et al., 2013).

Effective change management enables an organization to become a learning organization, which fosters innovation among employees and maximizes productivity and operational efficiency and this leads to an increase in the organization's profitability (Rossouw, 2019). Change enables MAI to pursue growth opportunities and expand its operations and it is crucial for seizing growth opportunities and staying ahead in a competitive industry. If the change management practices would be effectively utilized in any organizations, and employee engagement will reflect the job performance to reach the desired organizational goals smoothly. In addition, employee engagement is also considered being the most important determinant to increase job performance.

1.2 Objectives of the Study

The objectives of the study are;

- (1) To analyze the effect of change management practices on employee engagement at Myanmar Airways International.
- (2) To examine the influence of employee engagement on job performance at Myanmar Airways International.

1.3 Scope and Method of the Study

To analyze the effect of change management on employee engagement and job performance and to examine the influence of employee engagement on job performance of employees, the survey is conducted to the employees at Myanmar Airways International (MAI). There are over 500 employees at MAI and about 300 employees are working at middle and lower level and they are generally affected by the change rather than upper management level employees. Thus, the population is 300. The sample size is 143 by using Raosoft sample size calculator.

Simple Random Sampling Method is applied to select 143 respondents from 300 employees. Primary data are collected from the respondents by using online survey method throughout the company with structured questionnaire with 5-point Likert scale. Secondary data are collected from literature reviews including text books, publications, thesis papers, research papers, reports, articles, journals, internet websites and records and documents of human resource department. To analyze the collected data, both descriptive and regression methods are applied. In-depth interview is also conducted to collect information about change management practices of the company.

1.4 Organization of the Study

This study is divided into five chapters. Chapter (1) includes the introduction which involves rationale of the study, objectives of the study, scope and methods of the study and organization of the study. In Chapter (2), the theoretical background of the change management practices based on the relationship between employee engagement and job performance, previous studies and conceptual framework are conveyed. Chapter (3) presents the profile of the organization, background history and change management practices applied by Myanmar Airways International. Chapter (4) discusses about the analysis of the effect of readiness for change, leadership involvement and process of change on employee engagement and job performance in MAI. Finally, Chapter (5) is organized with conclusion with the findings, discussions, suggestions based on the results from the questionnaires and recommendations, and needs for further research.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter includes theoretical review on the concepts of change management, employee engagement and job performance. This study examines how change management affects employee engagement in the workplace amid the organizational transformation. Specifically, it looks into the effects of three key change factors which are readiness for change, leadership involvement and the process of change. The first part of the chapter introduces the idea of organizational change, its various forms and the reasons for it. The chapter also covers determinants of change, models and theories of change management, and, theories of employee engagement and job performance that have been published in the literature. Moreover, the previous studies on change management, employee engagement and job performance and, conceptual framework of the study are presented in this chapter.

2.1 Change Management

In the modern atmosphere of dynamic and competitive business environments, organizations face a continuous need to adapt and innovate. The inevitability of change, however, is met with its own set of challenges, and the discipline of change management emerges as a crucial strategic apparatus. Organizations must rely on the cooperation of their employees in order to realize the intended changes since change management practices rely on the fact of how employees manage and react to change (Porras & Robertson, 1992). Thus, change is essential for establishing goals, achieving favorable economic results, and maintaining competitiveness since change is necessary for growth with positive outcomes (Burnes, 2009).

2.1.1 Models of Change Management

Transitions, shifts, and transformations are just a few examples of the organizational changes that can be managed through change management. For the change management process to be effective, it must be systematic and each type of change must be in line with the appropriate change model and organizational environment (Mohamed et al., 2006). The field of change management involves a variety of models and frameworks designed to guide organizations through the complex process of implementing and sustaining organizational change.

These models serve as valuable tools for understanding the dynamics of change, identifying key factors influencing its success or failure, and providing a structured approach to managing the transition from current states to desired future states. From Lewin's Three-Step Model to Kotter's Eight-Step Process and beyond, each model offers unique insights and methodologies for different organizational contexts, change objectives, and stakeholder dynamics. As organizations steer an increasingly dynamic and competitive business environments, a comprehensive understanding of these change management models becomes imperative.

(i) Lewin's Change Model

Lewin's change model, developed by psychologist Kurt Lewin in the 1940s, provides a framework for understanding and managing organizational change. Three steps: the behavioral thaw (unfreezing), the change (transition) and the recrystallisation of behaviors (refreezing) are included in Lewin's change model. In the unfreezing stage, individuals or organizations become receptive to change by recognizing the need for it and reducing resistance through communication and education. The changing stage involves implementing the desired changes, whether they involve restructuring, process improvements, or cultural shifts. Finally, in the refreezing stage, the changes are reinforced and integrated into the organization's culture and practices to ensure they become the new norm.

Lewin has made a few assumptions about what makes changes effective in an organization: first, there must be a need or motivation for change; second, employees must be at the center of the change; third, the affected employees must modify their behavior to reflect the proposed change and give up the old practice; and, finally, there would always be some resistance to change. Lewin's model emphasized the importance of preparing for change, executing it effectively, and solidifying it to sustain long-term transformation.

(ii) Kotter's Change Model

Kotter's change model is a widely adopted framework for navigating organizational change due to its systematic approach and emphasis on proactive leadership. Leadership must develop and sustain the kinds of changes required for successful organizations to succeed in the contemporary competitive world, according to the model, which places more emphasis on leading change than managing it (Kotter, 1996). The first four steps focus on preparing the organization for change by creating a sense of urgency, creating a coalition

of influential leaders, developing a clear vision, and communicating it effectively. These steps are critical for garnering support, aligning stakeholders, and establishing a shared understanding of the change initiative.

Following this, steps five through eight concentrates on executing the change by empowering employees to act on the vision, celebrating incremental successes, and embedding the change into the organizational culture. By generating short-term wins and consolidating gains, organizations sustain momentum and reinforce the desired behaviors and outcomes. Anchoring change in the culture ensures its long-term sustainability by integrating new practices, norms, and values into everyday operations.

Moreover, Kotter's model highlights the iterative and dynamic nature of the change process, emphasizing the need for continuous adaptation and reinforcement. Throughout the eight steps, effective leadership plays a central role in guiding the organization through the complexities and challenges of change. Leaders must inspire and motivate employees, provide direction and support, and lead by example to encourage commitment and resilience. The initial eight-step method, which was implemented in 1996, was evaluated and enhanced upon by Kotter in 2012, in which the new strategy system as the accelerators. The dual is a change management process for the agile environment, where changes are happening all the time, according to the new system. Kotter (2012) suggested a dual operating system, in which the network will control operating system changes while the hierarchy of management handles business.

2.1.2 Theories of Change Management

Developmental, transitional, and transformational changes are the three types of organizational changes that occur most frequently, and each requires an appropriate management style and approach according to (Franklin & Aguenza, 2016). The complexity of the change, the associated costs, and the organization's need for readiness to implement the change all affect the management style and approach (Franklin & Aguenza, 2016). The best way to execute developmental change is to share information and provide explanations for the increased performance requirements (Anderson & Ackerman, 2001). Transitional change is moving from an old state to a new, desired state, which can be challenging to manage. It is a little more complicated than developmental change. Franklin and Aguenza (2016) believed that changes to an organization's current norms, structure, and operational practices are necessary in order to carry out the transition to the desired future state. Transformational and transitional change are closely related in which transitional change

deals with simple unpredictable changes, while transformational change deals with complex and unpredictable changes (Anderson & Ackerman, 2001). Four theories which are systems theory, complexity theory, organizational development theory, and social world theory are applicable to organizational change, according to Rhydderch et al. (2004).

(i) System Theory

Change management, as a discipline, relies on a complicated understanding of organizational dynamics, and one theoretical framework that offers valuable insights into this complexity is the system theory. According to the system theory, organizations can be considered as complexly interconnected systems, with every aspect interacting with the others in a way which influences the behavior of the entire entity. As stated by Amagoh (2008), a system consists of two or more elements, and the behavior of one element within the system affects the behavior of the system as a whole. A system is made up of an organization's subsystems that are interdependent and tied to one another in order to maintain system equilibrium; any changes made to one system will have an effect on all of the systems (Rhydderch et al., 2004). According to Burnes (2017), systems theory recognizes that an organization is not seen in isolation, but rather that its organizational subsystems are interconnected and that it is connected to both the internal and external environments.

(ii) Complexity Theory

As per Mason (2007), complexity can be described as the measure of heterogeneity or diversity in both internal and external environments, including departments, suppliers, customers, socio-politics, and technology. As the system becomes more complex, making sense of it becomes more difficult and adaptation to the changing environment becomes more problematic (Mason, 2007). Planning and predicting gets more challenging as a system's complexity increases and it takes more effort to understand and use information. Rhee (2000) asserted that interactions between the parts of a complex system are due to its characteristic structural and behavioral patterns (Mason, 2007).

The concept of complex adaptive systems is an essential feature of the complexity theory paradigm. Complex adaptive systems are those that absorb data from their environment and organize it into information stores that can assist them to take actions. The diversity of, and the level of interaction between the parts determine the complexity of the system. The complexity of the system arises from the collective control that the parts exert

on the whole. In this way, the higher the number of parts, the higher the level of interaction between all of the parts, and as a result, the harder it is to predict the system's behavior (Amagoh, 2008). There is no central control unit in a complex system, and therefore, it is difficult to determine the attribution of each part to the performance of the whole because of the confusing effect of a change in one part on other parts and the whole (Mason, 2007). The behavior of the overall system within its environment is gradually determined by the extensive interaction between the parts.

(iii) Organizational Development Theory

Organizational Development is theory, and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance. It is a process of continuous diagnosis, action planning, implementation and evaluation, with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future change. It encompasses a wide range of frameworks and theories to describe the dynamics of managing and implementing change in organizations, as well as the effects that change has on stakeholders, customers, employees, and other parties. Determining the most effective strategies for leading transformations that are successful within an organization is the ultimate goal of organizational change management. In order to adapt to different pressures and take advantage on new opportunities, navigating many twists and turns of changing structures, systems, cultures, and behaviors become important.

Organizational development is an intentional change that applies behavioral disciplines and focuses on the internal human processes of the organization (Burnes, 2017). The individual and the organizational goals must be in agreement for organizational change to be successful. To ensure that the organizational and individual goals successfully converge, the leader should encourage the individual to take part in the planned transformation. According to a concept in which resistance would arise in a situation when the objectives of the organization and the individual don't coincide (Burnes, 2017).

(iv) Social Worlds Theory

Social constructionism is an essential component of a conceptual framework known as the social worlds theory. It enables to explore the complex interactions that occur between individuals, their perspectives, and the social environments in which change takes place. The social worlds theory indicates that resistance arises naturally as a part of the

conflict process and further suggests that change occurs when the two distinct social worlds have negotiated (Rhydderch et al., 2004). This theory introduces the concept of social worlds, which are distinct spheres of human activity characterized by shared practices, norms, and interactions. Change, within this framework, is viewed as a dynamic process occurring through the ongoing interactions and engagements of individuals within these social worlds. The theory emphasizes the performative nature of actions, suggesting that individuals contribute to the construction and negotiation of their identities through their activities in various social contexts.

Moreover, language and discourse play critical roles in shaping perceptions of change, influencing the narratives and shared understandings within specific social worlds. As individuals navigate and negotiate their identities within these socially constructed realities, change involves shifts in performative acts, identity negotiations, and the reevaluation of norms and practices within the multifaceted landscapes of diverse social worlds. This perspective provides a holistic understanding of how social change reveals across different societal, organizational, and cultural settings.

2.2 Change Management Practices

Change management practices involve a set of structured methodologies and strategies aimed at effectively planning, implementing, and sustaining organizational change. Based on organizational behavior and management theories, these practices involve systematic processes such as assessing the need for change, defining objectives, and creating a communication plan to engage stakeholders. Leadership commitment and effective communication are critical elements, nurturing a shared vision and cultivating a positive organizational culture encouraging to change. Additionally, these practices often incorporate mechanisms for monitoring progress, gathering feedback, and making adjustments as needed. By addressing both the technical and human aspects of change, change management practices aim to mitigate resistance, enhance organizational readiness, and facilitate the successful adaptation of individuals and systems to the evolving business environment.

2.2.1 Readiness for Change

The creation of organizational readiness, which minimizes change resistance through knowledge and raising awareness, is an essential initial stage of change events (Asnan et al., 2005). Readiness for change is a critical concept in organizational behavior,

representing the extent to which individuals and the organization as a whole are prepared and willing to embrace and implement a proposed change. According to psychological and organizational theories, readiness for change involves factors such as awareness, motivation, and the perceived capability to adapt. It reflects the alignment of individual and organizational values with the proposed change, as well as the perception of the change as both are necessary and feasible.

Readiness for change is a dynamic state influenced by leadership communication, employee involvement, and the organizational climate. Assessing and enhancing readiness for change is a fundamental component of effective change management, as it informs strategies to mitigate resistance, promote a positive reception of the change initiative, and ultimately foster successful organizational transitions. Negative employee attitudes about change are one of the primary reasons of change interventions failure (Clegg & Walsh, 2004). The creation of organizational readiness, which minimizes change resistance through knowledge and raising awareness, is an essential initial stage of change events (Asnan et al., 2005).

According to Burnes (2017) and Rossouw (2019), organizations' failure to implement change is mainly due to their lack of preparation, with some aspects playing an important role in creating readiness such as effective leadership, a thorough change plan that is clarified along with the reasons for change, available resources to implement the necessary change, a high employee engagement and participation and lack of contingency plan. Berneth (2004) stated that developing a contingency plan is the first step towards accomplishing the intended result at the end of the change process, thus it is critical for organizations to focus on it and develop the positive energy required for change to be effective. Moreover, academic researches emphasized the role of training in building organizational capacity, facilitating the integration of new behaviors, and encouraging overall change readiness.

(i) Individual Readiness

Individual readiness for change is a psychological state reflecting an individual's willingness and preparation to embrace and participate in a proposed organizational change. The components of individual readiness for change includes competence, motivation, and personality traits (Burnes, 2017). In theories of organizational behavior and psychology, individual readiness involves cognitive, affective, and behavioral dimensions. Understanding the cognitive and emotional processes associated with organizational

change is essential, as human attitudes and behaviors have a significant impact on the transformation (Matthyssen & Harris, 2018). Moreover, for a change to be implemented successfully, these behaviors and beliefs must also be properly supported by the organizational climate, structure, and culture (Burnes, 2017).

Cognitive readiness pertains to an individual's awareness and understanding of the approaching change, while affective readiness involves the emotional responses and motivation toward the change. Behavioral readiness relates to the perceived capability and confidence to enact the required changes. Factors influencing individual readiness include personal experiences, perceived benefits of the change, and the alignment of individual values with the change initiative. Assessing and understanding individual readiness is critical for change management strategies, allowing organizations to adapt interventions, provide targeted support, and enhance the overall success of change initiatives by addressing the specific needs and concerns of individuals within the organizational background.

(ii) Organizational Readiness

Organizational readiness for change is a complex and dynamic concept within the change management, summarizing the collective readiness and receptiveness of an entire organization to implement an intended change. According to Bouckennooghe (2009), change climate is the perception of the circumstances under which change occurs, the process of change and the employees. Whether conditions and sources are in place for a change to be implemented successfully depends on the change climate. From organizational behavior and management literature, this readiness involves structural, cultural, and strategic dimensions. Structural readiness relates to the organization's capacity and resources to support the change, including infrastructure, technology, and human resources. Cultural readiness involves the alignment of organizational values, norms, and traditions with the intended change, while strategic readiness reflects the organization's overall strategic direction and its adaptability to the changing external environment.

Effective organizational readiness links with leadership commitment, clear communication, and the establishment of a change-supportive culture. Assessing organizational readiness informs the development of targeted interventions, addresses potential barriers, and enhances the likelihood of successful change implementation by ensuring that the organization as a whole is sufficiently prepared and composed for the impending transformation.

(iii) Resistance to Change

Resistance to change represents a complex and natural response embedded in organizational dynamics. This phenomenon emerges when individuals or groups within an organization perceive a misalignment between the intended change and their existing beliefs, values, or interests. Cognitive factors, such as uncertainty and a lack of understanding about the change, often contribute to resistance, as emotional responses linked to fear, uncertainty, or attachment to familiar routines.

Organizational structures and cultures that discourage open communication or fail to emphasize the benefits of change can exacerbate resistance. Acknowledging and addressing resistance involves fostering a culture of transparency, providing ample information, and actively involving employees in the change process. Successfully managing resistance requires a nuanced understanding of its complex nature and a proactive approach that considers both individual and organizational perspectives, thereby enhancing the likelihood of positive and sustainable change outcomes. The first priority for organizations is to have the ability and willingness of executive management that would be able to enable employees' work culture which reflected to achieve its desired change.

The sufficient supporting to employees is attributed the survival of any organizations to have active and effective executives who must first manage themselves effectively before making effective decisions (Drucker, 1966). And the developing an effective operational, a guide for financial services boards and management need to establish a mechanism in which operational policies and procedures are implemented to be smooth operating procedures internally (Barratt et al., 2013).

2.2.2 Leadership Involvement

Leadership involvement is a critical determinant of successful organizational transitions. Effective leadership involvement comprises not only uttering a compelling vision and strategic direction but also actively participating in the change process by nurturing a culture of openness, resilience, and adaptability. Leadership commitment serves as a powerful contribution, influencing organizational members to align their efforts with the desired changes, mitigating resistance, and promoting a shared sense of purpose. Moreover, it is highlighted that the need for leaders to engage in ongoing communication, offer visible support, and demonstrate a genuine understanding of the challenges faced by individuals and teams undergoing change, ultimately shaping a positive organizational climate conducive to successful change initiatives.

The difference between change and change management was emphasized by senior management team (Prosci, 2011). According to Burnes et al. (2016), leadership and change are constantly linked. Al-Haddad and Kotnour (2015) who argued that organizations can only efficiently and successfully adapt to changing business situations through leadership, strengthen this point of view. On the other hand, some guidelines and policies need to be established in order to clearly define the executive's position in order for change to proceed smoothly. It is possible to claim that these ideas and policies won't be executed successfully if top executive officers don't inspire their staffs (Baret et al., 2013).

There are different competencies that are highly effective for leaders and that are also linked to a successful organizational change. It is also true that resistance to change is a common occurrence in most change processes and an effective leader is able to manage resistance and carry out successful changes. It is always lengthy and not an easy process for recognizing, addressing and overcoming the resistance. Individuals are resistant to change, and are especially resistant to radical changes, which only effective leaders can overcome. Since incremental changes are usually applied gradually, a formal launch is not always necessary. Employee resistance to these changes is usually minimal, they are relatively easy to manage and implement, and those who work for organizations are typically used to these kinds of changes. On the other hand, radical changes are more difficult to implement and face greater resistance, requiring abilities beyond simple leadership. Radical changes need to be privately accepted, and senior leaders have a responsibility to make others aware of this requirement and to develop a willingness to give up old working practices in order to adopt new ones (Reardon, 1998).

Effective leaders have a clear and obvious vision for the future, and a clear picture of future is necessary for any change to be successful. It is very difficult to implement successful changes without vision. Kotter (1995) asserted that leaders have a critical responsibility to communicate the vision. In order to establish and manage change in any organization, a leader's role and leadership are vital because they develop an environment that is suitable to change adoption. Organizational culture also plays a part in the development of changes, and new strategies for managing or creating culture are brought by the leader.

2.2.3 Process of Change

The change process is founded in a systematic framework that recognizes the complex nature of organizational transformations. From the organizational theories and

extensive empirical researches, the process describes in distinct phases. Initiation involves recognizing and acknowledging the need for change, often prompted by environmental shifts or internal challenges. Subsequently, organizations engage in strategic planning, encompassing vision development, goal formulation, and stakeholder analysis. Strategic planning is one of the tasks of the organization's active executive officers and it helps the organization progress and present its big future and future direction to the staff, including the strategic planning team, which then translates this guidance into the strategic planning design (Ridwan and Marti, 2012). Effective communication and active involvement of stakeholders emerge as critical components in aligning organizational members with the proposed changes.

In implementation phase, planned interventions and initiatives are executed, necessitating ongoing assessment and adjustment. Successful change is ultimately realized through the institutionalization of new practices, structures, or cultures, ensuring their seamless integration into the organizations. It is important to develop a demanding and comprehensive approach to navigate the particulars of organizational change, emphasizing evidence-based insights. The process of change is linked with communication and training, in developing organizational and individual growth. Effective communication plays an important role for transmitting information about the need for change, expressing the vision and goals, and gathering support from stakeholders at all levels. Training complements communication by equipping individuals with the knowledge, skills, and resources necessary to adapt to new processes, technologies, or procedures.

(i) Communication

In the context of organizational change, communication assumes a paramount significance, as in organizational behavior and change management. Effective communication serves as the essential that aligns organizational members with the vision, rationale, and objectives of the proposed change. Transparent and open communication mitigates uncertainty, lessens resistance, and raises a shared understanding among stakeholders. Moreover, the role of communication in building a supportive culture may have impact where employees feel engaged, informed, and empowered throughout the change process. Burnes (2017) agreed that transparency of communication is a critical component of change.

According to Segone (2019), it is important for organizations to present their new offerings and the clear and rational advantages they give to both individuals and the

organization. Strategic communication strategies, including regular updates, clear messages from leadership, and platforms for feedback, contribute to a positive organizational climate encouraging to successful change initiatives. In order to successfully navigate the challenges of organizational change, maintain consistency, and gather the support required for sustainable transformation, communication not only plays a supporting role, it becomes a strategic requirement.

According to Mohamed et al. (2006), in order for employees to feel involved, organizations must communicate with them in a language and at a level that they can comprehend, and they must clearly be shown how the technology will improve their day-to-day operations. Effective communication should be a two-way process that encourages employee involvement and employees should feel encouraged and have the psychological safety to express their concerns and suggestions at any time during the change (Rossouw, 2019).

(ii) Training

Training serves as an essential factor for successful change implementation, offering a structured mechanism to equip employees with the skills, knowledge, and competencies vital for adapting to new processes, technologies, or organizational structures. Training can be said as a strategic intervention that not only links potential skill gaps but also raises a culture of continuous learning, promoting employee engagement and resilience during periods of change. According to Burnes (2017), training should be seen as a process of persuading employees to use the new system rather than as a technical exercise that shows them how to operate the new system.

By investing in comprehensive and targeted training programs, organizations can enhance employee confidence, reduce resistance, and optimize the efficacy of change initiatives, contributing substantively to the sustainable success of organizational transformations. As stated by Rossouw (2019), project management and change management should be incorporated since they are complimentary tools that can assist in transitioning into the desired future state by providing procedure, focus, and tools.

2.3 Employee Engagement

Engagement is a positive, fulfilling mental state that is associated with an individual's work and is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). According to Rao (2017), employee engagement is the capacity of an organization

that enables people to contribute more of their potential and capabilities by helping them understand their role within it. Employee engagement, according to Stockley (2007), is the degree to which an employee exhibits a commitment to an organization's vision, purpose, and values by their behavior on the job and in relations with customers and the employer. Employee engagement is about how much employees are mentally involved and committed to their work in which the cognitive dimension is also included. It specifically looks at how well employees understand their job roles and the company's goals.

The cognitive dimension involves employees' understanding of organizational goals and their alignment with personal values, while the emotional dimension pertains to the positive feelings and enthusiasm individuals have toward their work and the organization. Behaviorally, engaged employees are characterized by discretionary effort, a willingness to go above and beyond their job requirements. They also explain that engagement is a more common, persistent cognitive state that is affected by factors beyond a specific object, event, person, or behavior. Saks (2006) stated that engagement refers to an individual's level of attentiveness and absorption in carrying out their tasks, rather than an attitude. The most common indicators for employee engagement are vigor, dedication and absorption.

Vigor represents a high level of enthusiasm, mental resilience, and perseverance in the execution of work-related tasks, accompanied by a sense of zest and determination (Bakker & Demerouti, 2007). Little insight into psychological processes that can explain the relationship between engagement and performance has been gained thus far from research on the idea of happy productive employees (Taris & Schreurs, 2009). When employees exhibit vigor engagement, they actively seek opportunities to contribute to their responsibilities. This involvement not only enhances their knowledge and skills but also raises a culture of continuous learning and intellectual curiosity within the organization.

As a result, it is sometimes impossible to fully understand the psychological processes that may underlie job performance due to certain job characteristics and these aspects are left behind while aiming to improve employee engagement. Furthermore, vigor engagement is defined by high levels of energy and mental resilience on the part of the majority of employees, who reflect positive effects on the organization while they work, as well as the employees' willingness to put in more effort into their work and their persistence in the face of challenges at work in order to improve job performance.

Dedication refers to a sense of significance, enthusiasm, inspiration, pride, and challenge (Schaufeli et al., 2002). When employees demonstrate dedication engagement,

they go beyond fulfilling job requirements, investing personal effort and passion into their tasks. This level of engagement is characterized by a strong work ethic, a sense of responsibility, and a genuine enthusiasm for contributing to the success of the team and the organization as a whole.

According to Shaw (2005), engagement refers to the process of using the resources available as a tool by internal communication professionals to change the way that people work. Dedicated employees exhibit resilience in the face of challenges, actively seek opportunities for improvement, and consistently strive to exceed expectations. This form of engagement not only enhances individual performance but also fosters a positive and motivated workplace culture, ultimately benefiting the overall effectiveness and success of the organization. It contrasts with the cynicism that results from burnout, which regards every attempt at self-initiative as naive and pointless. Dedication's passion and loyalty cannot coexist with burnout.

Absorption represents a state of complete immersion and deep concentration in work-related tasks, characterized by a sense of enjoyment and fulfillment, leading to a loss of awareness of time and surroundings (Bakker & Demerouti, 2007). According to Schaufeli et al. (2006), work engagement is not a temporary or specific state and it is more persistent and pervasive affective-cognitive state that is not focused on any specific object, event, individual, or behavior. When employees experience absorption engagement, they are intensely involved in their job roles, often losing track of time as they concentrate on their tasks with a high level of attention and absorption.

This form of engagement is characterized by a flow-like state, where employees find intrinsic satisfaction and delight at their work, leading to heightened productivity and creativity. Absorption engagement reflects a harmonious alignment between an individual's skills and the challenges presented by their job, creating a positive and fulfilling work experience. This immersive engagement not only enhances the quality of work but also contributes to a sense of accomplishment and personal fulfillment for the employees, nurturing a beneficial and exciting work environment. Detachment and withdrawal are hallmarks of burnout and there will be no detachment when individuals have full absorption in the task at hand, making it a protection against burnout behavior. Demerouti and Cropanzano (2010) concluded that engagement can improve performance through a variety of mechanisms after reviewing a number of theories.

2.4 Job Performance

Job performance represents the behaviors and outcomes demonstrated by an employee in the execution of their job duties. It includes factors such as task proficiency, interpersonal skills, adaptability, and overall contribution to organizational success (Borman & Motowidlo, 1993). Effective job performance is not only based on technical skills but also involves interpersonal communication, teamwork, and the ability to adapt to evolving challenges. According to Campbell (1990), job performance is the aggregated value to an organization of the behaviors that an employee directly and indirectly contributes to the achievement of organizational goals.

A high-performing employee consistently meets or exceeds performance expectations, demonstrates a strong work ethic, and contributes positively to the team and organizational objectives. Continuous self-improvement, a proactive approach to problem-solving, and a commitment to the organization's mission and values are integral components of sustained high job performance. In general, employees who are very engaged in their jobs not only devote their physical effort to achieving role-related goals, but they are also deeply involved in the project (Kahn, 1990).

Trait emotional intelligence refers to an individual's ability to perceive, understand, and manage their own emotions and those of others, as well as to use emotional information effectively in various situations. It is conceptualized as a set of stable personality traits that influence how individuals navigate social interactions, manage stress, and make decisions (Petrides & Furnham, 2001). This trait plays a vital role in shaping an employee's interpersonal relationships, communication skills, and overall effectiveness in a professional setting. The 5-item TEIQueSF, which is intended to assess global trait emotional intelligence, was used to test trait EI. The TEIQue-SF has its roots on the whole TEIQue (Petrides & Furnham, 2003), which includes a list of 15 different facets.

Employees with high trait emotional intelligence tend to steer social interactions proficiently, demonstrating empathy, effective communication, and conflict resolution skills. This emotional judgement contributes positively to teamwork, leadership, and collaboration, ultimately enhancing job performance. Individuals with strong trait emotional intelligence often display resilience in the face of workplace challenges, fostering a positive work environment and promoting better decision-making. As a result, trait emotional intelligence becomes a valuable asset that not only influences an employee's individual success but also contributes to the overall productivity and synchronization within the workplace.

According to Borman and Motowidlo (1993), in-role performance refers to the specific job-related tasks and responsibilities that are formally assigned to an employee within an organization. It involves the duties and functions outlined in the job description and is typically evaluated based on established performance standards and criteria. In-role job performance was measured using nine items developed by Goodman and Svyantek (1999). It covers the core tasks and functions assigned to an individual within their designated role. A high level of in-role performance indicates that the employee is meeting or exceeding the expected standards for their position, producing quality work, and accomplishing assigned objectives.

This aspect of job performance is crucial for the overall functioning of an organization, as it directly aligns with the formal requirements and expectations associated with a particular job. While in-role performance focuses on the primary responsibilities, it complements other dimensions of job performance, contributing to the overall success and effectiveness of the employee in their designated role.

Extra-role performance, often referred to as organizational citizenship behavior (OCB), relates to the voluntary and discretionary efforts that go beyond the formal requirements of an employee's job description. It involves actions that contribute to the overall well-being of the organization but are not obviously directed or rewarded. Eight items designed by Williams and Anderson (1991) to measure organizational citizenship behaviors (such as helping those who have been absent or having above average attendance at work) were used to measure extra-role performance.

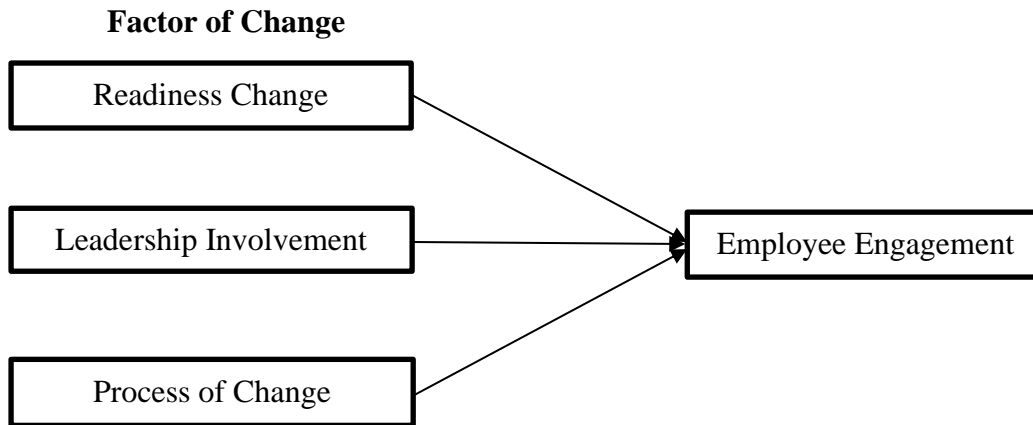
Employees engaged in extra-role performance may display acts of unselfishness, such as assisting colleagues, taking on additional responsibilities, or proactively suggesting improvements to work processes. This dimension of job performance is characterized by a willingness to invest time and energy beyond the basic job requirements, enhancing the organizational climate and fostering a positive workplace culture. Extra-role performance is instrumental in building strong, collaborative teams and promoting the long-term success of an organization by creating an environment of shared responsibility and mutual support.

2.5 Previous Studies

There are two research papers which are taking as reference for this study. Title of the first paper is “impact of change management on employee engagement” conducted by Moche in 2020. This research includes change management practices and employee engagement of the private health care sector specifically in managed care organizations

based in Cape Town and in Johannesburg. This study involves the change management practices such as readiness change, leadership involvement and process of change with employee engagement. The conceptual framework of Moche is shown in Figure (2.1).

Figure (2.1) The Conceptual Framework of Moche

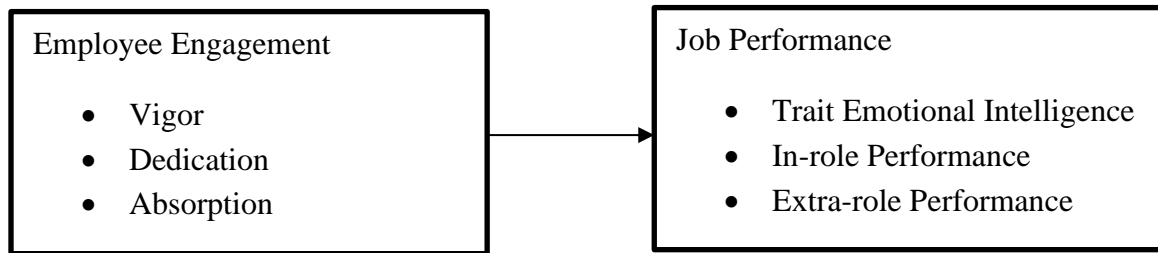


Source: Moche (2020)

The researcher selected the private health care sector based in Cape Town and Johannesburg by using factor of change as an independent variable and employee engagement as dependent variable. The research was conducted to 130 respondents in the fields and the results based on the survey findings showed that the three factors of change investigated are positively correlated to employee engagement. The study also expresses that the human element of the change process is most important in order to drive the successful change. The study suggested that the leadership should pay more attention in preparing the organizational climate by creating the change strategy which clearly aligns with the organizational visions, and investing time to make the employees aware of the change.

Another study was conducted by Umer in 2017 and the title is “the effect of employee engagement on job performance: the case study of Ethiopian private banks”. This study emphasized on 16 private banks licensed by National Bank of Ethiopia to give commercial services throughout the country and the sample size was 156. The researcher used vigor, dedication and absorption of employee engagement as independent variable and the dependent variable was job performance which includes trait emotional intelligence, in-role performance and extra-role performance. The conceptual framework of Umer is shown in Figure (2.2).

Figure (2.2) The Conceptual Framework of Umer



Source: Umer (2017)

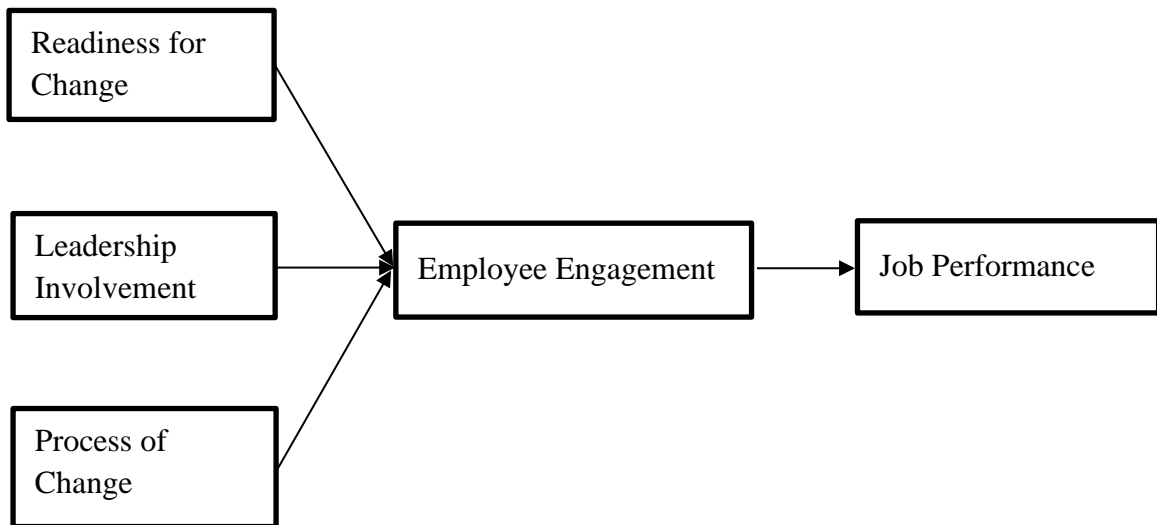
The survey result expressed that there was high level of employee engagement in Ethiopian private banks and job performance is more affected by the absorption among the three dimensions on employee engagement. There is also positive and significant correlation between employee engagement and job performance. The findings directed that the employee engagement has a positive direct effect on job performance. The study suggested that continuous measurement of employee engagement level, assessing engagement practices throughout the organization and taking timely action on issues could be identified as crucial and important.

2.6 Conceptual Framework of the Study

Based on the theories, models and framework of previous studies regarding change management, employee engagement and job performance, the conceptual framework of the study is developed. The first stage is to analyze the effects of independent variable, change management practices on dependent variable which is employee engagement. The second stage of the study is to explore the effect of employee engagement on job performance which are considered as independent and dependent variables as shown in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study

Change Management



Source: Own Compilation (2024)

The conceptual framework of the study aims to enhance the understanding of the relation by many variables between the change management practices, employee engagement and job performance. The conceptual framework of the research was developed by the previous studies. The questionnaires of TEIQue (Petrides & Furnham, 2003), Goodman & Svyantek (1999) and Williams & Anderson (1991) are used to determine job performance. The Utrecht Work Engagement Scale (2003) is used for measuring employee engagement.

CHAPTER (3)

PROFILE AND CHANGE MANAGEMENT PRACTICES APPLIED BY MYANMAR AIRWAYS INTERNATIONAL

In this chapter, the background history of Myanmar Airways International, change management practices applied by Myanmar Airways International including readiness for change, leadership involvement and process of change are presented. Moreover, demographic data of the respondents from MAI is expressed.

3.1 Background History of Myanmar Airways International

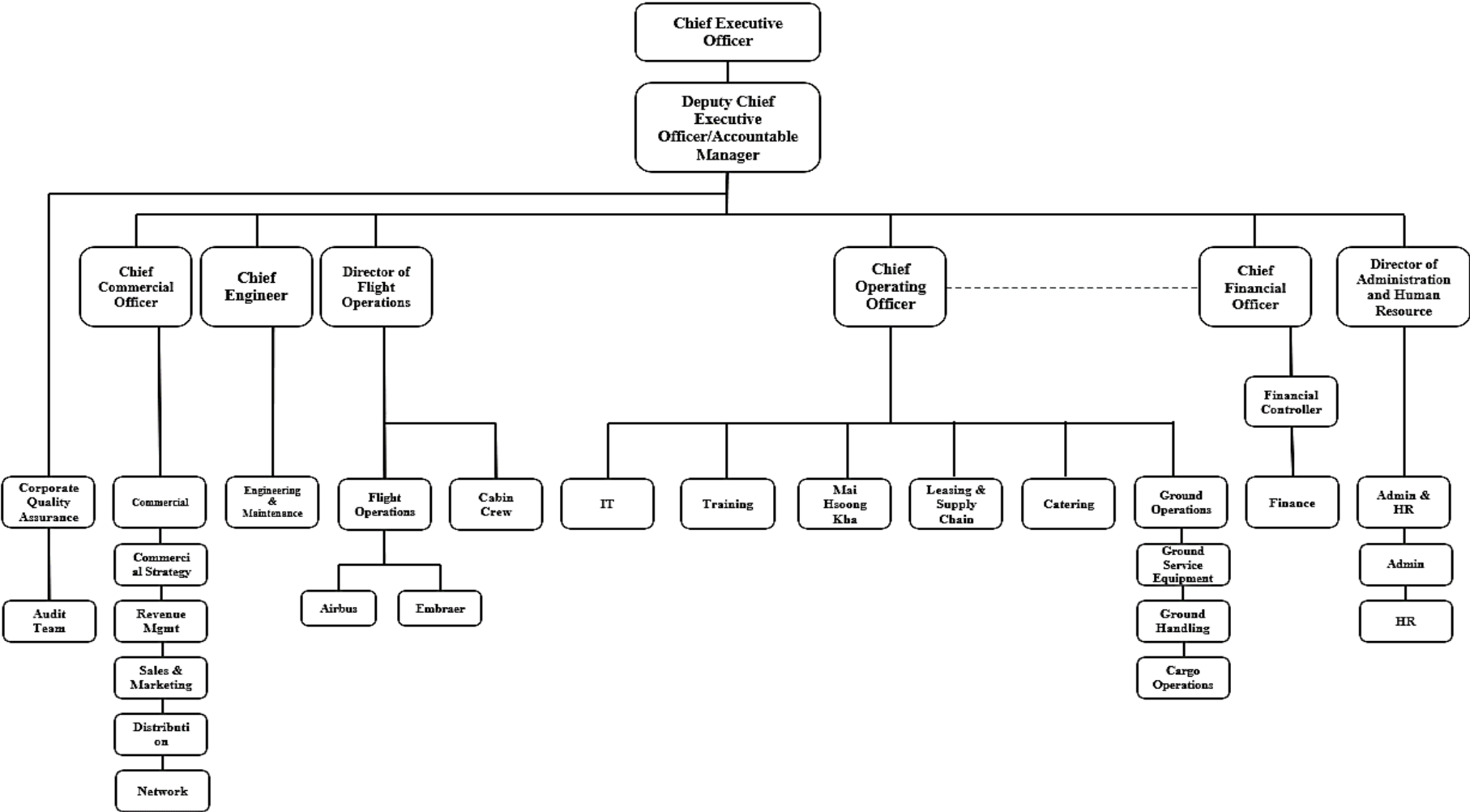
Myanmar Airways International (MAI) is the leading carrier of Myanmar and it was established in 1993 as a joint venture between Myanma Airways, the state-owned airline of Myanmar, and a consortium of investors, including Singapore interests. The airline began its operations in 1993 with a single aircraft, flying primarily regional routes. Initially, MAI focused on serving destinations within Asia, such as Bangkok, Singapore, and Kuala Lumpur. Over time, the airline expanded its route network to include destinations in China, India, and the Middle East.

In early 2000s, MAI experienced a period of growth and modernization. It acquired newer aircraft, including Airbus A319 and A320 models, to replace its aging fleet. This expansion allowed the airline to increase its capacity and offer more routes to passengers. MAI continued to operate and in recent years has focused on expanding its network further. The airline aims to capitalize on Myanmar's growing tourism industry and increasing demand for air travel within the region. In 2014, MAI became a member of the International Air Transport Association (IATA), which further enhanced its credibility and standing within the global aviation industry. With a fleet size of 9, MAI is currently operating four A319s, two A320s, two E190s and one ATR72. MAI operates from Yangon and Mandalay, serving 28 routes across Myanmar and in the region and this number is set to increase with MAI's expansion its market.

Prioritizing passenger safety and comfort above all else, MAI works to ensure that its operations completely comply with the Myanmar Civil Aviation Regulations (MCAIR) and meet the standards set by the International Civil Aviation Organization (ICAO). MAI's goal is to become a leading airline in Myanmar and the region, providing safe, reliable, and affordable air transportation services to its customers.

MAI's vision is to be recognized as a world-class airline that offers an outstanding travel experience and exceptional customer service, while contributing to the development of the aviation industry in Myanmar. MAI's mission is to provide a seamless and enjoyable travel experience to its passengers by operating a modern and efficient fleet of aircraft, employing a highly trained and motivated workforce, and maintaining the highest standards of safety, security, and reliability. MAI's strategy includes several key initiatives, such as expanding its route network, upgrading its fleet, improving its operational efficiency, and investing in its employees to ensure they have the skills and knowledge necessary to provide excellent service. The organization chart which is utilized by MAI till 2019 is shown in Figure (3.1).

Figure (3.1) Old Organization Chart of MAI



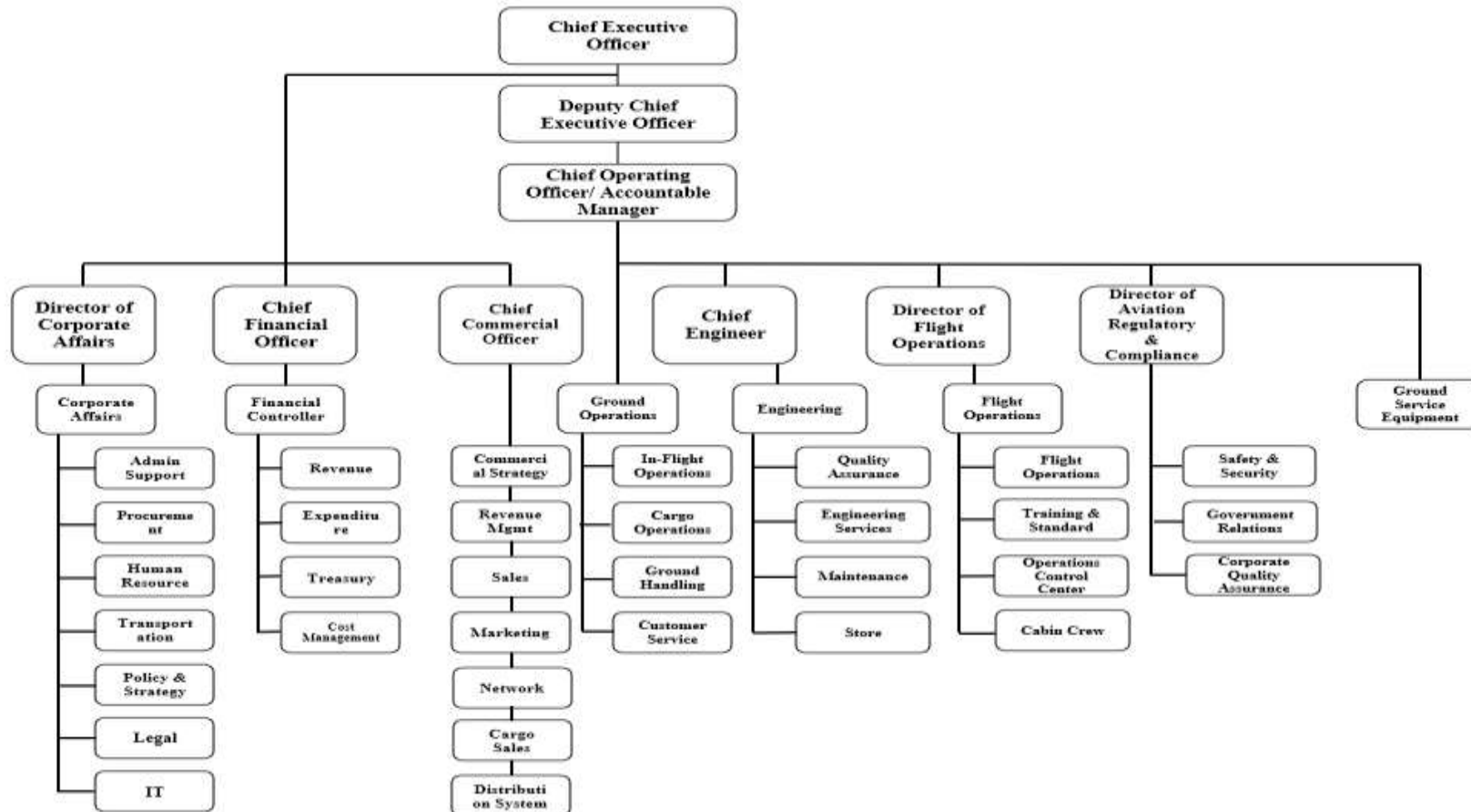
Source: MAI (2019)

It can be observed that the organization chart of Myanmar Airways International comprised with several departments even though the core departments of a typical airline are flight operations, ground operations, engineering and maintenance and sales according to the nature of business. There are thirteen departments at MAI which are under the different lines of chain of command. According to the chart, there are six head of departments who are responsible for different department or group of departments. The structure can be said flat and most of responsibility and accountability direct to chief executive officer and deputy chief executive officer as all of six heads of department are under the command line of chief and deputy chief executive officers. On the other hand, chief operating officer itself has to manage six departments and their sub-departments.

MAI underwent a comprehensive organizational restructuring following its merger. The restructuring involved a transition from a traditional hierarchical structure to a more integrated and streamlined framework aimed at optimizing efficiency and cooperation between the two entities. This restructuring likely included the consolidation of departments, the realignment of reporting relationships, and the establishment of new cross-functional teams to facilitate collaboration and decision-making. Additionally, the new structure may have incorporated elements of matrix to enhance flexibility and responsiveness in a dynamic aviation industry. The organization's structural changes reflect a strategic effort to integrate operations, maximize resources, and position MAI for sustained growth and competitiveness in the market.

Along with the organizational restructuring resulting from the merger with Air KBZ, MAI implemented a comprehensive learning program and training initiatives to support the transition. These programs were designed to equip employees with the necessary skills, knowledge, and mindset to effectively adapt to the new organizational structure and job roles. The training incorporated a range of topics such as change management principles, communication strategies, team dynamics, and technical competencies relevant to the revised job descriptions. The new organization chart of MAI is shown in Figure (3.2).

Figure (3.2) New Organization Chart of MAI



Source: MAI (2020)

With the new organization chart, the structure of MAI can be said more compact and effective as some of the similar departments are under the same line of command. Some departments such as transportation, legal, procurement, administration, human resource and information technology are organized under the name of corporate affairs. According to the line of command, chief executive officer is responsible for the entire organization but, one significant group for chief executive officer and another for deputy chief executive officer and chief operating officer are emerged. It is the most distinctive feature of the new organization chart of MAI in which three main top management personnel manage the whole organization.

In this, chief executive officer is mainly responsible for the three strategic departments such as corporate affairs, finance and commercial which play the supportive roles for the organization. On the other hand, deputy chief executive officer and chief operating officer has to manage all operational sectors including flight operations, ground operations, engineering and maintenance, regulatory and compliance and ground service equipment which can be recognized as front-line operations of an airline. Additionally, the post, chief operating officer, is recognized as higher management position in the new structure and it reduces transitions and enforce cooperation within some departments like flight operations, ground operations and engineering as they are under the same chain of command. Thus, the organizational performance of MAI is more effective and efficient with the new structure.

3.2 Change Management Practices Applied by Myanmar Airways International

In this section, each aspect of MAI's change management practices is explored in detail, revealing how they combine to promote a culture of innovation and resilience within the organization. The approach includes readiness for change, leadership involvement, and a structured process to navigate the transitions effectively. Before introducing any change initiatives, a thorough assessment of the organization's readiness is conducted, identifying potential obstacles and opportunities. Leadership also plays a critical role in setting the quality for change, expressing a convincing vision, and encouraging open communication to inspire confidence and trust among employees. The change process follows a structured and systematic approach, guided by proven methodologies and tools to ensure alignment with organizational objectives and drive successful outcomes. In the following sections, each aspect of MAI's change management practices is explored in detail, revealing how they combine to promote a culture of innovation and resilience within the organization.

3.2.1 Readiness for Change

In the ever-evolving landscape of modern business, adaptability and readiness for change are dominant for organizations aiming to succeed. At MAI, senior management recognizes the essential role of preparedness in ensuring smooth transitions during periods of change. Implementing effective strategies to be ready for employees for change is not only essential for mitigating resistance but also for developing a culture of agility and innovation within the organization.

One of the primary implementations applied by MAI's senior management is creating awareness and understanding among employees regarding changes. Through various communication channels such as company-wide announcements, newsletters, and informational sessions, and anticipated outcomes of the awaiting changes are disseminated. This proactive approach helps employees comprehend the need for change and fosters a sense of readiness to embrace it.

In addition to broader training initiatives, MAI places a strong emphasis on providing technical and skills training to its employees. Whether it is mastering new software systems, learning new program and acquiring specialized skills relevant to their roles, employees are given access to targeted training programs with to their needs. By enhancing employees' technical proficiencies and skillsets, MAI ensures that they are equipped to adapt to changes in their roles and responsibilities effectively.

Recognizing that resistance to change often stems from uncertainty or lack of knowledge, MAI invests in comprehensive education and training programs. These initiatives aim to equip employees with the necessary skills, knowledge, and tools to navigate the forthcoming changes successfully. MAI also provides training specifically focused on change management principles and techniques. This training would aim to help employees understand the rationale behind the changes to manage resistance effectively, and develop strategies for coping with uncertainty and ambiguity.

Senior management of MAI arranged meetings in which middle and higher management personnel to explain why change is needed for the company. In these meetings, employees from middle and higher levels can contribute their opinions regarding the change. This leads employees to be more participation in change and it enhances the readiness for change of the organization. Encouraging open dialogue and feedback mechanisms is another strategy utilized by MAI for the readiness for change.

By developing an environment where voices are heard and opinions are valued, senior management demonstrates their commitment to transparency and inclusivity,

thereby fostering a sense of readiness among employees. Involving key stakeholders in the change process is important for gathering support and ensuring successful outcomes. Senior management of MAI actively engages with various stakeholders, including department heads, team leaders, and employee representatives, throughout the change journey.

Head of departments and managers held meetings internally to disseminate the information about change the company is implemented to employees and they are encouraged to develop competencies essential for adapting to new processes, technologies, or organizational structures. These meetings are intended to explain employees why the company needs change, how the company will implement change and the consequences of restructuring the organization. The consequences include changes in positions, roles, functions and compensation packages. Reciprocally, the voices of team members from each department are also recorded as feedback for further actions. By seeking their inputs, addressing their concerns, and involving them in decision-making processes, senior management raises a sense of ownership and accountability among stakeholders including employees, thereby enhancing their readiness and commitment to embrace change.

Along with the organizational restructuring, some systems, processes and descriptions are also need to be changed. For better cooperation and smoother operations throughout the company from head quarter to airport, Hitit system which can cover each process starting from reservation of ticket by customers to fly their trips has been migrated. Thus, employees from most of departments need to participate in various training classes to adapt new system. Senior management of MAI also arranges the leadership training in aviation for its all middle and higher-level personnel to enhance readiness for change. With this training sessions, from top to middle level employees aware of the importance of leadership in change. Conducting such trainings to employees have positive effect not only on change but also on overall performance of the company.

Understanding that change can be challenging for employees, particularly during the transition period, MAI's senior management is committed to providing supportive resources such as increasing man power, utilizing advance technologies, upgrading office facility for productive working environment acquiring newer equipment. By demonstrating empathy and offering practical assistance, senior management reinforces their commitment to employees' well-being and readiness for change. Senior management also recognizes the importance of developing a culture of adaptability and resilience within the organization. By celebrating innovation, encouraging experimentation, and embracing a growth mindset

in which employees contribute efforts to improve themselves as well as the organization, employees are empowered to embrace change as an opportunity for learning and growth.

3.2.2 Leadership Involvement

By illustrating vision, developing open communication, and empowering teams, leadership at MAI has played a vital role in engaging employees and driving successful change initiatives. At the forefront of change at MAI is visionary leadership that conveys a compelling vision for the future. Leaders set the strategic direction, outlining the rationale and objectives behind proposed changes. By communicating a clear vision that conveys with employees' aspirations and values, leadership inspires commitment and aligns efforts towards a common goal. This clarity of purpose provides employees with a sense of direction and motivation to embrace change.

Empowerment for employees is a basis of leadership's approach to change at MAI. Leaders empower teams by providing autonomy, resources, and support to drive change initiatives even at the operational levels. Cross-functional teams are formed to leverage diverse perspectives and foster ownership of the change process. These teams include members of top management of MAI and particularly hold the discussion sessions about the change throughout the company. The functions of these teams are not only for implementation of change but also for sharing information about it. Thus, employees from all levels can discuss with top management personnel through these teams resulting back and forth conversations about change between them are formed properly. Moreover, MAI's senior management can deeply involve by means of these team.

Senior management of MAI trust employees in decisions making, experiment with new ideas, and learning from failures, creating a sense of ownership and accountability for change outcomes. The senior management leads by example, demonstrating commitment to change through actions rather than words alone. First, management implements integration of supporting departments such as commercial, finance, human resource and administration departments of Myanmar Airways International and Air KBZ. As these departments are not handling day to day operations of the airlines, management decided to start change with them. With the example of successful integration and restructuring of these departments, management inspires the rest of front-line departments to embrace change.

Senior management of MAI actively participate in change initiatives, supporting new behaviors which emerge due to restructuring throughout the organization, and

embracing uncertainty with resilience. By modeling the desired attitudes and behaviors in which educating employees about the new functions and roles of forthcoming change, leaders inspire confidence and motivate employees to follow suit. Employees can consult and discuss about the responsibilities and job descriptions with leaders of change and it reduces their fear on the uncertainty of change regarding new positions and roles.

Senior management occasionally celebrates successes along the change journey, recognizing the contributions of employees and teams. Milestones achieved such as successful integration and restructuring of departments from both airlines are acknowledged through public praise and recognition programs like arranging staff gathering parties of newly formed departments. By celebrating successes, leaders reinforce positive behaviors and inspire a sense of accomplishment among employees. This develops a culture of appreciation and reinforces the belief that change efforts are valued and worthwhile.

3.2.3 Process of Change

The process of change of MAI begins with strategic planning and vision setting led by senior management. This involves identifying areas for improvement, and defining clear objectives for the change initiative. By expressing a persuasive vision that aligns with the organization's goals and values, senior management provides a roadmap for the change process and inspires commitment among employees.

Clear and transparent communication is essential for obtaining and building trust during the change process. Senior management prioritizes open communication channels, such as email updates, and interactive forums, to keep employees informed and engaged. By providing regular updates on the progress of the change initiatives, addressing questions and concerns, and seeking feedback and they develop a culture of transparency and accountability.

By promoting a collaborative approach to change, senior management ensures that all voices are heard and that the change process is inclusive and transparent. Senior management of MAI arranged meetings in which middle and higher management personnel to explain why change is needed for the company. In these meetings, employees from middle and higher levels can contribute their opinions regarding the change. This leads employees to be more participation in change and it enhances the readiness for change of the organization. By developing an environment where voices are heard and opinions are valued, senior management demonstrates their commitment to transparency and

inclusivity, thereby fostering a sense of readiness among employees. Involving key stakeholders in the change process is important for gathering support and ensuring successful outcomes. Senior management of MAI actively engages with various stakeholders, including department heads, team leaders, and employee representatives, throughout the change journey.

Head of departments and managers also arranged meetings internally to disseminate the information about change the company is implemented to employees and they are encouraged to develop competencies essential for adapting to new processes, technologies, or organizational structures. These meetings are intended to explain employees why the company needs change, how the company will implement change and the consequences of restructuring the organization. The consequences include changes in positions, roles, functions and compensation packages. Reciprocally, the voices of team members from each department are also recorded as feedback for further actions. By seeking their inputs, addressing their concerns, and involving them in decision-making processes, senior management raises a sense of ownership and accountability among stakeholders including employees, thereby enhancing their readiness and commitment to embrace change.

Through open communication and collaboration, senior management of MAI seeks to understand the needs and expectations of its workforce while also conveying the strategic reasons behind the proposed changes. By engaging in negotiation, management aims to reach mutually beneficial agreements that address employee interests while aligning with organizational objectives. The individuals and teams from different departments within the company who need to be adjusted their roles, functions and job descriptions due to change are negotiated by management like human resource and administration departments. Thus, employees also get the chance to present their issues which can be affected by change and it leads employees to actively participate in the process of change.

Change is a dynamic process that requires ongoing monitoring and adaptation. MAI's senior management continuously evaluates the progress of the change initiatives, identifies areas for improvement, and makes adjustments as needed. This may involve gathering feedback from stakeholders, analyzing performance metrics, and revising strategies and tactics accordingly. By remaining flexible and responsive to changing circumstances, senior management ensures that the change initiative remains on track and delivers the desired outcomes.

3.3 Demographic Characteristics of Respondents

To analyze the effect of Change Management Practices on employee engagement and job performance at MAI, the total of 143 respondents are participated in this survey. The demographic details of the respondents, including age, gender, level of education, employment position, and service year, are covered in this section. The demographic data of the respondents can be seen in Table (3.1).

Table (3.1) Demographic Characteristics of Respondents

Sr. No.	Particular	No. of Respondents	Percentage (%)
	Total	143	100
1	Gender: Male	60	42
	Female	83	58
2	Occupation: Operational Level	32	22
	Supervisor	65	46
	Deputy Manager	27	19
	Manager	19	13
3	Age: 20-30	44	31
	(Years) 31-40	67	47
	41-50	32	22
4	Education: Bachelor's Degree	111	78
	Level Master's Degree	32	22
5	Salary: 150,000 – 299,999	4	3
	(MMK) 300,000 – 4499,99	22	15
	450,000 – 599,999	27	19
	≥ 600,000	90	63
6	Experience: < 1	9	6
	(Years) 1 – 5	43	30
	6 – 10	45	32
	11 – 15	35	25
	> 15	11	7

Source: Survey Data (2024)

The gender distribution within the organization reveals an interesting pattern, with female employees comprising a notable majority at 58%, compared to male employees at 42% of the respondents. Exploring the occupational roles of employees reveals a hierarchical structure within the organization. Supervisors emerge as the dominant group, constituting 46% of the respondents, followed by operational level employees (22%), deputy managers (19%), and managers (13%). As this research is aimed to the middle and lower-level employees in which operational level are regarded as lower-level and supervisor, deputy manager and manager are considered middle-level employee at MAI who could be the most affected in the change, middle management levels such as supervisors, deputy managers and managers are at the top of the list.

The majority of employees fall within the age brackets of 20-30 years and 31-40 years, comprising 31% and 47% of the workforce respectively in the factor of age. It shows that there is no employee within the age range of 51 to 60 years as the survey was conducted among middle and lower-level employees. For the educational qualifications, the majority of employees at MAI hold Bachelor's degrees (78%), followed by those with Master's degrees (22%). Salary distribution provides insights into the compensation structure within the organization, with the majority of employees (63%) earning a salary of greater than or equal to 600,000 Kyats. This indicates a competitive remuneration package offered by MAI, potentially serving as a tool for attracting and retaining top talent in the industry. Understanding salary ranges is crucial for ensuring fairness and equity in compensation practices, thereby developing employee satisfaction and engagement.

Examining the distribution of employees based on their years of experience at MAI offers important insights into workforce tenure and retention. The data reveals a diverse range of experience levels, with employees distributed across different categories. Notably, employees with 6 to 10 years of experience emerge as the largest group (32%), followed closely by those with 1 to 5 years of experience (30%). This highlights the importance of ongoing talent development initiatives and career progression opportunities within MAI, aimed at nurturing and retaining skilled employees over the long term.

Based on the demographic data, it is found that majority of the respondents are female and most of them are working as middle-level employees. Employees who are under the age of 40 are the largest age group among the respondents and it can be said that the workforce at MAI is young and energetic. All of the respondents hold at least bachelor's degree and income level of respondents are relatively high according to the survey. Employees with tenure of at least 6 years is the largest group by experience.

3.4 Reliability Test

One of the most commonly utilized tools for evaluating internal consistency reliability is Cronbach's Alpha. Cronbach's Alpha evaluates the extent to which items within a scale or test exhibit a high degree of correlation with one another. This correlation signifies the degree to which the items are collectively tapping into the same underlying concept or construct. To check the reliability of surveys with several Likert scale questions, use the Cronbach's alpha test. These inquiries gauge latent variables, or concealed or imperceptible traits like conscientiousness and openness. If the test is measuring the relevant variable accurately, it can be determined using Cronbach's alpha (Dennick and Tavakol, 2011).

Cronbach's Alpha is used in this study to evaluate the internal consistency of the scales used in the questionnaire. The internal consistency is characterized by Cronbach's Alpha, which provides an alpha value in this study. An alpha value of 0.9 or more is considered excellent; 0.8 to 0.9 indicates good; and 0.7 to 0.8 is considered acceptable. 0.6 to 0.7 is classified as questionable, 0.5 to 0.6 is regarded as poor and less than 0.5 is seen as unacceptable (Cronbach, 1951).

Table (3.2) Reliability Analysis of Variables

Sr. No.	Variables	Number of Items	Cronbach's Alpha	Interpretation
1	Readiness for Change	5	0.834	Good
2	Leadership Involvement	5	0.826	Good
3	Process of Change	5	0.824	Good
4	Employee Engagement	16	0.918	Excellent
5	Job Performance	19	0.904	Excellent

Source: Survey Data (2024)

To summarize the reliability test results, Cronbach's alpha coefficients of readiness for change, leadership involvement and process of change are 0.834, 0.826 and 0.824 respectively. With these coefficients, the items used to measure change management practices show strong internal consistency. With Cronbach's alpha coefficient for employee engagement is 0.918 suggests that the items measuring employee engagement are

reasonably reliable. Cronbach's alpha for job performance is 0.904 and this indicates that the items measuring employees' voluntary contributions and behaviors that go beyond their formal job requirements are reliably captured by the scale. Thus, it can be said that the variables used in the questionnaire in this study are reliable and internally consistent for further research analysis.

CHAPTER (4)

ANALYSIS ON THE EFFECT OF CHANGE MANAGEMENT ON EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE AT MYANMAR AIRWAYS INTERNATIONAL

This chapter describes the analysis of the effect of change management practices on employee engagement of the employees at Myanmar Airways International firstly. After that, the effect of employee engagement on job performance is examined. This chapter presents the survey results based on facts and figures and includes scores for frequency, percentage, and means. SPSS software is used for analysis, and the findings of linear regression are used for interpretation.

This study has conducted a survey to determine how change management practices affect employee engagement. A five-point Likert scale was used to ask all respondents questions about how change management approaches affected employee engagement at MAI (5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree). Based on Best (1977) identification, data analysis and descriptive analysis are conducted. The mean values of five-point Likert scale items are interpreted according to Best (1977). A mean value between 1.00 and 1.80 indicates strongly disagree. The mean value of disagree falls between 1.81 and 2.60. Neutral is the mean value between 2.61 and 3.40. Agree is the mean value between 3.41 and 4.20. The strongly agree response is indicated by the mean value between 4.21 and 5.00.

4.1 Change Management

Readiness for change, Leadership involvement and process of change are considered as the change management practices which have effect on employee engagement at MAI. Respondents of the survey are given a structured questionnaire to determine how they feel about change management practices. Each set of statements focuses on a different aspect of change management, such as readiness for change, leadership involvement and process of change.

4.1.1 Readiness for Change

Table (4.1) presents the mean values of readiness for change on employee engagement. There are five statements in analyzing readiness for change as per below table of mean values.

Table (4.1) Readiness for Change

Sr. No.	Description	Mean	Standard Deviation
1	Being aware of the reasons for implementation of learning programme.	3.74	0.56
2	Understanding of the way learning program impacts the work.	3.82	0.56
3	Believing the benefit of learning programme for the organization if utilized optimally.	4.00	0.63
4	Exciting about the learning programme.	3.81	0.65
5	Being supportive and ready for the change of colleagues.	3.70	0.84
Overall Mean		3.81	

Source: Survey Data (2024)

According to the finding results, overall mean score of 3.81 falls within the agree level resulting from the analysis of readiness for change of employees. Based on the resulting mean scores, it can be said that employees from MAI are ready for the change initiatives as they believe that the organization needs continuous change to be competitive in the market according to the nature of business. Changes in market demands, technological advancements, and regulatory requirements necessitate continuous adaptation. To enhance operational efficiency, improve customer experience, and sustain profitability, the company must innovate across various fronts, including digitalization of services, modernization of fleet and infrastructure, and optimization of operational processes. Moreover, respondents believe that they will also be benefited due to change and are assumed to be ready for change.

4.1.2 Leadership Involvement

The mean values of leadership involvement on employee engagement is describe in Table (4.2) presents. This section also includes five statement to find out the effect of leadership involvement on employee engagement at Myanmar Airways International.

Table (4.2) Leadership Involvement

Sr. No.	Description	Mean	Standard Deviation
1	Awareness and participation of senior leadership in implementing the learning programme.	3.72	0.73
2	Actively involving of manager in the learning programme.	3.68	0.70
3	Being knowledgeable and helpfulness of manager about the learning programme.	3.55	0.74
4	Getting support from manager when get stuck.	3.81	0.80
5	Ability to give feedback to manager on the learning program.	3.86	0.80
Overall Mean		3.72	

Source: Survey Data (2024)

Table (4.2) represents the mean scores of leadership involvement in change at Myanmar Airways International particularly regarding the implementation of a learning program. Overall mean value of leadership involvement for change at MAI scores 3.72 and it indicates that employees agree leadership involvement of change management practices at MAI. According to the survey data, senior management of MAI understands well the importance of leadership involvement in change and it can be assumed that they are actively participating in overall change with proper approaches such as requesting feedbacks and discussing with employees about the organizational change. Thus, respondents agree the fact that leaders of change deeply involved in the change management practices.

4.1.3 Process of Change

Table (4.3) expresses the mean values of process of change on employee engagement. The five statements for process of change of the change management practices are used to analyzed its effects on employee engagement and they are described in the following table.

Table (4.3) Process of Change

Sr. No.	Description	Mean	Standard Deviation
1	Being provided sufficient information on the learning programme.	3.67	0.64
2	Being given training and resources on the learning programme.	3.72	0.70
3	Opportunity to give input which was taken into consideration.	3.53	0.72
4	Being comfortable to navigate the system.	3.69	0.73
5	Being ready and keen of the team to start the learning programme.	3.51	0.73
Overall Mean		3.63	

Source: Survey Data (2024)

The survey results concerning the process of change by the perceptions of respondents is presented in Table (4.3). Based on the survey results, overall mean value of process of change lies within the agree-level and it points out that senior management of MAI implements the proper process of change. Creating learning programs, conducting training sessions for various functions about the change and leadership, arranging discussions and negotiations functions between the cross-functional teams and departments are included in the process of change. On the other hand, employees believe that the process of change will take them to better situation of personal improvement as well as the enlargement of the organization and they agree the process of change practice.

4.2 Employee Engagement

To find out engagement factor has the dominant effect, respondents were asked to choose the most likely answer from the set of employee engagement questionnaire with 16 statements. Table (4.4) conveys the survey results for employee engagement due to change management practices at Myanmar Airways International. Across all of the 16 statements, respondents consistently express feelings of strength, energy, and perseverance in their roles.

Table (4.4) Employee Engagement

Sr. No.	Description	Mean	Standard Deviation
1	Feeling like bursting with energy at work.	3.62	0.80
2	Feeling strong and vigorous at work.	3.79	0.62
3	Feeling like going to work when getting up in the morning.	3.65	0.70
4	Ability of continuing to work for long periods of time.	3.58	0.64
5	Being resilient mentally at job.	3.66	0.80
6	Preserving at job even when things do not go well.	3.69	0.71
7	Believing the work doing is meaningful and purposeful.	3.65	0.71
8	Being enthusiastic about the job.	3.61	0.67
9	Feeling inspiring of the job.	3.62	0.63
10	Being proud of the work.	3.84	0.78
11	Feeling that the job is challenging.	3.79	0.88
12	Feeling of quick running out of time at work.	3.81	0.62
13	Forgetting everything when working.	3.57	0.89
14	Feeling happy working intensively.	3.69	0.81
15	Being immersed at the work.	3.60	0.70
16	Getting carried away when working.	3.55	0.79
Overall Mean		3.67	

Source: Survey Data (2024)

It is found that the overall mean value falls in the agree-level with the score of 3.67 and it represents that employees are engaged at their work. The result highlights a

workplace culture where employees not only feel energized and motivated but also demonstrate the mental flexibility to tackle challenges effectively. The positive mean values across all statements support a workforce that is not only physically capable but also mentally resilient, capable of maintaining high levels of productivity over extended periods. Employees can be regarded engaged at their works due to the change which is considered to bring positive effects on their roles and they believe the change of the company can take them to better career lives within the organization at MAI.

4.3 Job Performance

This section describes the effect of employee engagement on job performance at Myanmar Airways International. Based on the study's findings, the standard deviation and mean scores for employee engagement and job performance are presented. Job performance is affected by various kinds of employee engagement and a structured questionnaire is provided to survey respondents in order to obtain data regarding the job performance of the employees. The survey data examining job performance in Table (4.5) presents an indication into respondents' self-perceptions regarding their performance at the workplace.

Table (4.5) Job Performance

Sr. No.	Description	Mean	Standard Deviation
1	Having a gloomy perspective on most things.	3.61	1.03
2	Ability to deal with stress.	3.72	0.74
3	Ability to adapt to new environments.	3.81	0.72
4	Ability to deal effectively with people.	3.88	0.65
5	Feeling of possessing a number of good qualities.	3.80	0.70
6	Helping others who have been absent.	3.79	0.73
7	Taking the time to listen to co-worker's problems and worries.	3.79	0.72
8	Taking a personal interest in other employees.	3.61	0.74
9	Intention to help new employees.	3.67	0.74
10	Giving advanced notice when unable to come to work.	3.92	0.87
11	Attendance at work is being above the norm.	3.93	0.90
12	Tendency to take undeserved work breaks.	3.62	1.09
13	Adherence to informal rules devised to maintain order.	3.74	0.69
14	Ability to fulfill all the requirements of job.	3.81	0.57
15	Demonstrating expertise in all job-related tasks.	3.86	0.57
16	Ability to manage more responsibility than typical assignment at work.	3.81	0.69
17	Feeling of suitability for a higher-level role.	3.96	0.74
18	Being competent in all areas of job, handling tasks with proficiency.	3.95	0.69
19	Possessing good performance at assigned job by means of carrying out tasks as expected.	4.04	0.63
Overall Mean		3.80	

Source: Survey Data (2024)

The overall result with the mean value of 3.80 suggests a predominantly positive view among participants. This mean that most of the employees at MAI can control well of their emotions, exhibit credible behaviors that contribute to a harmonious and productive working environment and are not only competent in their roles but also eager to go the extra

roles. It can be assumed that they have these skills initially to be suited as airline staffs and also, they are engaged due to the change management practices applied by the company. According to the survey results, the data indicates the employees of MAI have a good performance at their jobs and they have positive perspectives regarding their workplace. It can be assumed that the result is derived from the engagement of employees and this indicates that employees are not only competent in their roles but also eager to go the extra roles, developing a culture of productivity and achievement within the organization.

4.4 Analysis on the Effect of Change Management on Employee Engagement

The effect of change management practices on employee engagement is examined after discovering about employees' perceptions of the practices and opinions regarding engagement. The relationship between the independent variables of readiness for change, leadership involvement, and change process and the dependent variables of employee engagement is examined in this study using linear regression. The effect of change management practices on employee engagement is shown in Table (4.6).

Table (4.6) Effect of Change Management on Employee Engagement

Variable	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	1.032	0.233		4.438	0.000	
Readiness for Change	0.133*	0.076	0.139	1.753	0.082	1.799
Leadership Involvement	0.236***	0.081	0.278	2.919	0.004	2.607
Process of Change	.345***	0.087	0.380	3.983	0.000	2.623
R	.719					
R Square	.517					
Adjusted R Square	.506					
Durbin-Watson	2.174					
F Value	49.513***					

Source: Survey Data (2024)

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

According to regression results, R which is the correlation between the observed value and the predicted value of dependent variable is 0.719. The dependent variable of employee engagement reported by respondents and the levels predicted for them by the independent variable of readiness for change, leadership involvement and process of change are correlated. R^2 which is the proportion of the variance in the dependent variable in this model is 0.517 and adjusted R^2 is 0.506. Therefore, the model can explain 50.6 percent about the variance of the independent and dependent variable. The value of F test and the overall significance of the model, is highly significant at 1 percent level and, thus, this specified model can be said valid.

There are no problems with multi-collinearity among independent variables because all VIFs are less than 10. Durbin-Watson value of between 1.5 to 2.5 indicates that there is sufficient sample size and there is no autocorrelation. As shown in Table (4.6), all the independent variables such as readiness for change, leadership involvement and process of change have the significant relationship with employee engagement. The variables, leadership involvement and process of change have the positive sign and significant coefficient value at 1 percent level. However, another variable which is readiness for change is significant at 10 percent level.

According to regression result, positive relationship means that the increase in readiness for change, leadership involvement and process of change leads to more employee engagement. Out of the three explanatory variables, the process of change factor has the highest coefficient value (.380), suggesting that it contributes the most to the effect on employee engagement at MAI. Also, senior management of MAI actively participates in the process of change by initiating meetings and seminars, conducting trainings regarding the change and celebrating the milestones achieved throughout the journey of change. Also, the process of change provides the information about the beneficial information for employees occasionally and this results it to be the most influent factor on employee engagement.

Another influencing factor on employee engagement at MAI is leadership involvement and it has second largest influence on employee engagement. According to the regression, leadership involvement practice also has positive effect on employee engagement as employees believe that the leaders of change can implement every step of change successfully. The factor, readiness for change has the least coefficient out of three variables but, it is also significant factor affecting on employee engagement as the readier to embrace the change by the employees, the more engagement the employees will have.

The finding results present that all of the factors of change management practices at MAI have significant value and the most important determinant of employee engagement is said to be the process of change factors. Employees at MAI believe in the process of change implemented by the senior management as the process brings new opportunities for learning and growth. Moreover, they recognize that the organization is on the right and effective way to accomplish the desired change and the process is effective for both employees and organization. As a result, according to the Table (4.6), employee engagement at Myanmar Airways International is mostly affected by process of change factors and other factors also have positive effect to increase the engagement attitude.

4.5 Analysis on the Effect of Employee Engagement on Job Performance

In the last, the influence of employee engagement on job performance at Myanmar Airways International is analyzed. Linear regression is used to find out the relationship between independent variable which is employee engagement and dependent variable, job performance. Table (4.7) shows the effect of employee engagement on job performance at Myanmar Airways International.

Table (4.7) Effect of Employee Engagement on Job Performance

Variable	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	1.275	0.195		6.548	0.000	
Employee Engagement	0.690***	0.053	0.742	13.135	0.000	1.000
R	.742					
R Square	.550					
Adjusted R Square	.547					
Durbin-Watson	1.944					
F Value	172.540***					

Source: Survey Data (March, 2024)

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

The specified model for employee job performance at MAI can explain very well about the variation according to Table (4.7) as the value of R^2 is 55.0 percent. The model can explain 55 percent about the variance of the independent variable and dependent variable since adjusted R^2 is .547. The value of F test, the overall significance of the model, is highly significant at 1 percent level and thus, it can be said that the model is valid.

Employee engagement the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in employee engagement leads to more job performance of employees at MAI. There is a .69 unit rise in the effect on employee job performance for every unit increase in the employee engagement. The standardized coefficient (Beta) of the employee engagement is .742, indicating that engagement factor account for the large portion of the effect on employee job performance. Because the estimation produced predicted signals with significant coefficients for the variables, the overall evaluation indicates that models properly clarify variance in employee job performance. The increase of the employee engagement has a significant and favorable effect on employee job performance.

It is obvious that employee engagement can enhance job performance for MAI engaged workforce will play a critical role in the overall organizational performance. Engaged employees have their own willingness to accomplished their tasks without external influences. Likewise, employees from MAI are engaged due to the change management practices upon the overall organizational restructuring and they are at the highest level of performing their tasks. The nature of aviation industry is an error-sensitive and short-tolerance to incidents and accidents, almost all of employees at MAI are working not only with passion but also with engagement. With the strong engagement, employees at MAI are ready to perform their tasks with less error as well as take responsibility beyond their roles. Also, employees at MAI have strong engagement about their works and are willing to take care of greater tasks for their personal growth. In summary, the findings indicate that the variables have significant and positive on employee's job performance. The most of MAI employees have a keen interest in achieving their goals and are motivated to finish their action plans on time.

CHAPTER (5)

CONCLUSION

This chapter describes the conclusions of practices for change management. This part includes three aspects including findings and discussion, recommendations, and additional suggestions for further studies. The research is based on both quantitative and qualitative analysis of those change management practices.

5.1 Findings and Discussions

The objectives of this study are to analyze the effect of change management practices on employee engagement and to examine the influence of employee engagement on job performance at Myanmar Airways International. In order to achieve these goals, 143 employees at middle and lower-level positions from MAI are requested to respond the structured questionnaires. The following discussions are presented in accordance with the findings.

According to the demographic characteristics of respondents, it is found that the number of female employees is more than that of male employees. For the age group, employees with the age between 31 and 40 years old comprises as the highest segment among others. Employees who hold bachelor degree is the largest group by means of education level. The most of the employees earn the salary of above 600,000 MMK and it is the largest group who are working at the organization.

Regarding change management practices of MAI, the overall mean value of readiness for change gets the highest mean score among three factors which indicates that employees are aware of the need for change within the organization. They recognize that the company has to change situationally to be competitive in the dynamic market due to the nature of business. Leadership involvement practice has second largest mean score among three variables and it presents that employees at MAI believe that the involvement of senior management for the change effective. Employees can provide their opinions as feedback to the leaders of change via several channels and it shows that the company has established proper behavior to progress change along its journey. The overall mean value of process of change practice at MAI scores indicates a relatively high level of effectiveness in implementing change within the organization. This score indicates that MAI has

established robust processes and practices for managing change initiatives, including communication and training within the organization.

For the mean values of employee engagement, the overall mean value suggests a strong level of commitment and loyalty among employees towards the organization. This score indicates that employees at MAI are deeply invested in their work, demonstrating enthusiasm, initiative, and a willingness to go above and beyond their job requirements. The overall mean value of employee engagement indicates the outstanding level of energy and resilience among employees and it reflects a workforce that is proactive, dynamic, and passionate about their work, demonstrating a willingness to accept challenges and pursue opportunities. The overall mean value of employee engagement also indicates a strong level of employee immersion and focus on work-related tasks within the organization. This points out that employees at MAI are deeply absorbed in their roles, demonstrating a high degree of concentration and dedication to their responsibilities.

The first objective of the study is to analyze the effect of readiness for change, leadership involvement and process of change on employee engagement by using regression analysis. All three practices of change management such as readiness for change, leadership involvement and process of change are significant and have positive effect on employee engagement. Respondents agree the leadership as those who are strong in participation in all aspects of evolving organizational development, based on the involvement of senior management. More specifically, respondents think that MAI's senior management supports every employee with friendliness, encouragement, and close observation. Additionally, respondents believe that top management set clear performance criteria and decides what has to be done and how to be done, and make sure employees know exactly about their roles.

The second objective of the study is to examine the effect of employee engagement on job performance of employees. Employee engagement has a significant positive effect on job performance at MAI, indicating that employees are more likely to feel enthusiastic, motivated, and committed to their roles within the organization. The result also highlights the critical role of employee focus in achieving optimal outcomes. This finding indicates that when employees are deeply absorbed in their work, they are more likely to demonstrate higher levels of productivity, effectiveness, and efficiency in performing their job responsibilities.

5.2 Suggestions and Recommendations

According to the findings, Myanmar Airways International has the effect of change management practices on job performance. Most of the employees perform at satisfactory level and are highly engaged at their roles. It is crucial for organization to prioritize robust and comprehensive change management practices to ensure long-term sustainability. It is imperative that MAI's senior management consistently create a strong sense of organizational belonging among its operational employees. It is important to establish opportunities that are appropriate for employees to be happy and find a great deal of personal meaning in their jobs at MAI. Recognizing employees for their excellence at the workplace and rewarding those with long service tenure should be implemented.

In order to sustain high levels of employee engagement and organizational job performance, MAI ought to develop continuous change management practices along with process of change. To accomplish several goals, the organization's top management should promote the sharing of values between the operational and management levels. Since rewarding compliance and punishing noncompliance is a common way of motivating subordinates to achieve job requirements, senior management of MAI should conventionally review it. Senior management should also specify and convey what has to be done as well as how the directive will be implemented.

In summary, senior management of MAI should practice the process of change continuously to improve high effective engagement of employees as it is the most influencing factor on employee engagement at Myanmar Airways International. Moreover, for more effective change management practices within the organization, the other two practices; readiness for change and leadership involvement should be emphasized to get more influence on employee engagement. Employee engagement has the strong and positive effect on job performance and this indicates that job performance of employees can be enhanced by engaged workforce. Despite the change management practices utilized by MAI have positive effect on employee engagement and job performance, some areas are needed to develop to become more effective and efficient organization within the industry.

5.3 Needs for Further Research

This research focuses to observe the change management practices based on three types; readiness for change, leadership involvement and process of change, especially to the middle and lower-level employees at Myanmar Airways International. Employees' engagement and job performance are mainly emphasized in this research. However, this study would not cover overall change management practices such as developing organizational behavior, creating the cultures for sustainable change management using dedicated resources, and sustainable and effective line of succession plan for the top management and so on.

It will be beneficial for MAI if further researches of change management practices of the organization with other different perspectives like organizational behavior and creating culture of change management as they can explore the effectiveness of change on other aspects within the airlines. Moreover, it is more fruitful for Myanmar Airways International to do further studies on the other factors internally and it can be worthwhile to conduct further research on employee engagement and job performance within the company.

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APPENDICES

Appendix I

Introduction to the respondents

March 2024

Dear Respected Sir/Madam,

I am Ye Aung, a student who is studying the Master of Business Administration at Yangon University of Economics. I am now conducting my thesis in order to complete my MBA programme.

My study is about “**the effect of Change Management on Employee Engagement and Job Performance at Myanmar Airways International**”, when our organization has been transformed on employee engagement and job performance. Your input is so crucial to this study as it will configure an overall picture of how MAI’s change process can work towards having satisfied and committed employees.

These questionnaires are developed to gather information for the purpose of the study. It will take an average of 5 to 10 minutes to fill it out. Your valuable answers will be handled strictly confidential and will exclusively be used only for the academic purposes. Therefore, I do request to answer the questions as honest and objective as possible in order to contribute to the success of this study.

I would be very grateful for your kind cooperation in filling the questionnaire.

Yours Sincerely,

Ye Aung

Below are some questions to get a better overall view of the respondent. Please note that all data remains anonymous.

Respondent's Details:

1. What is your gender?

Male

Female

2. What is your current job category?

Operational Level

Supervisor

Deputy Manager

Manager

3. What is your age range?

20 – 30

31 – 40

41 – 50

51 – 60

4. What is the highest level of education you have completed?

High School graduate

Bachelor's degree

Master's Degree

Doctorate degree

5. What is your average monthly salary range (in MMK)?

150,000 – 299,999

300,000 – 449,999

450,000 – 599,999

\geq 600,000

6. Which range indicates the number of years you are employed within your organization?

< 1 year

1 – 5 years

6 – 10 years

11 – 15 years

> 15 years

Appendix II

Part I. Change Management

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

No.	Readiness for Change	Scale				
		1	2	3	4	5
1.	I am aware of the reasons why the learning programme was implemented.					
2.	I understand how it is intended to have an impact on my work.					
3.	I believe that the learning programme will benefit the organization if utilized optimally.					
4.	I am excited about the learning programme.					
5.	My colleagues are supportive and ready for the change.					
No.	Leadership Involvement	Scale				
		1	2	3	4	5
1.	Senior leadership is aware and participated in implementing the learning programme.					
2.	My manager is actively involved in the learning programme.					
3.	My manager is knowledgeable and helpful about the learning programme.					
4.	when I get stuck, I get support from my manager					
5.	I could give feedback to my manager on the learning programme without fear.					

No.	Process of Change	Scale				
		1	2	3	4	5
1.	There was sufficient information provided on the learning programme.					
2.	I was given training and resources on the learning programme.					
3.	I was allowed the opportunity to give input and it was taken into consideration.					
4.	I am comfortable navigating the system.					
5.	My team was ready and keen to start the learning programme.					

Part II. Employee Engagement

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

No.	Statement	Scale				
		1	2	3	4	5
1.	At my work I feel like bursting with energy.					
2.	At my job I feel strong and vigorous.					
3.	When I get up in the morning, I feel like going to work.					
4.	I can continue to work for long periods of time.					
5.	At my job, I am mentally resilient.					
6.	At my job, I always persevere, even when things do not go well.					
7.	I find the work that I do meaningful and purposeful.					
8.	I am enthusiastic about my job.					
9.	My job inspires me.					
10.	I am proud of the work that I do.					
11.	My job is challenging enough.					
12.	Time flies when I am at work.					
13.	When I work, I forget everything else around me.					
14.	I feel happy when I work intensively.					
15.	I am immersed in my work.					
16.	I get carried away when I work.					

Part III. Job Performance

This part of the questionnaire is to describe the

1 = strongly disagree

2 = disagree

3 = can't decide

4 = agree

5 = strongly agree

No.	Statement	Scale				
		1	2	3	4	5
1.	Expressing my emotions with words is not a problem for me.					
2.	On the whole, I'm a highly motivated person.					
3.	I usually find it difficult to regulate my emotions.					
4.	I can deal effectively with people.					
5.	I feel that I have a number of good qualities.					
6.	I help others who have been absent.					
7.	I take the time to listen to co-worker's problems and worries.					
8.	I take a personal interest in other employees.					
9.	I go out of the way to help new employees.					
10.	I give advanced notice when unable to come to work.					
11.	My attendance at work is above the norm.					
12.	I tend to take undeserved work breaks.					
13.	I adhere to informal rules devised to maintain order.					
14.	I fulfill all the requirements of my job.					
15.	I demonstrate expertise in all job-related tasks.					

16.	I could manage more responsibility in my job than is typically assigned to me.					
17.	I feel I appear suitable for a higher-level role.					
18.	I am competent in all areas of my job, handling tasks with proficiency.					
19.	I perform well in my overall job by carrying out tasks as expected.					

Appendix III

Change Management

No.	Readiness for Change	Mean	Standard Deviation
1.	I am aware of the reasons why the learning programme was implemented.	3.74	0.56
2.	I understand how it is intended to have an impact on my work.	3.82	0.56
3.	I believe that the learning programme will benefit the organization if utilized optimally.	4.00	0.63
4.	I am excited about the learning programme.	3.81	0.65
5.	My colleagues are supportive and ready for the change.	3.70	0.84
Overall Mean		3.81	
Sr. No.	Leadership Involvement	Mean	Standard Deviation
1.	Senior leadership is aware and participated in implementing the learning programme.	3.72	0.73
2.	My manager is actively involved in the learning programme.	3.68	0.70
3.	My manager is knowledgeable and helpful about the learning programme.	3.55	0.74
4.	When I get stuck, I get support from my manager.	3.81	0.80
5.	I could give feedback to my manager on the learning programme without fear.	3.86	0.80
Overall Mean		3.72	

No.	Process of Change	Mean	Standard Deviation
1.	There was sufficient information provided on the learning programme.	3.67	0.64
2.	I was given training and resources on the learning programme.	3.72	0.70
3.	I was allowed the opportunity to give input and it was taken into consideration.	3.53	0.72
4.	I am comfortable navigating the system.	3.69	0.73
5.	My team was ready and keen to start the learning programme.	3.51	0.73
Overall Mean		3.63	
Total Overall Mean		3.72	

Survey Data (2024)

Employee Engagement

No.	Statement	Mean	Standard Deviation
1	At my work, I feel like bursting with energy.	3.62	0.80
2.	At my job, I feel strong and vigorous.	3.79	0.62
3.	When I get up in the morning, I feel like going to work.	3.65	0.70
4.	I can continue to work for long periods of time.	3.58	0.64
5.	At my job, I am mentally resilient.	3.66	0.80
6.	At my job, I always persevere, even when things do not go well.	3.69	0.71
7.	I find the work that I do meaningful and purposeful.	3.65	0.71
8.	I am enthusiastic about my job.	3.61	0.67
9.	My job inspires me.	3.62	0.63
10.	I am proud of the work that I do.	3.84	0.78
11.	My job is challenging enough.	3.79	0.88

12.	Time flies when I am at work.	3.81	0.62
13.	When I work, I forget everything else around me.	3.57	0.89
14.	I feel happy when I work intensively.	3.69	0.81
15.	I am immersed in my work.	3.60	0.70
16.	I get carried away when I work.	3.55	0.79
Overall Mean		3.67	

Survey Data (2024)

Job Performance

No.	Trait Emotional Intelligence	Mean	Standard Deviation
1.	On the whole, I have a gloomy perspective on most things.	3.61	1.03
2.	On the whole, I'm able to deal with stress.	3.72	0.74
3.	Generally, I'm able to adapt to new environments.	3.81	0.72
4.	I can deal effectively with people.	3.88	0.65
5.	I feel that I have a number of good qualities.	3.80	0.70
6.	I help others who have been absent.	3.79	0.73
7.	I take the time to listen to co-worker's problems and worries.	3.79	0.72
8.	I take a personal interest in other employees.	3.61	0.74
9.	I go out of the way to help new employees.	3.67	0.74
10.	I give advanced notice when unable to come to work.	3.92	0.87
11.	My attendance at work is above the norm.	3.93	0.90
12.	I tend to take undeserved work breaks.	3.62	1.09
13.	I adhere to informal rules devised to maintain order.	3.74	0.69
14.	I fulfill all the requirements of my job.	3.81	0.57
15.	I demonstrate expertise in all job-related tasks.	3.86	0.57

16.	I could manage more responsibility in my job than is typically assigned to me.	3.81	0.69
17.	I feel I appear suitable for a higher-level role.	3.96	0.74
18.	I am competent in all areas of my job, handling tasks with proficiency.	3.95	0.69
19.	I perform well in my overall job by carrying out tasks as expected.	4.04	0.63
Overall Mean		3.80	

Survey Data (2024)

Model Summary (Employee Engagement)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.719a	0.517	0.506	0.34976	.517	49.513	3	139	.000	2.174

ANOVA (Employee Engagement)

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	18.171	3	6.057	49.513	.000b
	Residual	17.004	139	.122		
	Total	35.175	142			

Model Summary (Job Performance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.742a	.550	.547	.31167	.550	172.540	1	141	.000	1.944

ANOVA (Job Performance)

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	16.760	1	16.760	172.540	.000b
	Residual	13.696	141	.097		
	Total	30.456	142			

Coefficients

Model		Unstandardized Coefficients		Unstandardized Coefficients	T	Sig.	95% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	1.032	.233		4.438	.000	.572	1.492			
	RC	.133	.076	.139	1.753	.082	-.017	.284	.551	.174	.103
	LI	.236	.081	.278	2.919	.004	.076	.396	.654	.240	.172
	PC	.345	.087	.380	3.983	.000	.174	.516	.679	.320	.235

Coefficients

Model		Unstandardized Coefficients		Unstandardized Coefficients	T	Sig.	95% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	1.275	.195		6.548	.000	.890	1.661			
	EE	.690	.53	.742	13.135	.000	.586	.794	.742	.742	.742