YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF WORK ENGAGEMENT ON PARTICIPATION IN EMPLOYEE DEVELOPMENT ACTIVITIES AND ORGANIZATIONAL COMMITMENT AT MYTEL

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EMBA II-25
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YANGON UNIVERSITY OF ECONOMICS

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ACADEMIC YEAR (2022-2024)

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

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ACCEPTANCE

This is to certify that the thesis entitled **"The Effect of Work Engagement on Participation in Employee Development Activities and Organizational Commitment at Mytel"** has been accepted by the Examination Board for awarding a Master of Business Administration (MBA) degree.

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ABSTRACT

The main objectives of the study are to analyze the effect of work engagement on participation in employee development activities, the effect of participation in employee development activities on organizational commitment and to examine the moderating effect of self-efficacy on the relationship between participation in employee development activities and organizational commitment in Yangon Branch of Mytel. This study utilizes a mixed-methods approach, collecting both primary and secondary data. Using the Yamane formula, the result led to the selection of 111 among 150 employees that are selected using simple random sampling. Online survey method is used and structured questionnaires with Five-Point Likert Scales are distributed via email. The secondary data is gathered from various sources including textbooks, previous research papers, internet sources, and reports from the departments of Mytel. The findings provide that work engagement has a positive and significant effect on participation in employee development activities and participation in employee development activities also has a positive and significant effect on affective, continuance, and normative commitment. The findings reveal that self-efficacy partially moderates the effect on the relationship between participation in employee development activities and affective commitment. Self-efficacy has no moderating effect on the relationship between participation in employee development activities and continuance as well as normative commitments. Therefore, it is recommended that high work engagement leads to participation in development programs, which in turn strengthens employee commitment such as emotional attachment, reduced desire to leave, and sense of obligation. Additionally, self-efficacy amplifies the effect of participation in development programs on emotional attachment, but not on the other commitment aspects.

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LIST OF ABBREVIATIONS

CCO - Chief Commercial Officer

CEO - Chief Executive Officer

CERO - Chief External Relations Officer

CFO - Chief Financial Officer

CIO - Chief IT Officer

CTO - Chief Technology Officer

CHAPTER 1
INTRODUCTION

The telecommunications industry thrives on its human capital. Skilled professionals fuel innovation, ensure technical expertise, and drive organizational success. In this dynamic landscape, employee engagement emerges as a critical factor, influencing individual well-being and organizational commitment.

Work engagement can be defined as a positive mental state characterized by high energy, dedication, and focus while performing work tasks (Schaufeli et al., 2002). While job satisfaction focuses on contentment with job aspects like pay and benefits, work engagement delves deeper, encompassing dedication, vigor, and absorption in one's work" (Bakker, 2017). Engaged individuals are not just content; they are deeply invested in their work, finding it meaningful and a source of personal fulfillment. This state fosters a high level of effort, focused attention on projects, and a strong willingness to tackle challenges. This, in turn, leads to a more productive and enthusiastic workforce, ultimately contributing significantly to the organization's success.

If an employee has work engagement, this employee will participate in employee development activities. Kort (2016) described that employees' work engagement has influenced their participation in development activities. Participation in employee development activities refers to an employee's active engagement in various opportunities for learning and growth (Noe & Wilk, 1993). This encompasses formal methods like courses and programs and informal approaches like on-the-job experiences and professional relationships (Noe et al., 1997). Furthermore, participation is not passive; it requires the employee's involvement in their learning journey (Maurer et al., 2002). This includes their decision-making about development activities and enthusiastic contribution to the learning experience (Noe & Wilk, 1993). Research suggests this active participation is crucial for achieving meaningful learning outcomes (Noe & Wilk, 1993). Importantly, both individual and organizational factors can play a role in employee participation. Personal factors such as motivation and manager support play a significant role (Kyndt & Baert, 2013). The employee development activities or employee development programs are training, seminars, workshops, and informal knowledge-sharing each other in an organization (Yassine,2020).

Yassine (2020) stated that individual differences in self-efficacy can moderate the influence of employee participation in employee development activities on organizational commitment. Self-efficacy refers to an individual's confidence in their ability to organize and execute actions necessary to navigate future situations (Bandura, 1994). In simpler terms, it's a person's belief in their ability to succeed in specific circumstances. Bandura (1994) suggested that this self-belief shapes individuals' thoughts, behaviors, and emotions.

According to Bandura (1977), self-efficacy significantly affects various aspects, including psychological well-being, behavior, and motivation. Individuals with high self-efficacy perceive challenges as opportunities for growth, find activities more engaging, demonstrate a stronger commitment to their pursuits, and bounce back more readily from setbacks. Bandura's theory identified key factors influencing self-efficacy, such as mastery experiences, observing successful others' social modeling, encouragement and positive reinforcement, and managing stress and negative emotions. Additionally, it could also be thought of as an employee’s belief that they could accomplish the development program assigned to them (Noe, 1986). Furthermore, research suggested that self-efficacy can positively affect organizational outcomes by fostering innovation, promoting effective decision-making, and enhancing employee engagement (Stajkovic & Luthans, 2016).

Yassine (2020) also proved that participation in employee development activities affects an employee’s organizational commitment. Organizational commitment refers to an employee's psychological attachment to their organization, characterized by their identification with its goals and values, and a willingness to exert effort to achieve them (Meyer & Allen, 1991). This attachment reflects the strength of the employee-organization bond, influencing their desire to remain with the company and contribute to its success (Mowday et al., 1982). Meyer and Allen (1991) presented that there are three types of organizational commitment; affective commitment, normative commitment, and continuance commitment.

Affective commitment refers to an emotional attachment to the organization and enjoyment of the work. This emotional connection creates a positive work experience, enhancing job satisfaction. In turn, this satisfaction strengthens the employee's desire to stay and contribute to the organization's success (Meyer & Allen, 1991). Cropanzano et al. (2001) further emphasized the positive aspects of affective commitment, highlighting its connection to organizational citizenship behaviors.

Continuance commitment is motivated by employees' fear of losing valuable assets accumulated within the organization. These assets can be financial, like benefits and seniority, or professional, like specialized skills. While this fear promotes short-term compliance and stability, it can ultimately discourage risk-taking and stifle personal development in the long run (Meyer & Allen, 1991). Blader and Tyler (2014) delved deeper into this concept, exploring the link between procedural justice (fairness in decision-making) and continuance commitment.

Normative commitment arises from a sense of moral duty to the organization, potentially due to investments made in the employee's development (e.g., training programs, mentorship) or a strong sense of loyalty. While it can encourage compliance, normative commitment may also lead to resentment and hinder intrinsic motivation, potentially affecting long-term employee engagement. However, it is important to acknowledge that this sense of duty can also lead to positive outcomes such as increased effort and dedication (Meyer & Allen, 1991). O'Reilly and Chatman (1986) contributed further insights into this area, examining how employment conditions can influence normative commitment.

Mytel, a leading telecommunications company in Myanmar, has achieved remarkable growth since its launch in 2016. Mytel, a key player in Myanmar's telecommunications industry, strategically positions itself for industry leadership by leveraging its advanced 4G infrastructure and commitment to customer-centric operations. As the first nationwide 4G network in the country, Mytel exhibits a strong focus on innovation. This focus extends beyond technology, with the company demonstrating a keen understanding of customer needs through its various service offerings. Mytel transcends the role of a mere service provider by integrating social responsibility into its core business strategy. Initiatives such as free internet access for educational and religious institutions, alongside video conferencing solutions for government entities, position Mytel as a significant contributor to Myanmar's digital transformation and broader societal progress. This study examines the specific context of Mytel, a prominent player in the telecommunications sector, exploring how work engagement affects participation in employee development activities and ultimately, organizational commitment.

This study examines the factors contributing to work engagement within Mytel. Then, it explores how this level of engagement translates into participation in development activities offered by Mytel, analyzing the perceived value and effectiveness of these

initiatives. Finally, it investigates the moderating effect of self-efficacy between participation in employee development activities and organizational commitment.

1.1 Rationale of the Study

Cultivating a highly engaged workforce is crucial to sustaining success in a dynamic marketplace (Singh et al., 2009). Engaged employees demonstrate greater motivation, commitment (Kahn, 1990), and a proactive approach to development opportunities (Bakker & Demerouti, 2007). This study investigates the interplay between work engagement, participation in Mytel's development programs, and their combined influence on organizational commitment. This research aims to empower Mytel to design effective interventions that cultivate a highly engaged and committed workforce by elucidating these interlinked elements. This fuels individual and organizational growth, leading to enhanced performance and reduced turnover (Harter et al., 2002). This, in turn, can propel individual and organizational success in the competitive telecommunications industry.

Understanding the interplay between work engagement, participation in development activities, and organizational commitment is crucial for Mytel's long-term success. Nyenze et al. (2019) suggested a gap in research on how factors influencing work engagement interact within the specific context of the telecommunications industry in developing economies like Myanmar. This study addresses this gap by examining these relationships at Mytel. By providing valuable insights, this research can empower Mytel to design targeted interventions that cultivate a highly engaged and committed workforce, propelling individual and organizational success. Furthermore, the findings can contribute to a broader understanding of employee engagement in emerging markets, potentially informing human resource practices across various industries.

In the context of Mytel, a leading telecommunications company in Myanmar, understanding the factors that influence work engagement, participation in employee development activities, and organizational commitment is of paramount importance. The relationship between work engagement, participation in employee development activities, and organizational commitment is a critical area of study that can provide valuable insights into the factors contributing to employee engagement and commitment within the organization. Understanding these factors is essential for Mytel to design and implement effective strategies to enhance employee engagement, participation in development

activities, and organizational commitment.

During this highly competitive business environment, especially in the telecommunication industry, the secret or critical factor for sustainable growth and success of a company is employees' organizational commitment (Singh et al., 2009). If employees stay for a long period at a company, this company can gain loyalty from employees, and these loyal employees will provide flawless services to customers. Thus, for customer satisfaction, the company must have programs or activities to retain its employees; activities to attract employees to affect their company, to take obligation on their company, and to be hesitant to leave/lose the benefits they are receiving from their company (Oloo,2013).

For organizational commitment, a company must provide employee participation in development activities such as training, knowledge-sharing, seminars, and workshops (Ozcelik & Karatepe, 2019). However, the company side alone will not be enough to develop organizational commitment. Employees' participation in these development activities is more important to generate organizational commitment. Moreover, the influence of such involvement on organizational commitment will depend on employees' self-efficacy. If they have self-confidence, self-managing skills, and willingness to do their best, the effect of their participation in development activities on organizational commitment will be high (Hanaysha & Muchiri, 2013).

Employees' work engagement plays a crucial role in driving their participation in development activities (Schaufeli & Bakker, 2004). Engaged employees are intrinsically motivated, find meaning in their work, and are more likely to actively seek opportunities for learning and growth (Bakker & Leiter, 2008). Therefore, in any organization, including telecommunication companies, the interplay between work engagement, participation in development activities, and ultimately, organizational commitment forms a critical foundation for success (Hanaysha & Muchiri, 2013). Furthermore, as previously mentioned, employees' self-efficacy also plays a significant role in strengthening the effect of development activities on organizational commitment.

This study focuses on work engagement, participation in employee development activities, self-efficacy, and organizational commitment at Mytel. Through this comprehensive analysis, this research aims to provide valuable insights into Mytel's human resource management practices. By understanding the dynamics between work

engagement, development activities, and organizational commitment, Mytel can tailor its strategies to cultivate a more engaged and committed workforce, driving individual and organizational growth within the competitive telecommunications industry.

1.2 Objectives of the Study

The primary objectives of this investigation are:

1. To analyze the effect of work engagement on participation in employee development activities in Mytel
2. To analyze the effect of participation in employee development activities on organizational commitment in Mytel
3. To analyze the moderating effect of self-efficacy on the relationship between participation in employee development activities and organizational commitment in Mytel

1.3 Scope and Method of the Study

This study mainly focused on the effect of work engagement on participation in employee development activities, the effect of participation in employee development activities on organizational commitment, and the moderating effect of self-efficacy between participation in employee development activities and organizational commitment among employees of the Yangon branch of Mytel. A sample of 111 employees was selected from the total population of 150 at Mytel, utilizing the Yamane Formula (1974) to determine the appropriate sample size. To collect the primary data, 111 out of 150 participants are selected by simple random sampling method. All the observed respondents of the Yangon branch of Mytel are in both high-level and middle-level managerial positions. This research employs a multi-method approach, utilizing both primary and secondary data sources. Primary data is gathered by an online survey method using structured questionnaires with a five-point Likert scale. The questionnaires are distributed through email. Previous journals, Thesis, research papers, textbooks, and websites that are related to Mytel are used as secondary data sources for the study. This study utilizes descriptive statistics and linear regression analysis for analyzing the collected data. Data was collected between February 2024 and April 2024.

1.4 Organization of the Study

This study focuses on five chapters. The first one is the introduction section which involves the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two dives into the theoretical background of the study. It examines key concepts such as work engagement, participation in employee development activities, self-efficacy, and organizational commitment. Additionally, it explores relevant empirical research and presents the conceptual framework of the study. Chapter three focuses on the profile and work engagement of Mytel. Chapter four is about the analysis of the effect of work engagement on participation in employee development activities and organizational commitment at Mytel. Chapter five consists of conclusions of the findings, discussions, suggestions, recommendations of the study and needs for further research.

CHAPTER 2
THEORETICAL BACKGROUND

The chapter presents the definitions of important topics such as work engagement, participation in employee development activities, self-efficacy, and organizational commitment used in the study. It also describes the previous studies including the relationship between work engagement and participation in employee development activities and the moderating effect of individual differences between participation in employee development programs and organizational commitment. Finally, it provides the conceptual framework of this study, which is derived from relevant theories and empirical research findings.

2.1 Work Engagement

Work engagement refers to the psychological state and level of commitment that employees have towards their work, organization, and goals (Schaufeli & Bakker, 2004). It represents the extent to which employees are emotionally connected, motivated, and invested in their job roles (Bakker & Leiter, 2008). Engaged employees exhibit a sense of enthusiasm, dedication, and ownership in their work, leading to increased discretionary effort, job satisfaction, and a willingness to go above and beyond the basic requirements of their roles (Bakker et al., 2012). Employee engagement involves active participation, a sense of purpose, and alignment with organizational values, resulting in improved performance, productivity, and organizational outcomes.

Bakker et al. (2012) and Schaufeli (2013) identified commitment, involvement, energy, dedication, passion, and enthusiasm as key concepts that practitioners and scholars frequently use to discuss work engagement. Schaufeli (2013) suggested a curious situation in work engagement research. While there's a general grasp of the concept, a universally accepted definition remains elusive. According to Schaufeli et al. (2002), work engagement is a positive and fulfilling mental state experienced concerning work. It's characterized by three core aspects: vigor, dedication, and absorption.

Work engagement is a multifaceted concept comprised of three core dimensions: vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor refers to an employee's high energy level and mental resilience in the workplace (Schaufeli et al., 2002).

Employees high in vigor are enthusiastic about putting in effort and demonstrate perseverance when faced with challenges. Dedication, the second dimension, reflects an employee's strong involvement in their work (Schaufeli et al., 2006). Dedicated employees experience a sense of meaning and significance in their roles, along with feelings of pride, enthusiasm, and inspiration (Schaufeli et al., 2006). Finally, absorption describes the deep level of concentration and mental immersion employees experience in their work (Schaufeli et al., 2002). When absorbed, employees become fully engaged in their tasks, often losing track of time and minimizing distractions (Schaufeli, 2013).

Management can affect employees' work engagement since employees' reactions to organizational structures, policies, and practices influence the extent to which they experience engagement. When employees enjoy their jobs, they convert this enjoyment into more effective action and become more committed to the organization. Engaged employees can invest in problem-solving, seek connections with people, and try to develop innovative services (Bakker & Leiter, 2010). Work engagement can influence how employees approach their work and complete tasks, leading to benefits for both individuals and organizations (Demerouti & Cropanzano, 2010).

2.2 Participation in Employee Development Activities

Maurer et al. (2002) defined the growing significance of understanding employee decision-making regarding their participation in development activities within the contemporary dynamic business environment. This need is primarily driven by globalization and rapid technological advancements. When employees feel a sense of ownership in their development and have the opportunity to influence the learning process, they are more likely to actively participate, resulting in a more meaningful learning experience (Noe & Wilk, 1993). This active participation serves as a crucial element in cultivating work engagement (Schaufeli et al., 2009).

Engaged employees who actively participate in learning, characterized by high energy levels, dedication, and a focused mindset (Schaufeli et al., 2002), are more likely to seek out and actively engage in development opportunities. This active participation leads to a series of positive outcomes, including increased effectiveness for both individuals and the organization, enhanced performance, and fostered innovation (Jacobs & Washington, 2003; Swanson & Holton, 2001). Ultimately, organizations with a highly engaged and

skilled workforce possess a potential competitive advantage. By fostering a culture that values employee investment in development activities and demonstrates an understanding of their motivations, organizations can create a mutually beneficial situation. Engaged employees actively participate in learning, leading to a more skilled and innovative workforce, ultimately benefiting both individual employees and the organization's success.

Deloitte (2018) identified the widening skills gap within their workforce as a critical challenge for organizations. As technology advances, the skillsets required for effective job performance undergo continuous transformation. This creates a growing discrepancy between employee capabilities and organizational needs. To navigate this dynamic environment, organizations are increasingly prioritizing the active participation of their existing workforce in continuous development. The influx of new generations into the workforce presents additional complexities and opportunities related to learning and development strategies.

Consequently, employee development, which fosters participation in learning activities, has become a core principle underpinning both current and future organizational strategies. Rowden (2007) suggested that organizations need to create development plans for their employees to keep pace with the ever-changing workplace trends. This has led to a growing emphasis on employee development, a term encompassing training and other educational activities designed to enhance employee skills and knowledge. Collin et al., (2011) define workplace learning as a key component of employee development, encompassing knowledge and skill acquisition that occurs through everyday work practices. This learning can be facilitated through formal programs like classroom training, informal learning through collaboration with colleagues, or incidental learning experiences that arise spontaneously during work.

Jacobs and Washington (2003) defined employee development as encompassing various forms of learning experiences that encourage employee participation. This process equips employees with the necessary tools and competencies to perform at their peak level and achieve organizational goals. It's important to distinguish between workplace learning and training, which typically focus on acquiring job-specific knowledge and skills, and employee development, which encompasses a broader perspective. Employee development programs aim to cultivate both current and future job-related skills while also keeping organizational goals in mind, encouraging employee participation in their growth.

London (1989) defined employee development as a long-term plan encompassing both personal and professional growth, often facilitated through employee participation in the development planning process. This definition is further elaborated by London and Smither (2002), who emphasized that employee development is a process that begins with the creation of specific development plans. Aguinis (2013) and Noe (2010) highlight that these development plans are typically established collaboratively by employees and managers, ensuring alignment with both individual goals and organizational objectives and promoting employee participation in achieving those goals. Expanding on this idea, Garavan et al. (2015) conceptualize development as a continuous process of growth that manifests in diverse ways, across various paths, and at different levels. This growth is influenced by the surrounding context and ultimately leads to a range of positive outcomes.

2.3 Organizational Commitment

Organizational commitment can be conceptualized as the strength of an employee's identification with and involvement in their employing organization (Meyer & Allen, 1991). This construct encompasses the degree to which employees see themselves as part of the organization, subscribe to its values, and demonstrably desire to remain employed there even amidst challenges (Mathieu & Farr, 1995). As a subjective measure, organizational commitment reflects employee perceptions of their connectedness to the organization and their intention to stay (Meyer et al., 2017). Research suggests a positive correlation between employee commitment and job performance, ultimately contributing to enhanced organizational effectiveness (Lamba & Choudhary, 2013).

According to Allen and Meyer (1990), organizational commitment reflects an employee's attitudes toward the organization's values and objectives, manifesting as a psychological force that compels them to remain with the organization and contribute to its goals while fostering a sense of belonging. This construct exhibits significant overlap with other organizational concepts such as loyalty, workgroup commitment, supervision, job satisfaction, career aspirations, and union affiliation (Meyer & Allen, 1991). The ideal level of commitment often stems from positive and productive interactions between an employee and their employer. Employees who demonstrate high organizational commitment exhibit positive behaviors such as consistent attendance, adherence to company policies, and a reduced likelihood of turnover (Mathieu & Farr, 1995). These behaviors can serve as indicators of employee satisfaction and contribute significantly to employee retention

efforts. Allen and Meyer (1990) identified three dimensions of organizational commitment, which are affective, continuance, and normative commitment.

2.3.1 Affective Commitment

According to Allen and Meyer (1990), affective commitment is the emotional attachment and involvement of employees in the organization. Affective commitment has been linked to positive work-related behaviors. Affective commitment is linked with the wish of the employee to stay in the organization due to multiple reasons perceived by the employees themselves. Affective commitment is positively associated with organizational citizenship behaviors and negatively with turnover cognitions. One important thing in affective commitment is the concentration on the employees where they are attempting to link their goals with the goals of the organization which is also known as goal congruence. Affective committed employees have emotional linkage, identification, as well as involvement with their current organization.

Affective commitment, a concept introduced by Allen and Meyer (1990), describes employees' psychological attachment to their organization. This attachment transcends the physical presence at work and extends to the emotional realm. Employees high in affective commitment demonstrate a commitment that is not driven by external pressures or circumstances, but rather by a personal desire and a sense of choice (Meyer & Allen, 1991). This intrinsic form of commitment, stemming from the employee's volition, is crucial for fostering strong and enduring relationships between employees and employers (Shore & Tetrick, 1994). Unlike employees who remain due to contractual obligations, those with high affective commitment choose to stay based on their positive evaluations of the organization (Mathieu & Zajac, 1990).

2.3.2 Continuance Commitment

Continuance commitment occurs when an employee remains in an organization because they have a fear of loss. Employees commit with continuance commitment when they lack alternatives or the costs associated with leaving such as lost income are high (Allen & Meyer, 1990). It appears when an employee cannot transfer skills and education to another organization. Continuance commitment is focused on the analysis of the gains and losses that are associated with the turnover. It is logical to assume that this restriction of options can affect employee's choice to stay in the organization. Individuals perceive

leaving an organization as very costly, which can deprive them of the relations they had in the organization. Employees with continuance commitment consider that leaving the organization has too many costs which include social costs with the decrease in the loyalty of the person and the high cost of getting a new job.

Employees who have a strong continuance commitment to their organization stay at it because they see the need and benefit to do so. Continuance commitment further entails an awareness by the employees of personal investments that they have made, investments that may include good work relations established between employees and their employer, career investment, benefits relating to their year of retirement, and acquired job skills at the organization as well as their years they have devoted to serving the organization.

2.3.3 Normative Commitment

Normative commitment is defined as a feeling of obligation to continue employment (Allen & Meyer, 1990). The employees feel a moral obligation to stay in the organization because they feel that the organization has spent a lot of resources on the grooming and teaching of the employees. This has put liability on the employee to work for the organization in the course of achievement of its objective. The employees perceive themselves as important to the organization to be loyal and work to the achievement of the organizational objectives (Batt & Valcour, 2003).

According to Allen and Meyer, (1990), employees with normative commitment feel that they ought to remain with the organization. Within the normative dimension, employees' sense of obligation or duty can motivate them to stay (Meyer et al., 2017). Moral reason is fundamental to organizational members' commitment (Iverson & Buttigieg, 1999). The sense of responsibility for being a member can be reflected in normative commitment. Normative commitment occurs when employees have the feeling that the organization treats them well and therefore, they behave the same to the organization (Herscovitch & Meyer, 2002). Employees with normative commitment conceive that it is morally right to stay in the organization without taking into account how much status enhancement or satisfaction the organization provides them over the years (Allen & Meyer, 1990).

2.4 Self-efficacy

Self-efficacy, a concept introduced by Bandura (1977), refers to an individual's belief in their capabilities to successfully perform specific tasks or achieve desired outcomes (Bandura, 1986). This belief is shaped by various factors including past experiences, observing others' successes, and receiving encouragement (Bandura, 1986). Self-efficacy plays a crucial role in motivation, influencing an individual's goal setting, effort level, and ultimately, achievement (Bandura, 1997). People with high self-efficacy are more likely to take on challenges, persevere through setbacks, and thrive in demanding situations (Bandura, 1997). Furthermore, research suggests that self-efficacy can positively affect organizational outcomes by fostering innovation, promoting effective decision-making, and enhancing employee engagement (Stajkovic & Luthans, 2016).

Self-efficacy is essentially an individual's confidence in their ability to mobilize the cognitive resources, motivation, and courses of action necessary to meet the demands of a task (Wood & Bandura, 1989). It also encompasses the belief that one can handle themselves effectively in challenging situations (Bandura, 1977). In the context of organizational development, self-efficacy can be viewed as an employee's belief in their ability to complete a development program (Noe, 1986). According to social cognitive learning theory, self-efficacy is a significant factor influencing an individual's choice of activities and the level of effort they exert (Bandura, 1977). For instance, self-efficacy can determine whether or not an individual will adopt new technology in the workplace (Hill, Smith & Mann, 1987).

Schunk & Pajares (2009) suggested that self-efficacy is a key predictor of future behavioral choices. Saks & Ashforth (1997) posited self-efficacy as crucial to understanding individual choice. Locke (1997) emphasizes the significance of self-efficacy in explaining various individual behaviors, including academic success and career competence. Self-efficacy beliefs affect the types of actions individuals pursue, the effort they invest in achieving goals, and the time they dedicate to self-development activities. Research by Noe (1996) indicates that individuals with high self-efficacy, as measured through assessments or development activities, are more likely to participate in training programs. Moreover, studies by Saks (1995) and Tannenbaum et al. (1991) demonstrated a positive correlation between self-efficacy and organizational commitment, while also revealing a negative correlation between self-efficacy and employee turnover. Self-efficacy

is a powerful psychological construct that significantly influences human motivation and achievement.

2.5 Previous Studies

According to Edgar Hall (1996), research has indicated that as individuals spend more time in organizations, they tend to become more self-aware and become more interested in developing themselves to achieve career success. The goal of corporations, on the other hand, is the optimization of their talent to increase organizational success. Globalization, economic as well as technological changes faced by many organizations have made it of utmost difficulty for them to offer individuals long-term careers. Organizations are therefore shifting towards enabling employees to acquire new skills and to shape their careers. As a result, individual self-efficacy is starting to play a bigger role in development. In this section, related studies about work engagement, participation in employee development activities, self-efficacy, and organizational commitment are discussed.

Fredrickson (2001) offered a lens to understand the link between work engagement and participation in employee development activities. This theory posits that positive emotions experienced during work engagement can have a cascading effect on employee development. Engaged employees are more likely to report positive emotions like joy and interest (Bindle & Parker, 2010). According to Fredrickson (2001), these positive emotions broaden an individual's momentary thought-action repertoire. This broadening translated to a greater willingness to explore and learn new skills (Fredrickson, 2003; Fredrickson & Losada, 2005). For example, the joy of accomplishment can motivate employees to be creative, while interest can fuel their desire to seek out new information and experiences (Fredrickson, 2003). In essence, positive emotions associated with work engagement act as a catalyst for exploratory behaviors, ultimately leading to increased engagement in development activities and the acquisition of new skills (Fredrickson, 2003).

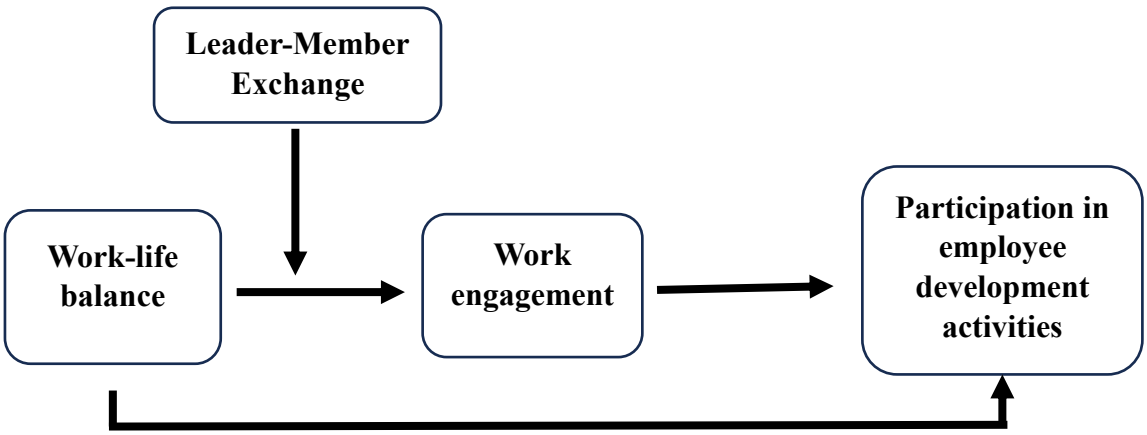
According by Bakker et al. (2012) found a positive association between work engagement and employee performance. When employees experience high work engagement, characterized by focused attention and energetic effort, they are more likely to contribute their full potential to their work. In addition, work engagement also stimulates employees' extra-role behaviors since these engaged people develop new knowledge, respond to new opportunities, and invest more effort in the organization's community

through volunteering, mentoring, and attentiveness to their colleagues (Leiter & Bakker, 2010).

2.5.1 Conceptual Framework of the Previous Studies

Kort (2016) made the first previous study about the relationship between work-life balance, work engagement, and participation in employee development activities. The objectives of this paper were to analyze the moderating effect of leader-member exchange between work-life balance and work engagement and to analyze the effect of work engagement on participation in employee development activities. Kort (2016) conducted an online survey to collect data from 116 employees in eight organizations in the Netherlands. From this research, it was found that there was no moderating effect of leader-member exchange between work-life balance and work engagement. The findings showed that work engagement influenced positively participation in employee development activities. The conceptual model of Kort (2016) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Kort

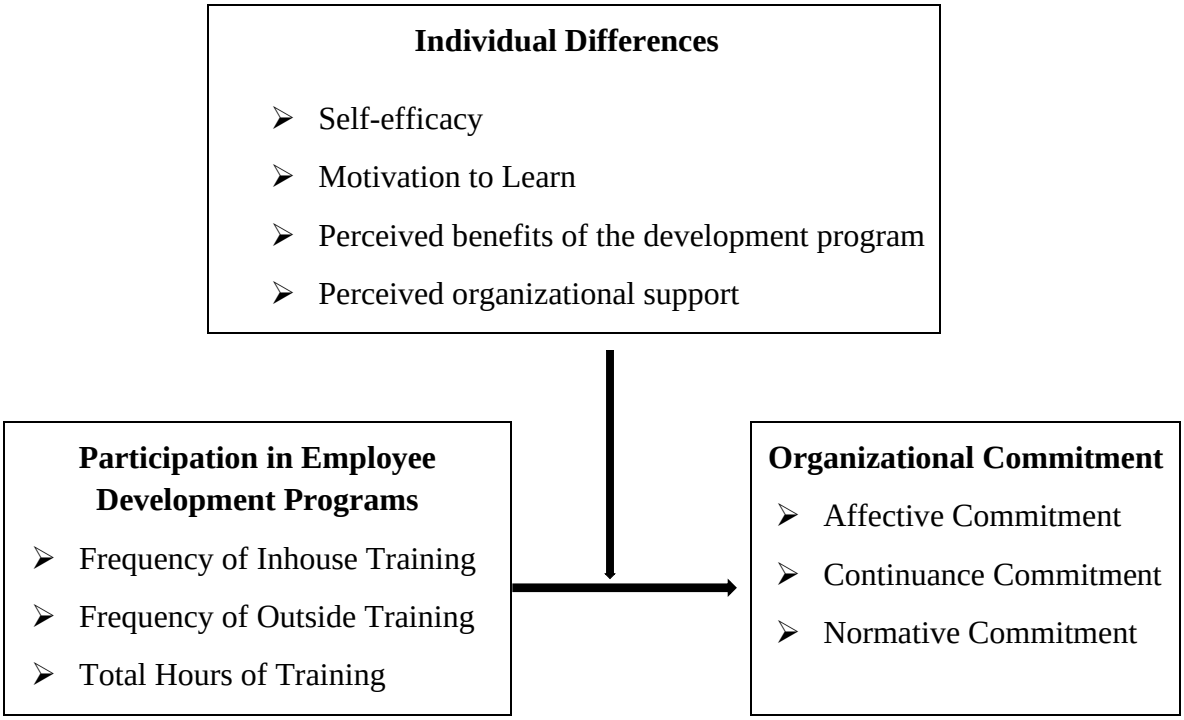


Source: Kort (2016).

This study suggested that organizations can develop policies and practices that enhance both work engagement and the quality of leader-member relationships. This, in turn, has the potential to empower employees to embrace development opportunities, leading to individual and organizational effectiveness, improved performance, and a boost in innovation. Consequently, organizations equipped with this knowledge can gain a competitive edge in the marketplace.

The second previous study is research on the relationship between participation in employee development programs and organizational commitment of non-medical staff in a non-profit medical institution in Lebanon. The objectives of this study are to analyze the moderating effect of individual differences between participation in employee development programs and organizational commitment. The conceptual model of Yassine (2020) is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Yassine



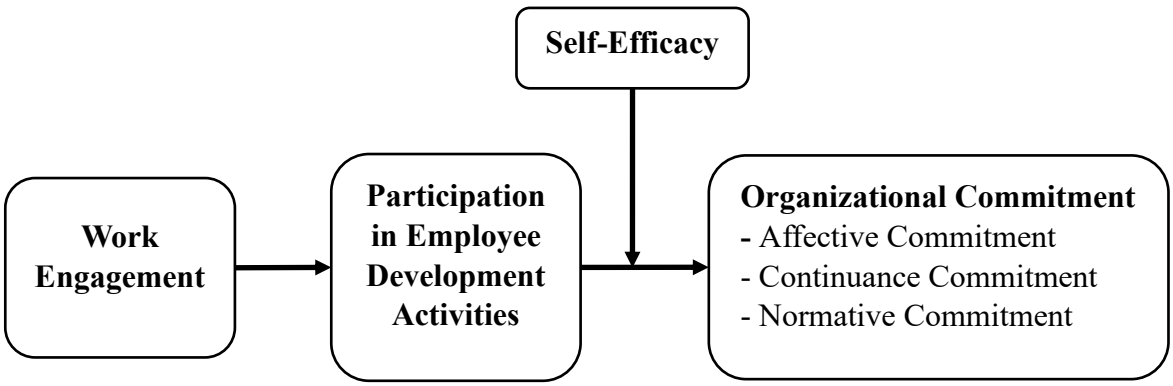
Source: Yassine (2020)

This study examined the effect of participation in employee development programs on organizational commitment among medical staff. A survey questionnaire was collected from 145 respondents out of 494 distributed who are medical staff working at a non-profit medical institution in Lebanon. The findings showed that the individual differences in self-efficacy, motivation to learn, and organizational support have a moderating effect between participation in employee development activities and organizational commitment.

2.5 Conceptual Framework of the Study

The conceptual framework is developed based on previous studies to analyze the effect of work engagement on participation in employee development activities and organizational commitment at Mytel. Figure (2.3) presents the conceptual framework of this study.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation, 2024

This study's conceptual framework is based on insights from two previous studies. Firstly, Kort (2016) supports the relationship between work engagement and participation in employee development activities. Secondly, Yassine (2020) examined the influence of participation in employee development activities on organizational commitment and the moderating effect of self-efficacy on this relationship.

The conceptual framework of this study is shown in Figure (2.3), work engagement is the independent variable. On the other hand, participation in employee development activities, self-efficacy, and organizational commitments such as affective, continuance, and normative organizational commitment are dependent variables. As shown in the conceptual framework, this study first explores and analyzes the effect of work engagement on participation in employee development activities. Then the study also analyzes the effect of participation in employee development activities on organization commitment. Finally, to analyze the moderating effect of self-efficacy on the relationship between participation in employee development activities and organizational commitment in Mytel within the Yangon branch.

CHAPTER 3

PROFILE AND WORK ENGAGEMENT PRACTICES OF MYTEL

This chapter outlines the profile of Mytel, encompassing its background, vision, mission, core values, and organizational structure. Additionally, it explores the work engagement practices implemented within the organization. This information provides context for understanding how Mytel fosters a work environment that motivates and retains its employees.

3.1 Profile of Mytel

A significant new telecommunications operator Mytel was established in the Myanmar market in 2016. Its establishment was a planned strategic decision as part of its parent company's plans for worldwide growth rather than an act of randomness. Mytel was founded to completely change the Myanmar telecom market by combining innovative technology with a strong dedication to both customer satisfaction and social responsibility.

The journey of Mytel began in September 2016 with a joint venture agreement. Following the acquisition of a nationwide telecom license in January 2017, they officially became Myanmar's fourth mobile operator. Their rapid growth is evident in the subsequent years, marked by significant milestones such as launching the first internet protocol leased line service in August 2017 and initiating commercial operations in June 2018. Mytel has continuously expanded its service offerings, introducing innovative features like eSIM technology, MytelPay, fiber-to-the-home services, 5G networks, and digital identity solutions such as MyID. As of September 2023, Mytel boasts a subscriber base of 14 million and continues to play a pivotal role in shaping Myanmar's technological landscape.

Among the overseas activities of its parent company, it developed into the fastest-growing segment. There are two main reasons for this quick climb. Mytel was innovative and ready to take advantage of new technological developments. By providing its clients with the most modern solutions, it made sure it stayed at the forefront of the sector. Not only did Mytel emphasize technology, but it also made a consistent effort to understand and meet the changing needs of its customers. It established a reputation for providing customized service and maintained its position as a reliable telecommunication provider by proactively looking for feedback and modifying its services accordingly.

Mytel made a milestone in Myanmar by launching the country's first-ever 4G network over the whole country. This achievement demonstrated their commitment to offering innovative connection options across the nation. It established its leadership role and established a new milestone for technological progress in the Myanmar telecom sector. Mytel's achievements extend beyond its ability to innovate. They are aware of how important social responsibility is. The business actively takes part in programs that support community development and bridge the digital gap. Their attempts to offer free internet connections to government offices, hospitals, schools, and religious institutions demonstrate this dedication. By providing those with limited resources access to ICTs, such programs help to create a more well-informed and connected Myanmar.

Mytel is aware that employees are the core of company success. By creating a welcoming and inclusive work atmosphere, they prioritize their employee's health and professional development first. Mytel guarantees it will always be at the top of innovation and maintains the highest standards for customer service by supporting innovation and allowing its staff to participate. Mytel focuses on ongoing creativity, social responsibility, and a customer-first attitude. It significantly affected the advancement of the country by bringing about positive change, providing outstanding connectivity solutions, and continuing work to bridge the digital divide.

3.2 Vision, Mission, and Core Values of Mytel

A prominent player in Myanmar's telecommunications landscape Mytel boasts a clear vision and mission prioritizing customer satisfaction, innovation, and social responsibility.

The vision is to be a great legacy and deep heritage and our iconic brands continue to transcend generations, to have a valuable team of creative talent and business leaders united by our passion for creating innovative products and experiences that inspire and develop customers through telecommunication services, and to listen and understand our customers' needs to serve the community better in the future.

The vision emphasizes its rich heritage and enduring legacy, achieved through a team passionate about creating innovative telecommunication experiences. They center their vision on understanding customer needs to continually improve their services and better serve the community.

The mission is to continuously create and personalize information technology, telecommunications, and digital content services to reach every customer, and to be applied to every aspect of people's daily lives and society, to serve beloved customers with our best services, to provide the best voice coverage and quality, the highest data speed, and capacity for both mobile and fixed broadband services.

The mission statement reflects this focus, outlining its dedication to creating personalized information technology, telecommunication, and digital content services accessible to every customer and applicable to all daily life. Additionally, they strive to provide exceptional voice coverage, data speed, and mobile and fixed broadband services.

Mytel core values underpin its operations and shape its corporate culture. These values state that Mytel prioritizes continuous improvement and embraces new technologies to enhance its offerings. Mytel fosters a supportive work environment, emphasizing teamwork and collaboration. Mytel adheres to a structured and professional approach to achieving its goals. Mytel emphasizes strategic planning and a well-defined decision-making process. Mytel embraces adaptability and readily adjusts to evolving market demands and technological advancements.

The management philosophy revolves around a commitment to excellence. They cultivate a team-oriented work environment that encourages open communication, collaboration, and professional development. They prioritize a competent, diverse workforce and strive to create an atmosphere that recognizes and appreciates employee contributions.

Mytel offers various employment categories, including permanent, temporary, agency contracts, and internal transfers. They prioritize internal talent mobility and provide opportunities for promotion based on merit and qualifications. Furthermore, Mytel invests in employee development through orientation programs, skills training, and professional development opportunities.

The vision, mission, and core values establish the company as a prominent leader within Myanmar's telecommunications sector. These guiding principles prioritize a customer-centric and innovative approach, ensuring a focus on user needs and experience. This commitment to excellence transcends market considerations, fostering a supportive and empowering work environment for its employees.

3.3 Services Offered by Mytel

Mytel goes beyond simply providing connectivity. It offers a comprehensive suite of services designed to cater to the diverse communication needs of individuals, businesses, and organizations nationwide. Mytel mobile telephony services form the bedrock of its offerings. This includes seamless voice calls, SMS messaging, and robust data connectivity plans. Mytel's extensive network coverage ensures reliable connections across Myanmar, empowering users to stay connected for personal and professional needs.

Within the contemporary digital sphere, data reigns supreme as the cornerstone of informed decision-making and process optimization. Mytel caters to this need with a variety of data services. Customers can access high-speed internet connectivity through the Mytel 4G network, enabling smooth web browsing, video streaming, and content downloads.

Mytel offers both mobile and fixed broadband internet solutions, catering to both residential and commercial customers. These flexible plans with competitive pricing ensure high-speed internet access for homes, offices, and businesses, fostering a more connected and productive environment.

Mytel understands that communication goes beyond voice and data. It offers a diverse range of value-added services to enhance the user experience. These services might include content streaming platforms, mobile apps, entertainment packages, and digital lifestyle solutions, enriching the customer's digital journey.

Mytel recognizes the unique communication needs of businesses. It offers tailored telecommunications solutions for companies of all sizes. These solutions may encompass dedicated internet connections, virtual private networks (VPNs), enterprise-grade voice services, cloud-based communications, and collaboration tools like video conferencing, fostering efficient communication and collaboration within organizations.

Mytel goes beyond simple connectivity solutions. It offers integrated information and communication technology (ICT) solutions, catering to the evolving needs of businesses and government agencies. These solutions encompass hardware and software infrastructure, network security, managed services, and consultancy services. Mytel expertise helps optimize ICT operations and enhance efficiency for its clients.

Mytel demonstrates its commitment to social responsibility by actively participating in community development initiatives. Recognizing the importance of digital

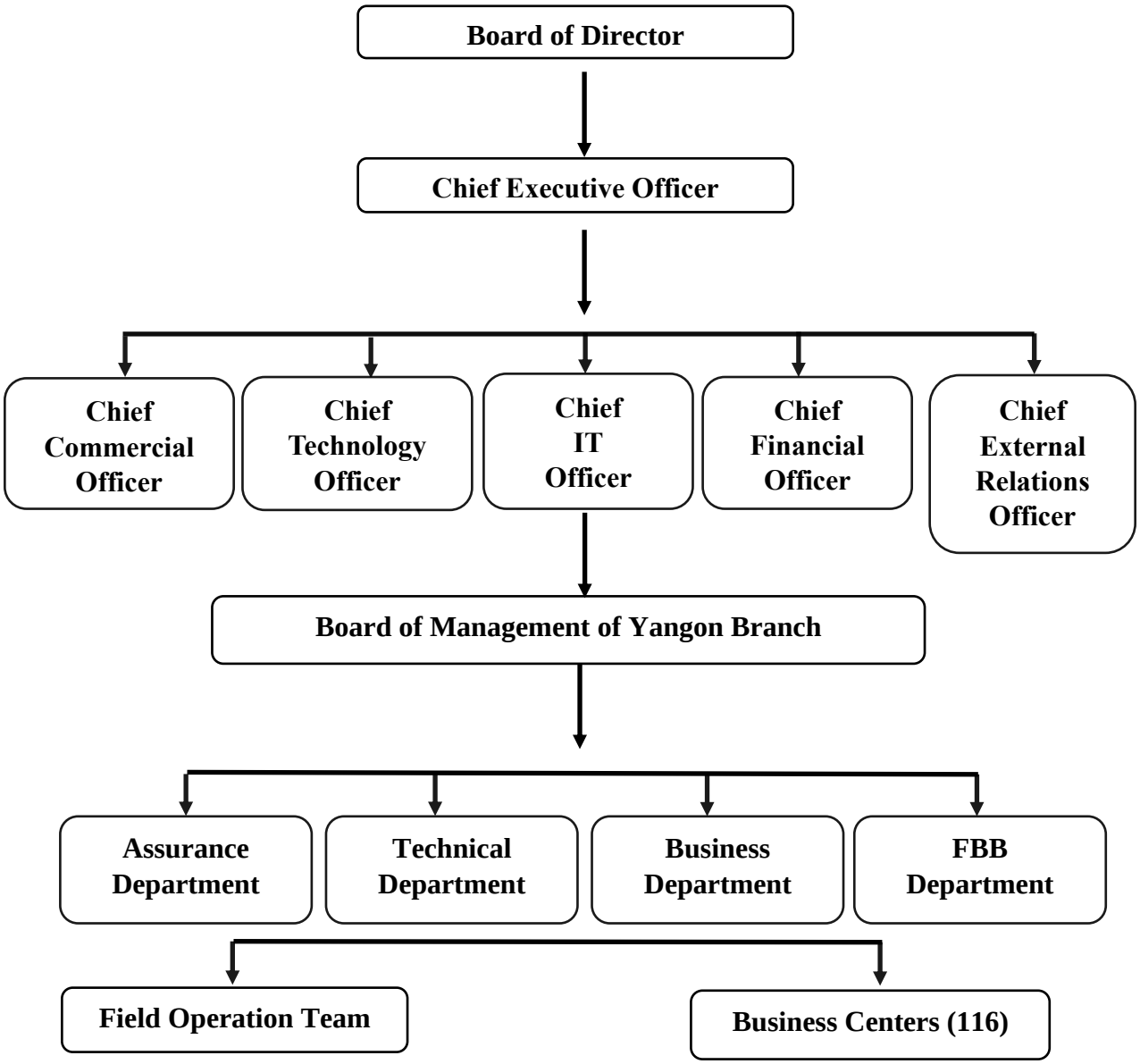
inclusion, Mytel provides free internet access to educational institutions, healthcare facilities, government offices, and other community organizations. This helps bridge the digital divide and empowers communities to leverage the power of technology.

Mytel's diverse service portfolio underscores its commitment to empowering individuals, businesses, and communities throughout Myanmar. By prioritizing innovative, reliable, and customer-centric solutions, Mytel has established itself as a key player in shaping a more connected future for the nation. Furthermore, leveraging cutting-edge technology while maintaining a strong social responsibility focus positions Mytel as a leader in the telecommunications landscape of Myanmar.

3.4 Organizational Structure of Mytel

Mytel is the leading telecommunications company in Myanmar, the product of a unique combination of influence, creativity, and power. Mytel is different from its commercial competitors because of an agreement between the military of Myanmar and Viettel, a large telecom company in Vietnam with connections to the military. Due to this special collaboration, Mytel has been able to create a creative organizational structure and culture that have changed the way the company runs and engages with its employees and customers. The organization chart of Mytel is shown in Figure (3.1).

Figure (3.1) Organization Chart of Mytel



Source: Mytel (2024)

The Board of Directors is in charge of creating general strategies and overseeing everything. The CEO supervises several divisions' work and keeps a close watch on everyday activities. The CEO is supported by a board of directors, each of whom acts as an essential delegate with a unique mission. The CFO manages cash and keeps an eye on how the funds are spent. The CCO oversees exceptional customer service, manages sales channels, develops marketing strategies, and oversees customer-focused projects. The CTO oversees the complex network of technological advancements, communication

infrastructure, and information technology that keeps Mytel at the forefront of innovation. The CIO steers the technology course, ensuring its IT systems support innovation and growth. HR and administrative activities are managed by the CERO. This clear hierarchy creates a unique hierarchical framework within Mytel. Each department functions like a specialized division, with roles and reporting lines well-defined. This results in efficient operations and reduced procedures.

Although a clear hierarchy encourages efficiency, it is important to think about how it could affect worker engagement and innovation. Mytel manages these tensions on a tightrope. It deals with a possibly stronger decision-making framework while exploiting its strategic relationship to gain a competitive edge. By cultivating a culture that achieves a balance between innovation, efficiency, and employee empowerment, Mytel can succeed in the constantly changing telecom market.

By strategically emphasizing accessibility, Mytel has expanded its network across multiple regions, providing that a wide range of customers may access its services. Nationwide branch network demonstrates its dedication to providing convenient client service. Mytel has positioned its sixteen branches in key regions to serve as hubs for client engagement while maintaining a focus on providing high-quality service. These branches provide people with easy access points for requesting inquiries about services, subscribing to proposals, or seeking assistance.

Mytel influence extends well beyond its physical branches. Mytel has created a network of 116 business centers in recognition of the variety of needs that its customers experience. By locating these centers in key locations around Myanmar, Mytel can provide its services more conveniently to the people. These business centers serve as branches and offer necessary services so that clients may access plans and support wherever they are.

The dedication of field operation staff is a significant driver of success in Mytel. This group of seasoned experts is essential to maintaining the smooth operation of a wide network. The field operation team is the foundation of Mytel's extensive network, doing everything from infrastructure operation and maintenance to supporting business centers and even going above and beyond for customers in remote places.

A strategically positioned network of conveniently located branches and business centers, staffed by a highly knowledgeable field operation team, delivers a robust

telecommunications infrastructure in Mytel. This infrastructure effectively caters to the diverse and evolving demands of customers across Myanmar.

3.5 Work Engagement Practices of Mytel

In the competitive landscape of Myanmar's telecommunications industry, a key player prioritizes employee engagement, recognizing its contribution to overall success. Mytel has established in place several initiatives targeted at improving work engagement as part of its dedication to developing a highly engaged employee.

Mytel cultivates a dynamic work ecosystem that fosters vigorous collaboration and a heightened sense of employee ownership. This is achieved through a multi-pronged approach. The organization acknowledges and celebrates both individual and team accomplishments, fostering a climate of mutual respect and appreciation. This can be seen in programs like "Employee of the Month" which recognize individual contributions, and departmental bonuses awarded for exceeding sales goals, ensuring the whole team feels appreciated for their victories.

Team-building activities extend beyond the confines of the workplace, strategically building connections and camaraderie that transcend daily tasks. Mytel fosters this through engaging events like team-building parties, where employees can relax and socialize in a fun environment. Additionally, activities like football challenges encourage friendly competition and teamwork, building strong bonds that translate back to the office.

Finally, cultural events celebrate the rich tapestry of the workforce, promoting intercultural understanding and harnessing the diverse talents and perspectives of its employees. Mytel exemplifies this with vibrant celebrations like a Vietnamese Snack Festival during the Lunar New Year, allowing employees to share their heritage and traditions. Additionally, activities dedicated to Women's Day empower and celebrate the achievements of female employees, fostering a diverse and inclusive environment. By implementing these initiatives, Mytel cultivates a highly engaged workforce driven by more than just monetary compensation. Employees are intrinsically motivated by a sense of appreciation, inspiration, and empowerment, ultimately resulting in a thriving and collaborative work environment.

Mytel transcends the limitations of directive leadership, fostering a culture of trust and empowerment. This translates to increased employee autonomy, empowering them to

spearhead new marketing campaigns, conduct in-depth market research, develop cutting-edge creative concepts, and even propose budgets, all within the framework of the company's overall marketing goals. This approach cultivates a sense of ownership among employees, allowing them to tackle challenges through self-directed problem-solving. By prioritizing employee autonomy, Mytel fosters a work environment that fuels work engagement. The ability to influence decisions and see the direct results of their work translates into a stronger desire to excel. Employees are no longer simply completing tasks, actively shaping company success, leading to a more innovative and high-performing team.

In conclusion, Mytel is innovating with multifaceted approaches to employee engagement, going beyond traditional methods. By fostering a dynamic work environment that prioritizes collaboration, ownership, and appreciation, Mytel cultivates a workforce that is intrinsically motivated and highly engaged. This translates not only into a thriving and collaborative work atmosphere but also into a significant competitive advantage for the company. The employees are not simply completing tasks; they are empowered owners invested in the company's success, leading to a more innovative and high-performing team.

CHAPTER 4

ANALYSIS ON EFFECT OF WORK ENGAGEMENT ON PARTICIPATION IN EMPLOYEE DEVELOPMENT ACTIVITIES AND ORGANIZATIONAL COMMITMENT AT MYTEL

This chapter first presents the demographic profile of the Yangon branch, Mytel. Secondly, the analysis on the effect of work engagement on participation in employee development activities and organizational commitment at Mytel. It also presents the moderating effect of self-efficacy between participation in employee development activities and organizational commitment in Mytel.

4.1 Demographic Profile of Respondents

In this study, 111 respondents who participated in a survey collection were online surveys with a structured questionnaire. The profile of the respondents includes gender, age, marital status, education level, position, and work experience in Mytel. The demographic profile of 111 respondents is shown in Table (4.1).

Table (4.1) Demographic Profile of Respondents

Sr. No.	Description	Particular	Number of Respondents	Percentage
1	**Gender**	Male Female	60 51	54.00 46.00
2	**Age**	21-30 years 31 - 40 years 41-50 years	23 63 25	21.00 57.00 22.00
3	**Marital Status**	Married Single	66 45	60.00 40.00
4	**Education Level**	Graduate Post Graduate Master and above	61 37 13	55.00 33.00 12.00
5	**Position in Mytel**	Top Level Manager Functional Level Manager Supervisor	18 58 35	16.00 52.00 32.00
6	**Work experiences**	1 - 3 years 4 - 6 years 6 years and Above	19 72 20	17.00 65.00 18.00
	Total		111	100.00

Source: Survey Data (2024)

According to Table (4.1), most respondents are male 54%. The most common age group is 31 to 40 years old 57%, followed by 41-50 years old 22%, and 21 to 30 years old 21%. Most respondents are married 60%. In the analysis of the educational level, the majority of respondents are graduates 55%, followed by post-graduates 33%, with master's and above being the least represented 12%. Among 111 respondents, functional-level managers make up the largest portion of respondents 52%, followed by supervisors 32%, and top-level managers 16%. The survey covers various work experiences of Yangon branch Mytel, with the majority of respondents 4 to 6 years 65%, followed by 6 years and above 18.00%, and the least common experiences are 1 to 3 years 17.00% respectively.

Most staff fall within the 31 to 40 years old age, suggesting a workforce in their prime working years. With a high percentage being married, this demographic might prioritize stability and career growth. Graduates form the largest group, followed by postgraduates. This indicates a well-educated workforce potentially receptive to development opportunities. Functional-level managers make up the largest portion, followed by supervisors. The dominant work experience range is 4-6 years. This suggested a potential mix of experienced staff leading teams with newer recruits. Younger employees might be more receptive to technology-based training, while skilled staff might value mentorship or leadership development programs.

4.2 Reliability Analysis

Before conducting data analysis, a reliability analysis is performed to assess the internal consistency of the variables in the questionnaire. These tests are conducted using the data collected from 111 respondents in the SPSS software. The aim is to gauge the internal consistencies and stability of the constructs, work engagement, participation in employee development activities, self-efficacy, affective commitment, continuance commitment, and normative commitment.

The Cronbach's Alpha coefficient is used in reliability analysis to measure the consistency of scores obtained from the same scale across different administrations. It determines how much of the score variation is due to systematic factors. According to the study, it consists of three parts. First, 5 questions were used to measure work engagement. Second, 5 questions were used to measure participation in employee development activities, and third, 5 questions were used to measure Self-Efficacy, finally, 15 questions were used to identify the organizational commitment of Mytel.

Reliability analysis evaluates whether a scale yields consistent results and is pivotal in assessing its quality. In this study, Cronbach's Alpha is employed to gauge the internal consistency of variables. Cronbach's Alpha is a confidence coefficient for evaluating internal consistency in multiple-item scales. The reliability analysis measures the scale's reliability by summing several items to derive a total score. Using Cronbach's Alpha, the internal consistency can be characterized by the following alpha values: Alpha values of 0.9 and above are deemed excellent, 0.8 to 0.9 are considered good, between 0.7 and 0.8 are deemed acceptable, between 0.6 and 0.7 are regarded as questionable, and between 0.5 and 0.6 are labeled poor. Values lower than 0.5 are considered deficient. Table (4.2) presents Cronbach's Alpha values for work engagement, participation in employee development activities, self-efficacy, affective commitment, continuance commitment, and normative commitment.

Table (4.2) Result of Cronbach's Alpha Value

Variables	Numbers of Items	Cronbach's Alpha	Alpha Cronbach's Range	Strength of Association
Work Engagement	5	0.723	0.7 < 0.8	Acceptable
Participation in Employee Development Activities	5	0.846	0.8 < 0.9	Good
Self-Efficacy	5	0.788	0.7 < 0.8	Acceptable
Affective Commitment	5	0.819	0.8 < 0.9	Good
Continuance Commitment	5	0.774	0.7 < 0.8	Acceptable
Normative Commitment	5	0.808	0.8 < 0.9	Good

Source: Survey Data (2024)

As shown in Table (4.2), Cronbach's Alpha coefficients for the comprehensiveness of participation in employee development activities, effective commitment, and normative commitment ranged between 0.8 and 0.9, indicating "good"

reliability and strong acceptance. Similarly, Cronbach's Alpha coefficients for work engagement, self-efficacy, and continuance commitment factors fell between 0.7 and 0.8, demonstrating "acceptable" reliability and acceptance. These results indicate that the selected questions consistently elicited valid responses, providing reliable measurements of respondents' opinions on all factors within the construct. Thus, the findings of this study are considered to be accepted.

4.3 Research Methodology

In this study, a structured questionnaire is developed to collect the primary data. The questionnaire consists of (4) parts; profile of the respondent, work engagement, participation in employee development activities, self-efficacy, and organizational commitment of Mytel. The question items are Likert-type 5-point scale format. The questionnaires are distributed to 111 employees in the Yangon branch of Mytel by online survey. All employees replied to the questionnaires, for data analysis, descriptive analysis, and best (1977) identification. Best (1977), scored a Likert scale of this sort on the mean scale of 1.00 - 1.80 to mean Strongly Disagree, 1.81 - 2.60 to mean Disagree, 2.61 - 3.40 to mean Neutral, 3.41 - 4.20 to mean Agree, and 4.21 -5.00 Strongly Agree. For data analysis, the descriptive and regression analysis are applied. For regression analysis, data reliability is tested in advance.

4.4 Employee Work Engagement

In this study, work engagement is analyzed with descriptive analysis by calculating the mean values for each question. The descriptive analysis results for work engagement are shown in Table (4.3).

Table (4.3) Employee Work Engagement

Sr. No.	Description	Mean	Standard Deviation
1	Employee feel energetic to do their work	3.94	0.77
2	getting up in the morning, feeling like going to work	3.68	0.95
3	Job is challenging for the employee	4.09	0.84
4	Employees feel happy when working intensely.	3.93	0.90

5	Finding the work that is full of meaning and purpose	3.86	0.86
	Overall Mean	**3.89**	

Source: Survey Data, 2024

According to Table (4.3), the mean values are between 3.41 and 4.20, showing that the respondents agreed with the question statements and they also agreed generally with their work engagement according to the overall mean of 3.89, which is at the agreed level. Specifically, they agreed that they feel energetic to do their work, they get up in the morning with the feeling like going to work, their job is challenging, and they feel happy when they are working intensely, and they believe that their work is with full of meaning and purpose.

4.5 Participation in Employee Development Activities

In this study, employee perception of employee development activities is analyzed with descriptive analysis by calculating the mean values for each question. The descriptive analysis results for work engagement are shown in Table (4.4).

Table (4.4) Participation in Employee Development Activities

Sr. No.	Description	Mean	Standard Deviation
1	Formal training programs provided inside the organization	3.59	0.98
2	Formal training programs provided outside the organization	3.52	1.05
3	Voluntary joining programs of own choice that were relevant to job or career goals	3.51	1.15
4	Joining professional conversations, workshops, or seminars voluntarily outside the organization	3.41	1.12
5	Informal groups' knowledge sharing (eg; Viber, Facebook, etc)	3.65	1.09
	Overall Mean	**3.53**	

Source: Survey Data, 2024

According to Table (4.4), the mean values are between 3.41 and 4.20, showing that the respondents agreed with the question statements and they also agreed generally with the development activities provided by the company, according to the overall mean of 3.53, which is at the agreed level. Specifically, they agreed that formal training programs they are receiving from both inside and outside the organization, they can choose the voluntary joining programs based on their job career goals, they can join professional conversations, workshops, or seminars voluntarily outside the company, and they are sharing knowledge within the group through Viber and Facebook.

Mytel has been fostering a culture of continuous learning and providing a diverse range of development opportunities, Mytel can empower its workforce to stay current with industry trends, develop their capabilities, and make significant contributions to the organization's achievements.

4.6 Employee Self-Efficacy

In this study, employee self-efficacy is analyzed with descriptive analysis by calculating the mean values for each question. The descriptive analysis results for self-efficacy are shown in Table (4.5).

Table (4.5) Employee Self-Efficacy

Sr. No.	Description	Mean	Standard Deviation
1	Employees are confident that they can deal efficiently with unexpected events	3.96	0.80
2	Employees can solve most problems if they invest the necessary effort	4.10	0.75
3	It is easy for the employee to stick to their aims and accomplish their goals.	4.11	0.84
4	If in trouble, the employee can usually think of a solution	4.05	0.76
5	Employee can usually handle whatever comes their way	4.12	0.72
	Overall Mean	**4.06**	

Source: Survey Data, 2024

According to Table (4.5), the mean values are between 3.41 and 4.20, showing that the respondents agreed with the question statements and also agreed generally to the self-efficacy, according to the overall mean of 4.06, which is at the agreed level. Specifically, they agreed that they are confident that they can deal efficiently with unexpected events, they can solve most problems if they invest the necessary effort, it is easy for the employees to stick to their aims and accomplish their goals, employees can usually think of the solution when they are in trouble, and they can usually handle whatever comes to their ways.

Mytel recruited employees with relevant capabilities to perform the assigned tasks, train them for career development, and give them chances to solve the problems themselves.

4.7 Employee Organizational Commitment

Employee organizational commitment is a critical factor influencing employee retention and overall organizational success. This multifaceted concept encompasses the affective, continuance, and normative attachments employees feel toward their organization. Understanding these distinct dimensions is crucial for developing strategies that foster a loyal and engaged workforce. Three key components contribute to employee organizational commitment such as affective commitment, continuance commitment, and normative commitment. By investigating these three components, organizations can gain valuable insights into the factors influencing employee retention.

Therefore, fostering a work environment that promotes all three dimensions of employee organizational commitment is crucial for maximizing employee engagement and organizational success. By implementing strategies that address all three dimensions of employee organizational commitment, organizations can cultivate a loyal and dedicated workforce, leading to a competitive advantage in the marketplace.

4.7.1 Affective Organizational Commitment

Table (4.6) presents the mean scores and standard deviations for five statements related to employee affective commitment.

Table (4.6) Affective Organizational Commitment

Sr. No.	Description	Mean	Standard Deviation
1	The employee would be happy to spend the rest of their career with this organization.	3.82	0.83
2	This organization's problems are the employee's own.	3.91	0.83
3	Feeling "emotionally attached" to this organization.	3.86	0.86
4	Feeling like "part of the family" at their organization.	4.01	0.80
5	This organization has a great deal of personal meaning for employees	4.03	0.76
	Overall Mean	**3.92**	

Source: Survey Data, 2024

According to Table (4.6), the mean values are between 3.41 and 4.20, showing that the respondents agreed with the question statements and they also agreed generally that they have affective commitment, according to the overall mean 3.92, which is at the agreed level. Specifically, they agreed that they are happy to spend the rest of their career with Mytel, they have concerns about Mytel's problems being their own, they feel emotionally attached to this company, and this organization has a great deal of personal meaning for them.

Mytel has been practicing profit sharing for employees, providing financial incentives based on the rate of subscribers, and also arranging flexible working hours for employees. These factors highly create attachment of employees to Mytel. Employees like these factors, thus, they love their company.

4.7.2 Continuance Organizational Commitment

Table (4.7) presents the mean scores and standard deviations for five statements related to employee continuance commitment at Mytel.

Table (4.7) Continuance Organizational Commitment

Sr. No.	Description	Mean	Standard Deviation
1	Right now, staying with this organization is a matter of necessity as much as desire	3.78	0.76
2	It would be very hard for the employee to leave their organization right now, even if the employee wanted to	3.87	0.83
3	Too much in their life would be disrupted if they decided to leave this organization.	3.79	0.88
4	Feeling that employees have too few options to consider leaving this organization	3.75	1.01
5	Employees had already put so much of themselves into this organization	3.97	0.87
	Overall Mean	**3.83**	

Source: Survey Data, 2024

According to Table (4.7), the mean values are between 3.41 and 4.20, showing that the respondents agreed with the question statements and they also agreed generally that they have continuance commitment, according to the overall mean 3.83, which is at the agreed level. Specifically, they agreed that they are staying with Mytel due to their desires and feeling of necessity, they will be facing difficulty when they leave Mytel, too much in their life will be disrupted if they leave, they have too few options, and they have already put much in this company.

Because Mytel provides largely higher financial benefits compared with other companies, it is very hard for employees to find another job with the same benefits and salaries. Not only salaries, but other benefits such as leave allowance, awards, challenge competition, and foreign training are also attractive to employees, and these benefits would be a great loss for employees if they leave Mytel.

4.7.3 Normative Organizational Commitment

Table 4.8 presents the mean scores and standard deviations for five statements related to normative organizational commitment at Mytel.

Table (4.8) Normative Organizational Commitment

Sr. No.	Description	Mean	Standard Deviation
1	Employee feel the obligation to remain with their current employer	3.92	0.89
2	Even if it were to their advantage, they do not feel it would be right to leave their organization now	3.83	0.91
3	The organization deserves their loyalty and they should therefore stay.	3.93	0.88
4	Employee would not leave their organization right now because they have a sense of obligation to the people in it	3.99	0.84
5	The employee owes a great deal to their organization	4.08	0.80
	Overall Mean	**3.94**	

Source: Survey Data, 2024

According to Table (4.8), the mean values are between 3.41 and 4.20, showing that the respondents agreed with the question statements and they also agreed generally that they have normative commitment, according to the overall mean of 3.94, which is at the agreed level. Specifically, they agreed that they feel the obligation to remain with Mytel, they do not feel it would be right to leave their organization now even though they see the bigger offer from other organizations, they are sure that Mytel deserves their loyalty, they have a sense of belongingness, and they owe a great deal to their company.

During the COVID-19 pandemic, the company did not downsize, by retaining existing employees, also no decrease in basic salaries. Moreover, during this time, the company provides medicines and health assistance to diseased employees and also provides extra money for rising living costs. Thus, employees have high concern that they should

contribute to the company as returns to such compensation provided by the company during the crisis period.

4.8 Analysis on the Effect of Work Engagement on Participation in Employee Development Activities

In this section, the regression analysis between work engagement on participation in employee development activities is described. Multiple linear regression analysis is performed to reveal the effect of the independent variable (work engagement) on the dependent variable (participation in employee development activities). The result of the linear regression is illustrated in the following Table (4.9).

Table (4.9) Effect of Work Engagement on Participation in Employee Development Activities

Variables	Unstandardized Coefficients		Standardized Coefficients	Sig
	B	Std. Error	Beta	
(Constant)	1.002	0.296		0.001
Work Engagement	0.293***	0.059	0.399	0.000
R	.656[a]			
R Square	0.430			
Adjusted R Square	0.425			
F Value	82.195***			
R Square Change	0.430			

Source: Survey Data, 2024

Table (4.9) shows the results of the regression analysis examining the effect of work engagement on participation in employee development activities at Mytel. The coefficient for work engagement is 0.293, a p-value of 0.000, indicating that work engagement has a positive effect on participation in employee development activities because employees who are highly engaged in their work are more likely to actively participate in opportunities for professional development.

The R Square value of 0.430 indicates that work engagement explains 43 percent of the variance in participation in employee development activities. The F-value, which measures the overall model, is highly significant at the 1% level. Therefore, the model effectively captures the relationship between work engagement and participation in development programs.

According to the result, work engagement has a positive significant effect on participation in employee development activities. It means high work engagement can lead to increased participation in Mytel's development activities and engaged employees are intrinsically motivated by appreciation and a desire to make a difference. Mytel offers a wide range of development programs, empowering employees to participate and keep learning. They also give employees control over their work and encourage them to learn from each other. This combination creates a powerful incentive for participation. By fostering a culture of engagement, Mytel ensures employees go beyond just completing tasks. They actively invest in their growth, propelling both individual and company success.

4.9 Analysis on the Moderating Effect of Self-Efficacy between Participation in Employee Development Activities and Affective Organizational Commitment

The moderating effect of self-efficacy between participation in employee development activities and affective organizational commitment, multiple regression analysis is applied in the analysis. Table (4.10) presents the regression result that indicates the moderating effect of self-efficacy between participation in employee development activities and the affective organizational commitment of Mytel. There are two models compared and interpreted based on the findings of the two models.

Table (4.10) Moderating Effect of Self-Efficacy between Participation in Employee Development Activities and Affective Organizational Commitment

	Model 1				Model 2			
Variables	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**
	B	**Std. Error**	**Beta**		**B**	**Std. Error**	**Beta**	
(Constant)	1.002	0.296		0	-1.513	1.177		0.201
Participation in Employee Development Activities	0.293***	0.059	0.399	0.000	1.075***	0.359	1.462	0.003
Self-Efficacy	0.463***	0.087	0.424	0.000	1.093***	0.298	1.001	0.000
Participation in Employee Development Activities x Self-Efficacy					-0.192**	0.087	-1.475	0.03
R	0.728[a]				0.742[b]			
R Square	0.530				0.551			
Adjusted R Square	0.522				0.538			
F Value	61.015***				43.754***			
R Square Change	0.02							

Source: Survey Data, 2024

Note: Statistically significant indicate *** at 1%, ** at 5%, and * at 10% level

According to model (1), shown in Table (4.10), the value of R (0.728) indicates that there is a relationship between the independent variables (without interaction) and organizational commitment. The overall model is significant at the 1% level. An adjusted

R square value of (0.522) interprets that 52.2 percent of the variance in affective organizational commitment is explained by independent variables (without interaction).

According to model (2), presented in Table (4.10), the effect of moderating variables of self-efficacy between participation in employee development activities and affective organizational commitment. The value of R (0.742) indicates that there is a relationship between the independent variables and affective organizational commitment. The overall model is significant at a 1% level. R square and adjusted R square are at 55.1 percent and 53.8 percent respectively. This indicates that the model can explain 53.8 percent of the variance in affective organizational commitment and it explains how the independent variables interact with each other.

Self-efficacy has a negative significant and partial moderating effect on the relationship between participation in employee development activities and employee affective organizational commitment. It means that Mytel employees participate more in employee development activities, and their affective commitment will be increased. However, due to the negative partial moderating effect of self-efficacy, the employees' self-efficacy will reduce the strength of the influence of participation in employee development activities on affective commitment. If employees get the most out of their development programs, Mytel can make them fit different employee needs. For employees who are less confident in their skills (lower self-efficacy), Mytel can focus on programs that strengthen their core skills. For those who are already highly confident, Mytel can offer programs that teach them new advanced skills or give them a broader understanding of the telecom industry. Mytel can also create a work environment where employees feel appreciated recognition, work well together in strong teams, and have open conversations about their career goals.

4.10 Analysis on the Moderating Effect of Self-Efficacy between Participation in Employee Development Activities and Continuance Organizational Commitment

The moderating effect of self-efficacy between participation in employee development activities and continuance of organizational commitment, multiple regression analysis is applied in the analysis. Table (4.11) presents the regression result that indicates the moderating effect of self-efficacy between participation in employee development activities and the continuance of organizational commitment of Mytel. There are two models compared and interpreted based on the findings of the two models.

Table (4.11) Moderating Effect of Self-Efficacy between Participation in Employee Development Activities and Continuance Organizational Commitment

	Model 1				Model 2			
Variables	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**
	B	**Std. Error**	**Beta**		**B**	**Std. Error**	**Beta**	
(Constant)	1.130	0.323		.001	1.951	1.310		0.139
Participation in Employee Development Activities	0.343***	0.064	0.453	0.000	0.087	0.399	0.116	0.827
Self-Efficacy	0.361***	0.095	0.321	0.000	0.155	0.332	0.138	0.641
Participation in Employee Development Activities x Self-Efficacy					0.063	0.097	0.468	0.519
R	0.688[a]				0.689[b]			
R Square	0.473				0.475			
Adjusted R Square	0.463				0.460			
F Value	48.435***				32.256***			
R Square Change	0.02							

Source: Survey Data, 2024

Note: Statistically significant indicate *** at 1%, ** at 5%, and * at 10% level

According to model (1), shown in Table (4.11), the value of R (0.688) indicates that there is a relationship between the independent variables (without interaction) and organizational commitment. The overall model is significant at the 1% level. An adjusted R square value of (0.463) interprets that 46.3 percent of the variance in continuance organizational commitment is explained by independent variables (without interaction).

According to model (2), presented in Table (4.11), the effect of moderating variables of self-efficacy between participation in employee development activities and continuance of organizational commitment. The value of R (0.689) indicates that there is a relationship between the independent variables and the continuance of organizational commitment. The overall model is significant at a 1% level. R square and adjusted R square are at 47.5 percent and 46.0 percent respectively. This indicates that the model can explain 46.0 percent of the variance in continuance of organizational commitment and it explains how the independent variables interact with each other.

Self-efficacy has no moderating effect on the relationship between participation in employee development activities and employee continuance of organizational commitment. In Mytel, participation in development activities has a positive effect on employee continuance organizational commitment, however, employee self-efficacy cannot support either positively or negatively this influence.

If employees participate more in employee development activities, their continuance commitment will be increased. It means Mytel employees completing the development program successfully build a new accomplishment that not only adds value to their skillset but also intrinsically motivates them to stay with Mytel and continue contributing their expertise. Employees' participation in development activities is a large investment, thus, employees are hesitant to leave this organization due to their fear of losing this investment. Mytel creates a balanced approach by offering development programs and focusing on creating a positive work environment. This fosters a sense of belonging and loyalty that goes beyond just the investment mindset. Additionally, Mytel explores alternative retention strategies like mentorship programs or competitive compensation packages.

4.11 Analysis on the Moderating Effect of Self-Efficacy between Participation in Employee Development Activities and Normative Organizational Commitment

The moderating effect of self-efficacy between participation in employee development activities and normative organizational commitment, multiple regression analysis is applied in the analysis. Table (4.12) presents the regression result that indicates the moderating effect of self-efficacy between participation in employee development activities and the normative organizational commitment of Mytel. There are two models compared and interpreted based on the findings of the two models.

Table (4.12) Moderating Effect of Self-Efficacy between Participation in Employee Development Activities and Normative Organizational Commitment

	Model 1				Model 2			
Variables	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**
	B	**Std. Error**	**Beta**		**B**	**Std. Error**	**Beta**	
(Constant)	0.896	0.288		0.002	-0.816	1.159		0.483
Participation in Employee Development Activities	0.375***	0.057	0.490	0.000	0.907*	0.354	1.186	0.012
Self-Efficacy	0.425***	0.085	0.375	0.000	0.854**	0.294	0.752	0.004
Participation in Employee Development Activities x Self-Efficacy					-0.130	0.086	-0.965	0.130
R	0.767[a]				0.773[b]			
R Square	0.588				0.597			
Adjusted R Square	0.581				0.586			
F Value	77.221***				52.885***			
R Square Change	0.009							

Source: Survey Data, 2024

Note: Statistically significant indicate *** at 1%, ** at 5%, and * at 10% level

According to model (1), shown in Table (4.12), the value of R (0.767) indicates that there is a relationship between the independent variables (without interaction) and normative organizational commitment. The overall model is significant at the 1% level. An adjusted R square value of (0.581) interprets that 58.1 percent of the variance in normative organizational commitment is explained by independent variables (without interaction).

According to model (2), presented in Table (4.12), the effect of moderating variables of self-efficacy between participation in employee development activities and normative organizational commitment. The value of R (0.773) indicates that there is a relationship between the independent variables and normative organizational commitment. The overall model is significant at a 1% level. R square and adjusted R square are at 59.7 percent and 58.6 percent respectively. This indicates that the model can explain 58.6 percent of the variance in normative organizational commitment and it explains how the independent variables interact with each other.

Self-efficacy has no moderating effect on the relationship between participation in employee development activities and employee normative organizational commitment. In Mytel, participation in development activities has a positive effect on employee normative organizational commitment, however, employee self-efficacy cannot support either positive or negative influence.

If employees participate more in employee development activities, their normative commitment will be increased. It means that the company’s development activities are a large beneficial support to them, thus, employees believe that they must stay by working at this company.

Mytel prioritizes employee development by offering training opportunities and creating a culture that emphasizes learning and growth for developing self-efficacy, the belief in one's capabilities. This fosters a deep satisfaction that extends beyond daily tasks, leading to affective commitment and a strong emotional attachment to the company’s values, mission, and overall work environment.

Interestingly, while employees demonstrably enjoy their work, the primary effect of their enthusiastic participation in development activities isn't to directly increase their love for the job. Instead, it focuses on building self-efficacy. As employees feel more capable and confident, their enjoyment of the work and the company can naturally strengthen.

This stands in clear opposition to continuance commitment (fear of lost benefits) and normative commitment (obligation). Employee retention at Mytel stems from affective commitment. Moreover, Mytel's focus on fostering self-efficacy likely contributes to this positive dynamic. By empowering employees and nurturing their capabilities, Mytel creates an environment where individuals feel valued and capable. This, in turn, fosters a sense of loyalty and dedication that transcends extrinsic factors like fear or obligation.

CHAPTER 5
CONCLUSION

This chapter presents the conclusion, which is derived from the study of the thesis results. In this section, the content is divided into three main parts. This section presents the findings and discussions from the analysis conducted in the previous chapter 4. It also includes suggestions and recommendations for this study, as well as needs for further research.

5.1 Findings and Discussions

This study investigates the effect of work engagement on Mytel employees' participation in employee development activities. It further explores how participation in these activities influences their overall commitment to the organization. Additionally, the study examines self-efficacy as a potential moderating factor in the relationship between development and commitment. This study employed primary data collection through a survey of 111 Mytel employees and addresses three core objectives.

The research findings offer valuable insights into the interplay between work engagement, development participation, and organizational commitment at Mytel. Notably, the survey data reveals a distinct demographic profile among the respondents. A significant majority are male employees aged 31-40, with many holding graduate degrees and currently in middle management positions. Their experience ranges from 4 to 6 years, suggesting a workforce with diverse skills and strong growth potential. This profile highlights a potential emphasis on professional development within Mytel, attracting and retaining employees seeking career advancement opportunities.

In this study, both descriptive and regression methods are applied to analyze the primary data. From descriptive analysis, it is found that most of the Mytel employees agree that they have good work engagement, and they have been participating in employee development activities provided by their company. They also agreed that they have self-efficacy, and have affective, continuance, and normative commitment to the company. In Mytel, some employees demonstrate a strong preference to remain at the company due to their attachment and affection for the company, while some perceived negative consequences of leaving from company due to their belief of potential big loss such as

valuable skills or career prospects if they quit from this company. Some employees are staying at the company due to their exhibit commitment driven by a sense of duty or obligation to the company.

According to the results from regression analysis, high work engagement fuels a passion for learning in employees. Mytel recognizes this by offering a diverse range of development programs. These programs encompass formal training like courses and workshops, alongside informal learning opportunities like peer mentoring and knowledge-sharing platforms. This active engagement not only benefits individual skill development but also propels the company's overall success. It is also found that employees' self-efficacy has a partial moderating effect between employee participation in development activities and affective commitment. Employee affection for the company is a strong predictor of continued employment. However, self-efficacy also plays a significant role, in influencing an employee's decision to stay independent of their emotional connection to the company. Self-efficacy has no moderating effect between participation in development activities and continuance as well as normative commitments. If employees participate in development activities, employees will have a feeling of potential big loss with quitting from company, and they will have obligations to the company.

5.2 Suggestions and Recommendations

The data analysis revealed several key areas for Mytel to enhance the employee experience and potentially boost engagement and retention. To cultivate a more stimulating work environment and invigorate employee morale, Mytel can explore team-building activities and implement recognition programs that celebrate meaningful contributions. Additionally, reevaluating project assignments to better align with employee interests can spark engagement and ownership. Expanding access to external training programs relevant to career goals, through financial assistance, paid time off, or discounted partnerships, can further elevate employee skillsets and career aspirations.

Positive feedback from employees indicates their appreciation for both the work environment and the training programs, with high participation rates suggesting active involvement in development activities. Mytel's efforts to motivate and provide employee learning opportunities appear successful. This strong foundation, combined with employees feeling confident in their abilities self-efficacy, and commitment to the

company, positions Mytel in a favorable situation. To maintain this positive momentum and ensure continued employee satisfaction and productivity, Mytel's leadership should prioritize preserving this positive atmosphere. This could involve finding ways to further encourage participation in development programs, such as offering more external training aligned with employees' career aspirations. Additionally, recognizing employee achievements and assigning projects based on employee interests can further strengthen their engagement and sense of control over their work.

Self-efficacy reduces the influence of participation in development activities on affective commitment, thus, Mytel should focus more on participation in development activities to upgrade the affection of employees towards Mytel. employees who already feel a strong emotional connection to Mytel. Participating in development programs, even if not directly amplifying their affection, could solidify their sense of belonging and value to the company. This reinforces the importance of participation beyond its immediate impact on emotional attachment. By fostering a sense of community and purpose through development activities, Mytel can strengthen employee engagement and loyalty in the long run. However, the self-efficacy of employees cannot reduce the influence of participation in development activities on either continuance or normative commitment. Thus, Mytel should upgrade the employee participation in development activities to gain employee's regret to quit and employees' obligation to stay at the company.

5.3 Needs for Further Studies

This research explores the interplay between employee engagement, participation in development activities, and organizational commitment within Mytel, a telecommunications company. While initial findings suggest a generally engaged workforce, there are growth opportunities. Some employees may not feel as energized upon arriving to work each day, indicating a potential area for improvement. Furthermore, participation in development programs, particularly voluntary initiatives, presents room for expansion.

This study delves deeper into understanding the factors influencing these aspects. By investigating the reasons behind lower participation in voluntary development programs, both internally offered and those sought out by employees themselves, Mytel can develop strategies to bridge the gap and cultivate a culture that prioritizes continuous learning and growth. Additionally, exploring the work environment's influence on morning

motivation could lead to interventions that enhance overall employee engagement. Through a comprehensive examination of these relationships, this research aims to equip Mytel with valuable insights to foster a more engaged and committed workforce. Ultimately, a more engaged and committed workforce is likely to contribute to improved organizational performance at Mytel.

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APPENDIX I

SURVEY QUESTIONNAIRE

This questionnaire is prepared to gather information on the effect of work engagement on participation in employee development activities and organizational commitment at Mytel.

The purpose of this study is to collect data for the evidence that would support writing a research paper for academic purposes. Your input is very important to the researcher. Hence, you are kindly requested to fill out this questionnaire to achieve the grand objective of the study. Your response will be kept highly confidential and used only for this research.

I thank you very much in advance for participating in this survey and providing your thoughtful feedback. If you have any questions or comments, please contact

Tel: 09 693028111.

Part -1 Demographic Information

Please read each question carefully and tick in the box ☐ corresponding to the response that most accurately represents your view.

1. Gender:

☐ Male ☐ Female

2. Age Group:

☐ 21-30 years ☐ 31-40 years ☐ 41-50 years

3. Marital Status

☐ Married ☐ Single

4. Education Level

☐ Graduate ☐ Post Graduate ☐ Master and above

5. Position in Mytel

☐ Top Level Manager ☐ Functional Level Manager

☐ Manager ☐ Supervisor

6. Work Experiences

☐ 1-3 years ☐ 4-6 years ☐ 6 years and above

Part -2 Work Engagement

Under this part, the number 1 to 5 represents a continuum with 5 being strongly agreement and 1 being strongly disagree. If satisfied, please indicate the level of satisfaction in a Likert scale (1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = agree, 5= Strongly Agree). Provide one response in every statement. Based on experience, please circle the number that best represent opinion about the statement.

Please choose the most correct one only for each question.

No.	**Statement**	**SD**	**D**	**N**	**A**	**SA**
1	I feel energetic to do my work					
2	When I get up in the morning, I feel like going to work					
3	To me, my job is challenging.					
4	I feel happy when I am working intensely.					
5	I find the work that I do full of meaning and purpose					

Part -3 Participation in Development Activity

If satisfied, please indicate the level of satisfaction on a Likert scale

(1=Not at All, 2 = Rare, 3= Sometime, 4 = Often, 5= Ever (Regularly). Provide one response in every statement.

No.	Statement	NA	R	S	O	E
1	Formal training programs provided inside the organization					
2	Formal training programs provided outside the organization.					
3	Voluntary joining programs of your own choice that were relevant to your job or career goals					
4	Joining the professional conversations, workshops or seminars voluntarily outside the organization					
5	Informal groups' knowledge sharing (eg; Viber, Facebook, etc)					

Part -4 Self-Efficacy

No.	Statement	SD	D	N	A	SA
1	I am confident that I could deal efficiently with unexpected events					
2	I can solve most problems if I invest the necessary effort					
3	It is easy for me to stick to my aims and accomplish my goals					
4	If I am in trouble, I can usually think of a solution					
5	I can usually handle whatever comes my way					

Part -5. Organizational Commitment

A. Affective Organizational Commitment

No.	Affective Organizational Commitment	SD	D	N	A	SA
1	I would be happy to spend the rest of my career with this organization.					
2	I feel as if this organization's problems are my own.					
3	I feel "emotionally attached" to this organization.					
4	I feel like a "part of the family" at my organization.					
5	This organization has a great deal of personal meaning for me					

B. Continuance Organizational Commitment

No.	Continuance Organizational Commitment	SD	D	N	A	SA
1	Right now, staying with my organization is a matter of necessity as much as desire					
2	It would be very hard for me to leave my organization right now, even if I wanted to					
3	Too much in my life would be disrupted if I decided to leave this organization.					
4	I feel that I have too few options to consider leaving this organization					
5	If I had not already put so much of myself into this organization, I might consider working elsewhere					

C. Normative Organizational Commitment

No.	Normative Organizational Commitment	SD	D	N	A	SA
1	I feel obligation to remain with my current employer					
2	Even if it were to my advantage, I do not feel it would be right to leave my organization now					
3	The organization deserves my loyalty and I should therefore stay.					
4	I would not leave my organization right now because I have a sense of obligation to the people in it					
5	I owe a great deal to my organization					

APPENDIX II

RELIABILITY RESULT

Work Engagement

Reliability Statistics

Cronbach's Alpha	N of Items
0.723	5

Participation in Employee Development Activities

Reliability Statistics

Cronbach's Alpha	N of Items
0.846	5

Self-Efficacy

Reliability Statistics

Cronbach's Alpha	N of Items
0.788	5

Affective Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
0.819	5

Continuance Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
0.774	5

Normative Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
0.808	5

APPENDIX III

REGRESSION ANALYSIS

I. Effect of Work Engagement on Participation in Employee Development Activities

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656[a]	0.43	0.425	0.6455

a. Predictors: (Constant), Work Engagement Mean

b. Dependent Variable: Participation in Employee Development Activities Mean

ANOVA

Model		Sum of Squares	df	Mean Square
1	Regression	34.248	1	34.248
	Residual	45.416	109	0.417
	Total	79.663	110	

a. Dependent Variable: Participation in Employee Development Activities Mean

b. Predictors: (Constant), Work Engagement Mean

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-0.086	0.404	
	WEM	0.93	0.103	0.656

a. Dependent Variable: Participation in Employee Development Activities Mean

II. Moderating Effect of Self-efficacy Between Participation in Employee Development Activities on Affective Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.728[a]	0.53	0.522	0.4326	
2	.742[b]	0.551	0.538	0.425	1.972

a. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean

b. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean, Self-Efficacy Mean x Participation in Employee Development Activities Mean

c. Affective Organizational Commitment Mean

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.835	2	11.417	61.015	.000[b]
	Residual	20.21	108	0.187		
	Total	43.044	110			
2	Regression	23.714	3	7.905	43.754	.000[c]
	Residual	19.331	107	0.181		
	Total	43.044	110			

a. Dependent Variable: Affective Commitment Mean

b. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean

c. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean, Self-Efficacy Mean x Participation in Employee Development Activities Mean

Coefficient

	Model 1				Model 2			
Variables	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**
	B	**Std. Error**	**Beta**		**B**	**Std. Error**	**Beta**	
(Constant)	1.002	0.296		0.000	-1.513	1.177		0.201
Participation in Employee Development Activities	0.293***	0.059	0.399	0.000	1.075***	0.359	1.462	0.003
Self-Efficacy	0.463***	0.087	0.424	0.000	1.093***	0.298	1.001	0.000
Participation in Employee Development Activities x Self-Efficacy					-0.192**	0.087	-1.475	0.03

I. Moderating Effect of Self-efficacy Between Participation in Employee Development Activities on Continuance Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.688[a]	0.473	0.463	0.47175	
2	.689[b]	0.475	0.46	0.47302	2.224

a. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean

b. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean, Self-Efficacy Mean x Participation in Employee Development Activities Mean

c. Dependent Variable: Continuance Commitment Mean

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.558	2	10.779	48.435	.000[b]
	Residual	24.035	108	0.223		
	Total	45.593	110			
2	Regression	21.652	3	7.217	32.256	.000[c]
	Residual	23.941	107	0.224		
	Total	45.593	110			

a. Dependent Variable: Continuance Commitment Mean

b. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean

c. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean, Self-Efficacy Mean x Participation in Employee Development Activities Mean

Coefficient

	Model 1				**Model 2**			
Variables	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**
	B	**Std. Error**	**Beta**		**B**	**Std. Error**	**Beta**	
(Constant)	1.130	0.323		.001	1.951	1.310		0.139
Participation in Employee Development Activities	0.343***	0.064	0.453	0.000	0.087	0.399	0.116	0.827
Self-Efficacy	0.361***	0.095	0.321	0.000	0.155	0.332	0.138	0.641
Participation in Employee Development Activities x Self-Efficacy					0.063	0.097	0.468	0.519
R	0.688[a]				0.689[b]			
R Square	0.473				0.475			
Adjusted R Square	0.463				0.460			
F Value	48.435***				32.256***			
R Square Change	0.02							

Source: Survey Data, 2024

Note: Statistically significant indicate *** at 1%, ** at 5%, and * at 10% level

II. Moderating Effect of Self-efficacy Between Participation in Employee Development Activities on Normative Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.767[a]	0.588	0.581	0.4213	
2	.773[b]	0.597	0.586	0.4187	1.748

a. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean

b. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean, Self-Efficacy Mean x Participation in Employee Development Activities Mean

c. Dependent Variable: Normative Commitment Mean

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.409	2	13.704	77.221	.000[b]
	Residual	19.167	108	0.177		
	Total	46.576	110			
2	Regression	27.816	3	9.272	52.885	.000[c]
	Residual	18.76	107	0.175		
	Total	46.576	110			

a. Dependent Variable: Normative Commitment Mean

b. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean

c. Predictors: (Constant), Self-Efficacy Mean, Participation in Employee Development Activities Mean, Self-Efficacy Mean x Participation in Employee Development Activities Mean

Coefficient

	Model 1				**Model 2**			
Variables	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**	**Unstandardized Coefficients**		**Standardized Coefficients**	**Sig**
	B	**Std. Error**	**Beta**		**B**	**Std. Error**	**Beta**	
(Constant)	0.896	0.288		0.002	-0.816	1.159		0.483
Participation in Employee Development Activities	0.375***	0.057	0.490	0.000	0.907*	0.354	1.186	0.012
Self-Efficacy	0.425***	0.085	0.375	0.000	0.854**	0.294	0.752	0.004
Participation in Employee Development Activities x Self-Efficacy					-0.130	0.086	-0.965	0.130
R	0.767[a]				0.773[b]			
R Square	0.588				0.597			
Adjusted R Square	0.581				0.586			
F Value	77.221***				52.885***			
R Square Change	0.009							