

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF QUALITY OF WORK LIFE (QWL) ON
EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL
PERFORMANCE IN LOI HEIN CO., LTD**

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MBA II-15

MBA 26th BATCH

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

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Quality of Work Life (QWL) on Employee Engagement and Organizational Performance In Loi Hein Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to analyze the effect of quality of work life on employee engagement in Loi Hein Co., Ltd, to analyze the effect of employee engagement on organizational performance in Loi Hein Co., Ltd, and to analyze the indirect effect of employee engagement on organizational performance through knowledge sharing as mediator in Loi Hein Co., Ltd. Primary data is collected from employees of all levels in Loi Hein Co., Ltd. The sample size is 103 out of 140 employees using the Raosoft calculator and a simple random sampling method is used to select the employees. Questionnaire survey method is used to collect the primary data. The data collection time was from April 2024 to May 2024. Secondary data is gathered from textbooks, international research papers, articles, and relevant websites and records and documents of the human resource department at Loi Hein Co., Ltd. For data analysis, descriptive statistics and regression analysis are used to analyze the data. Based on the findings, among variables of working conditions, opportunity for continuous growth, work life balance, stress management at work, social relationships and organizational culture and communication, working conditions, opportunity for continuous growth, stress management at work and organizational culture and communication have significant effects on employee engagement. Employee engagement has significant effect on organizational performance. Lastly, knowledge sharing mediates the relationship between employee engagement and organizational performance. Loi Hein Co., Ltd needs to invest efforts in working conditions, opportunity for continuous growth, stress management at work and organizational culture and communication by leveraging on knowledge sharing behaviors so that organizational performance can be achieved.

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LIST OF ABBREVIATIONS

| | | |
|------|---|-------------------------------|
| CEO | - | Chief Executive Officer |
| CFO | - | Chief Financial Officer |
| COO | - | Chief Operating Officer |
| FMCG | - | Fast Moving Consumer Goods |
| HR | - | Human Resources |
| LHDC | - | Loi Hein Distribution Company |
| MFI | - | Myanmar Foodstuffs Industries |
| QWL | - | Quality of Work Life |
| WLB | - | Work Life Balance |

CHAPTER 1

INTRODUCTION

In the modern era, the concept of work has evolved beyond merely earning a living, and it now encompasses a broader spectrum that includes personal fulfillment, well-being, and holistic development. Harrison (2015) defined the quality of work life as a crucial element in determining employee engagement, satisfaction, productivity, and overall organizational success. Sahni (2019) defined that quality of work-life is how favorable or unfavorable the overall job environment is perceived by employees. QWL is essential for organizations to achieve high organizational performance and employee engagement. Quality of work life is viewed as the umbrella under which employees feel fully satisfied with working conditions and extend their wholehearted co-operation and support to improve engagement and organizational performance. According to Permarupan et al. (2013), quality of work life is seen as a basic tool that enhances working conditions from an employee's perspective and provides a great organizational productivity. It refers to the employee's satisfaction with working life and it is seen as a subjective phenomenon which is influenced by employee's perceptions of working conditions (Lee et al., 2013). Quality of work life is simply defined as the quality of the relationships between employees and the total working area (Korunka et al., 2008).

Moreover, QWL comprises working conditions, opportunity for continuous growth, work life balance, stress management at work, social relationships, and organizational culture and communication (Sahni, 2019). Sorensen et al. (2019) defined working conditions as the set of circumstances surrounding an individual's or staff's work. These conditions encompass, but are not limited to, amenities, physical environment, stress and noise levels, safety hazards, and similar factors. Working conditions play a vital role in the workplace employee well-being, productivity, and overall organizational performance. A healthy work environment is crucial for both the physical and mental health of employees, leading to increase productivity, job satisfaction, and employee engagement. An opportunity for continuous growth refers to a systematic approach by an organization to provide ongoing access to experiences, resources, and support systems that enable employees to develop their professional skills, knowledge, and abilities

(Gray,2002). Siddiqui (2018) stated that opportunities for continuous growth are essential for employee engagement, personal and professional development, career advancement, problem-solving abilities, productivity, job security, and networking opportunities.

Fayyazi and Aslani (2015) defined that work-life balance is an equal investment in work and personal/family life with a minimum of role conflict. A good work-life balance implies an acceptable combination of work and personal/family life (Kim, 2014). Attaining a harmonious balance between work and personal life is crucial for overall well-being and job satisfaction. Organizations that promote work-life balance through flexible work arrangements, supportive policies, and a culture that values personal time alongside employee commitments, create an environment where employees can thrive both professionally and personally. Murphy (1988) defined that stress management at work is a comprehensive set of strategies implemented by both individuals and organizations to proactively prevent, reduce, and cope with the negative effects of work-related stress. These strategies aim to maintain employee well-being and optimize work performance. Moreover, Bhargava and Trivedi (2018) explored that effective stress management strategies are essential for maintaining a healthy work environment.

According to Cropanzano et al. (2005), social relationships at work refer to the connections and interactions that develop between colleagues within a professional setting. These relationships can range from casual acquaintanceships with co-workers to close friendships with colleagues. Positive social relationships within the workplace contribute significantly to quality of work life (QWL) (James et al.,1988). Building strong connections with colleagues, fostering teamwork, and promoting a culture of collaboration and mutual support create a sense of belonging and camaraderie which enhances job satisfaction and overall well-being. Furthermore, Fanggaldae et al. (2020) defined that organizational culture and communication refers to the shared values, beliefs, attitudes, and behaviors that characterize an organization. A positive organizational culture that prioritizes transparency, inclusivity, and open communication fosters trust, engagement, and a sense of belonging among employees (Andrew & Brown, 1994). Effective communication channels and practices ensure that employees feel heard, appreciated, and informed, contributing to a supportive and thriving work environment.

Niemeyer and Wright (1992) defined that Employee engagement is a measure of how invested and enthusiastic employees are about their work and the company they work for. It goes beyond just showing up for a paycheck; engaged employees are genuinely

interested in their work and feel connected to the organization's goals. Spreitzer (1997) also defined that employee engagement is the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company. Engaged employees lead to better company outcomes.

Knowledge sharing is defined as a process that enables the knowledge of individuals and groups to be transferred to the organizational level, where it can be applied to the development of new products, services, and processes (Camelo-Ordaz et al., 2011). As organizational members share knowledge, they create new ideas. Knowledge sharing is proven to be able to encourage individual creativity (Chen & Chen, 2012), since knowledge sharing supports cooperation in an organization (Amin et al., 2011).

Organizational performance is the ability to cope with all systematic processes relative to its goal-seeking behavior and carry out its organization-adapting and organization-maintaining functions effectively (Damanpour et al., 2009). Organizations that exhibit creative behaviors generate competitive advantages and better performances (Shelley et al., 2013). Organizations that encourage creativity experience an increase in profit growth, and subsequently firm performance. Creativity has a vital effect on organizational performance and when it is the case of service firms, the creativity of frontline employees becomes more crucial. Overall, organizational performance encompasses the tangible outcomes achieved by an organization compared to its intended objectives. It entails ongoing efforts to set goals, track progress, and adapt strategies to enhance effectiveness and efficiency in reaching those goals. According to Bashaer et al. (2016), the quality of employees' work life effects their levels of engagement and organizational performance.

Loi Hein, a Myanmar company since 1992, manufactures, sells, and distributes consumer goods. They've helped both their own brands and those of international partners become top sellers in their categories. Loi Hein Distribution Company (LHDC) operates independently within the Loi Hein Group, aiming to be the leading company in Myanmar for distributing and marketing fast-moving consumer goods (FMCG). LHDC's main manufacturing centre is located on a 10 acre site 40 minutes drive North West of Yangon in the pristine area of Thaut Kyant. This state of the art facility comprises of a water processing plant utilizing the latest technology, fully automated bottling lines for purified drinking water and non-carbonated soft drinks as well as integrated high capacity

packaging lines. New manufacturing facilities are under construction in Mandalay (opening end 2009) and Shwe Pyithar (greater Yangon - opening August 2009). All manufacturing processes are ISO 9001:2000 HACCP certified.

The purpose of this research is to look at the effect of quality of work life, employee engagement, and organizational performance of Loi Hein Co., Ltd, using knowledge sharing as mediators.

1.1 Rationale of the Study

In the current competitive business environment, companies are more aware of the necessity of investing in the well-being and engagement of their employees to gain a competitive advantage. Focusing on fostering a nurturing work atmosphere and improving the quality of work life is expected to help companies in attracting top talent, retaining valuable employees, and standing out in the market. Organizational performance is essential for fostering employee engagement by providing motivation, recognition, growth opportunities, trust, ownership, well-being, and a culture of continuous improvement. Elliott et al. (2012) defined that a mutually beneficial relationship between organizational performance and employee engagement ultimately leads to increased productivity, innovation, and overall success for both employees and the organization.

Developing knowledge-based organizations plays an important role in enhancing individual intellectual abilities which are then translated into innovation and organizational performance (Shih et al., 2012). And knowledge sharing is found to support the individual creation through combining existing knowledge with new ones (Chen & Chen, 2012).

Employee engagement is critical factor that significantly effects the quality of work life for employees and the overall success of an organization. Kasinathan and Rajee (2011) stated that by investing in employee engagement initiatives, organizations can create a positive work culture where employees thrive, resulting in improved performance, innovation, and ultimately, business success. In addition, the attitude of employees towards their organizations and life are affected by quality of work life (Bhende et al., 2020).

The study on the Quality of work life and its effect on employee engagement and organizational performance are firmly grounded in the contemporary recognition that a

positive work environment is indispensable for organizational prosperity (Agarwal et al., 2017). Besides, QWL is a process in an organization which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. Moreover, QWL is a key factor in high performance work settings, promoting employee well-being, engagement and engagement through various organizational performance.

Therefore, the success of manufacturing companies is significantly relied on the quality of work life. This requires that the company has a good understanding of the effect of quality of work life. In Myanmar, Loi Hein Co., Ltd is actively implementing the quality of work life which provides valuable insights that can guide targeted strategies within Loi Hein Co., Ltd. By tackling this intersection, this study not only aligns with the strategic objectives of the organization but also enriches the broader academic dialogue concerning effective human resource management practices aimed at cultivating a flourishing workplace culture. Therefore, this study delves into the analysis of the quality of work life, employee engagement, knowledge sharing, and organizational performance.

1.2 Objectives of the Study

The main objectives of the study are:

1. To analyze the effect of quality of work life on employee engagement in Loi Hein Co., Ltd.
2. To analyze the mediating effect of knowledge sharing between employee engagement and organizational performance in Loi Hein Co., Ltd.

1.3 Scope and Method of the Study

The purpose of this research is to examine the effect of quality of work life on employee engagement and organizational performance within Loi Hein Co., Ltd which is located in Magway.

Primary data is collected from employees of all levels in Loi Hein Co., Ltd. The sample size is 103 out of 140 employees using the Raosoft calculator and a simple random

sampling method is used to select the employees. Personal interview with structured questionnaire is used. The data collection time was from April 2024 to May 2024.

Secondary data is gathered from textbooks, international research, papers, articles, relevant websites, records, and documents of the human resources department in Loi Hein., Co Ltd. Both the descriptive method and linear regression analysis are used to analyze the collected data.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one is an introduction to the study, and it includes the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two presents literature reviews including theoretical concepts, empirical studies related to the quality of work life, employee engagement, knowledge sharing, organizational performance and the conceptual framework of the study. Chapter three focuses on the profile and the quality of work life of employees in Loi Hein Co., Ltd. Chapter four presents the analysis of the quality of work life, employee engagement, knowledge sharing, and organizational performance. Finally, Chapter five describes the findings and discussions, suggestions and recommendations, and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter explores the theoretical background of all variables applied in this study. It covers theories, definitions, and the significance of the quality of work life, employee engagement, knowledge sharing, and organizational performance. It reviews previous studies on the effect of quality of work life on employee engagement and organizational performance. The chapter concludes with a description of the conceptual framework.

2.1 Quality of Work Life

Quality of work life is a concept that has gained significant attention in recent years as organizations and researchers recognize the importance of creating a positive work environment (Leitão et al., 2019). QWL can also positively effect organizational performance, with high levels of quality of work life resulting in increased employee engagement, longer-term employee retention, and higher customer satisfaction. Employees who experience high levels of quality of work life are more likely to provide high-quality customer service and report higher levels of satisfaction. In addition, organizations can improve employee well-being by enhancing quality of work life through interventions such as working conditions, opportunity for continuous growth, work life balance, stress management at work, social relationships and organizational culture and communication (Sahni, 2019).

(a) Working Conditions

Roni et al. (2008) explored that working conditions is the environment, circumstances, and factors that effect how employees perform their jobs. It include the aspects that affect employee well-being, satisfaction, and overall work experience. It focuses on the physical, social, and organizational factors that contribute to a positive or negative working environment. Working conditions play a crucial role in fostering employee engagement (Spreitzer,1997). They encompass the physical, social, and

organizational aspects of a job that influence how employees feel, act, and perform at work.

Positive working conditions and work arrangements are crucial for sustaining a healthy and efficient workplace. Adequate lighting, whether natural or artificial, helps reduce eye strain and creates a brighter, more energizing atmosphere. Temperature control, keeping the work area at a comfortable level, prevents employees from feeling too hot or cold, which can negatively effect their focus and productivity. Ergonomic equipment, such as adjustable chairs, desks, and computer accessories, minimizes physical discomfort and the risk of musculoskeletal disorders. Reasonable work hours, allowing for sufficient rest and work-life balance, help maintain employee well-being and prevent burnout. Focus on continuous improvement in working conditions is key to sustaining a highly engaged and productive employee.

(b) Opportunity for Continuous Growth

Wethington (2003) stated that opportunity for continuous growth is a structured and ongoing process within an organization that supports and encourages employees to develop their professional skills, knowledge, and abilities throughout their career. This fosters personal and professional development, leading to increased job satisfaction, improved performance, and career advancement opportunities. Various types of opportunities for continuous growth have been identified, including training and development programs, mentoring programs, career advancement opportunities, and job rotation. Barriers to opportunity for continuous growth include lack of resources, poor leadership, limited job opportunities, and employee apathy.

Organizations that lack resources may struggle to provide growth and development opportunities, while leaders who prioritize employee development may be unable to do so (Galli, 2022). According to Boonzaier et al. (2001), limited job opportunities may also hinder growth and development opportunities. Gajendran and Harrison (2007) defined that organizations can create a culture that supports employee development and advancement by understanding the importance of opportunity for continuous growth.

(c) Work-Life Balance (WLB)

Work-life balance refers to a situation where someone successfully juggles the requirements of their job with their personal needs and interests (Aziz & Cunningham, 2008). In this sense, WLB involves individuals taking control over their personal and professional responsibilities by ensuring fair attentions to both areas of their lives (Avgar et al., 2011). Alain et al. (2013) defined WLB as the daily management of an individual's job and activities outside of the job, which signifies balance. Darcy et al. (2012) pointed out that WLB as organizational initiatives intended at increasing individual's knowledge of work and non-work domains.

Furthermore, Nwagbara (2012) described it as the clear separation of an individual's life into two noticeable spheres: work and personal life, and work often effects the personal life. Karthik (2013) defined WLB as balancing oneself (one side is work while the other side is personal time and family). WLB does not have an equal balance directly (Sandhya et al., 2011). According to Austin-Egole et al. (2022), working long hours can lead to a lot of stress for employees, which can even affect personal life. The spillover theory said that the problems at work can affect the personal life, and vice versa. This theory assumed that the perception of one role can be influenced by the experiences in another role. The overall message of WLB is that a job should be beneficial and should leave time for individuals to pursue interests outside of work (Chimote & Srivastava, 2013).

(d) Stress Management at work

Stress management at work is the strategies and techniques that employees and organizations can utilize to identify, manage, and reduce work-related stress (Kroll et al., 2017). According to Bhargava and Trivedi (2018), high levels of stress at work can lead to lower job satisfaction, lower well-being, increased turnover, and decreased employee engagement. Chronic stress can also negatively effect physical health, including cardiovascular disease, musculoskeletal disorders, and immune system dysfunction. Various strategies for stress management at work include exercise and physical activity, meditation and mindfulness, social support, and time management. Regular exercise can help reduce stress and improve mood, while mindfulness-based interventions can help reduce stress and improve emotional well-being. Social support from colleagues,

managers, and family members can also help reduce stress and improve overall well-being.

According to Hoboubi et al. 2017, stress management equips employees with techniques and strategies to tackle work pressures, ultimately lessening the negative effects of stress on their well-being. However, challenges to stress management at work include high workload and demands, lack of resources, poor leadership style, and negative organizational culture. Alborzkouh (2015) explored that high workload and demanding tasks can create stress and overwhelm employees, while insufficient resources can make it difficult for organizations to implement effective stress management strategies. Donkoh (2011) stated that workplace stress management consists of all the activities and initiatives an employer takes to discover and prevent the main causes of work-related stress. By understanding the importance of stress management, organizations can develop effective strategies to reduce stress and promote employee well-being.

(e) Social Relationships

Social relationships refer to the connections and interactions that exist between colleagues, coworkers, and other individuals within the work environment (Cropanzano & Mitchell (2005). Social relationships are essential for maintaining good mental health, as a lack of connections can lead to depression, anxiety, and other mental health issues. They also positively effect physical health, with strong social connections linked to lower blood pressure, healthier weight, and a stronger immune system. James et al. (1988) defined social relationships as the web of connections and interactions between individuals and groups within an organization, facilitating information flow and collaboration. Positive social relationships foster collaboration, communication, and trust among colleagues. This leads to increased productivity, creativity, and problem-solving abilities within employees (Umberson & Montez, 2011). By fostering positive social relationships and building strong connections, organizations can cultivate a more engaged workforce, improve performance, and achieve greater success (Chadsey,2001).

(f) Organizational Culture and Communication

Fanggidae et al. (2020) defined that organizational culture refers to shared values, beliefs, and norms that shape an organization's behavior and attitudes. It is a complex and

dynamic phenomenon that influences how employees perceive their work environment, interact with each other, and respond to changes. Components of organizational culture include values, norms, assumptions, and symbols. Effective communication is essential for building trust, resolving conflicts, and promoting collaboration among employees. Organizational communication refers to the exchange of information, ideas, and messages within an organization and with external stakeholders (Madalina, 2016). It's a multifaceted process that encompasses both formal and informal channels, with the goal of achieving organizational objectives and fostering a positive work environment.

Aliakbar et al. (2013) stated that the interplay between organizational culture and communication is critical for effective performance, as a positive alignment can lead to increased employee engagement, job satisfaction, and productivity. Challenges to organizational culture and communication include power struggles, lack of trust, and cultural resistance. Edwinah (2013) explored that understanding the interplay between organizational culture and communication is crucial for promoting effective organizational performance, employee engagement, and job satisfaction.

2.2 Employee Engagement

Employee engagement is defined as the emotional investment that employees make in their organizations (Elnaga et al., 2014). It is the passion, involvement, and motivation they bring to work, which they use to guide their work. Engaged employees identify with the goals of the organization and align their own goals with the organization's goals. Employee engagement is a critical factor in the success of any organization. Employee engagement, defined as the emotional and cognitive connection an employee has to their organization, significantly influences organizational performance. Engaged employees are more likely to exhibit discretionary effort, demonstrate organizational citizenship behaviors, and contribute to a positive workplace culture (Mandal, 2023). Harter et al. (2002) found a strong correlation between employee engagement and key performance outcomes, such as customer satisfaction, productivity, and profitability. Similarly, Grillo (2013) revealed that organizations with high levels of employee engagement experienced lower turnover, higher sales, and better quality.

Employee engagement is a multifaceted concept that describes the level of an employee's emotional investment, enthusiasm, and dedication towards their work and the organization they work for (Schaufeli, 2006). It goes beyond simply fulfilling job duties and getting a paycheck. Engaged employees are more productive. According to a study by Bakker and Demerouti (2008), engaged employees show higher levels of energy and enthusiasm, which translates into increased productivity. They are also more likely to go above and beyond their job requirements, contributing to organizational success. High employee engagement reduces turnover rates. Schaufeli and Bakker (2004) demonstrated that engaged employees are less likely to leave their organizations because they feel a stronger emotional attachment and find greater satisfaction in their work. This retention reduces recruitment and training costs for organizations.

Heinz (2010) defined that employee engagement is an emotional state where employees feel passionate, energetic and committed to their work. Engaged employees are motivated to give their best effort, are committed to their employer's goals and values, and have a positive attitude towards their work. Moreover, Bijlsma (2003) defined that employee engagement is a positive attitude held by the employee towards the organization and its values.

According to Maylett et al. (2018), employee engagement is crucial for successful business outcomes, especially those related to productivity, ongoing profitability and customer loyalty. Implementing practices that promote work-life balance can also enhance engagement (Kossek et al., 2011). Investing in employees' professional growth promotes engagement. Opportunities for training, career advancement, and skill development signal to employees that the organization values their growth, increasing their commitment and engagement (Saks, 2006).

2.3 Knowledge Sharing

Thomas and Velthouse (1990) defined that knowledge sharing as the process of exchanging information, skills, and expertise among individuals, teams, or organizations. Knowledge is one of the most important sources for developing organizational skills and competencies (Nonaka, 1994). Knowledge is identified to have four types which are professional, coordinating, object-based and know-who (Christensen, 2007). Organization's performance can be improved through the provision of valuable and necessary knowledge (Munoz-Pascual et al., 2019). Moreover, knowledge is actually a critical source for

creating competitive advantage, sustainability and organizational success (Raykov, 2014). And so, in order to apply knowledge on a large scale, knowledge management is necessary.

Knowledge sharing is a social exchange and interaction where employees share experiences, knowledge and skills within the organization (Lee et al., 2021). Within the process of knowledge sharing, employees exchange various knowledge like information concerning to tasks, advice, experiences and expertise with the aim of helping and collaborating with others in performing daily responsibility, problem solving and developing new ideas (Ahmad, 2017). Knowledge sharing assists in transforming the individual learning into organizational learning (Nissen et al., 2014). Knowledge sharing is comprised of knowledge collecting (getting knowledge from others) and knowledge donating (sharing knowledge to others) (Noerchoidah & Harjanti, 2019). Knowledge sharing can occur in two forms which are intra-firm and inter-firm knowledge sharing. With intra-firm knowledge sharing, it occurs within the same organization through means like meetings, discussions and networks. With inter-firm knowledge sharing, it occurs in different organizations and through this form organizations can achieve value, Research and Development, leadership and even access to industries and markets (Lee et al., 2016; Vij & Faroop, 2014).

Knowledge sharing thus involves three main characteristics; knowledge sharing is a process and requires communication medium (Sedighi et al., 2016), knowledge sharing includes willingness to offer knowledge collected and the willingness to accept it (Lin, 2007), knowledge sharing can lead to innovation and sustainable performance as it focuses on solving various organizational problems and developing new ideas.

Knowledge sharing is one crucial aspect of knowledge management process that enables effective application of existing and available knowledge for performance improvement (Mehmood et al., 2022). There are various positive and diverse consequences of knowledge sharing on the organization. Knowledge sharing can improve organizational cost savings, employee efficiency and performance and developing teamwork (Mesmer-Magnus & Dechurch, 2009). Moreover, it also helps with innovations, collaborations and efficient decision-making. In addition to distributing and restructuring skills and information, knowledge sharing can also enable the development of novel and original ideas and knowledge (Cabrera & Cabrera, 2005). With knowledge sharing, it

assists organizations to enhance their abilities in regards to strategy, innovation and marketing (Chatterjee et al., 2022). Thus, in order for organizations to develop sustainable advantage against competitors, it greatly depends on the knowledge sharing of the employees (Mehmood et al., 2022)

2.4 Organizational Performance

Organizational performance defined as the comparison made between the expected results with results achieved, investigating deviations of prepared plans and evaluating the individual performance, and examining progress achieved in meeting organizational objectives, in order to help managers, evaluate organizational activities and maintain competitive position or superiority over competitors (AL-Hakim & Hassan, 2012). Organizational Performance defined as the indicator that measures the organization's success in achieving its objectives (Maktabi & Khazaei, 2014). Organizational performance is the overall effectiveness and efficiency of an organization in achieving its goals and objectives (Mwagona, 2023).

Organizational performance is the extent the organization is able to fulfill needs of stakeholders and organizational survival (Griffin, 2003). Vulpen (2020) stated that organizational performance encompasses various aspects of an organization's functioning, including its products, services, financial performance, employee engagement, and customer satisfaction. Key components of organizational performance include financial health, operational efficiency, productivity, employee engagement, customer satisfaction, innovation, and risk management. Organizational performance is measured using metrics and indicators of both quantitative and qualitative in nature like company profit, number of customers, costs and so on. It is said that organizational performance should be measured by financial data, business performance and effectiveness (Venkatraman & Ramanujam, 1986). As from perspectives, organizational performance includes measurement of result oriented outcomes (productivity) and relative outcomes (like effectiveness, efficiency, quality, consistency, education, training and development) (Heffernan & Flood, 2000).

And it is important to measure organizational performance as performance is crucial in directing the organization towards achieving strategic and operational goals (Popova & Sharpanskykh, 2010). According to Taouab (2019), when performance is

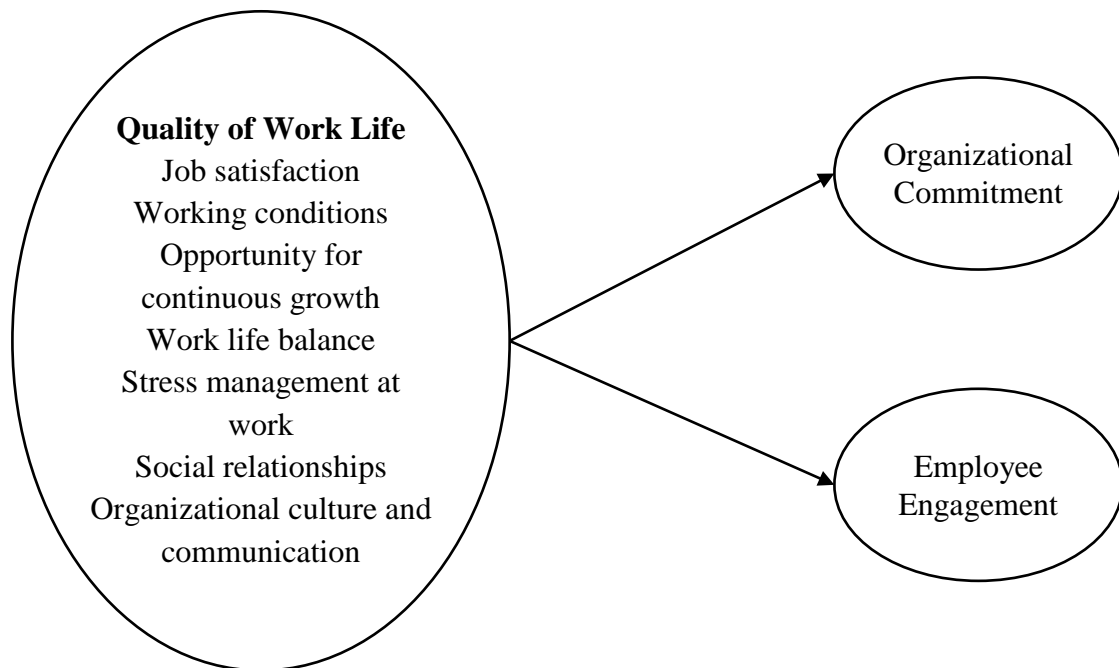
considered, there is a 4-layer pyramid where the top level is concerned with vision generation and translating it into specific and measurable business objectives. The next performance layer is concerned with growing financially and market with metrics of ROI, profitability and share value/price. For the third layer, performance is in relation to operational aspect like customer satisfaction, flexibility and employee productivity. Lastly, it is concerned with organization's operations which are product quality, efficiency of the process, delivery and organizational waste. Organizational performance is one key aspect for organizations for the business's survival and success (Richard et al., 2009).

2.5 Previous Studies

In this section, previous studies on the quality of work life, employee engagement, knowledge sharing, and organizational performance are explained. Numerous studies are explored the factors influencing employee engagement, knowledge sharing, and organizational performance. The conceptual framework of the study is based on the two previous studies.

The conceptual framework in Figure (2.1) was developed by Sahni (2019). This research paper focused on the effect of quality of work life on employee engagement and organizational performance in Telecom industry of Saudi Arabia. The conceptual framework of Sahni (2019) is shown in the Figure (2.1) as follow

Figure (2.1) Conceptual Framework of Sahni

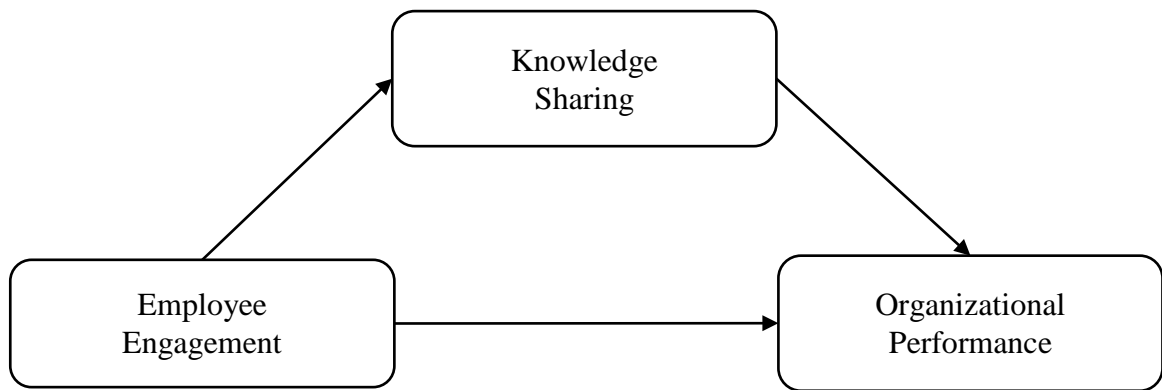


Source: Sahni (2019)

According to undertaken research framework Figure (2.1), this study is explored the quality of work life in telecom industry and examined its association with employee engagement and organizational commitment. The data collected from a random sample of 312 employee working in Telecom industry of Saudi Arabia, was analyzed through Descriptive statistics and Structural Equation Modeling (SEM). Sahni (2019) reported that there was a significant relationship of quality of work life and organizational commitment, however, there is a weak link of quality of life with employee engagement.

The conceptual framework in Figure (2.2) was developed by Ahmed (2020). This research paper focused on the effect of employee engagement on the organizational performance through knowledge sharing on the Sri Lanka telecommunication industry. The conceptual framework of Ahmed (2020) is shown in the Figure (2.2) as follow.

Figure (2.2) Conceptual Framework of Ahmed



Source: Ahmed (2020)

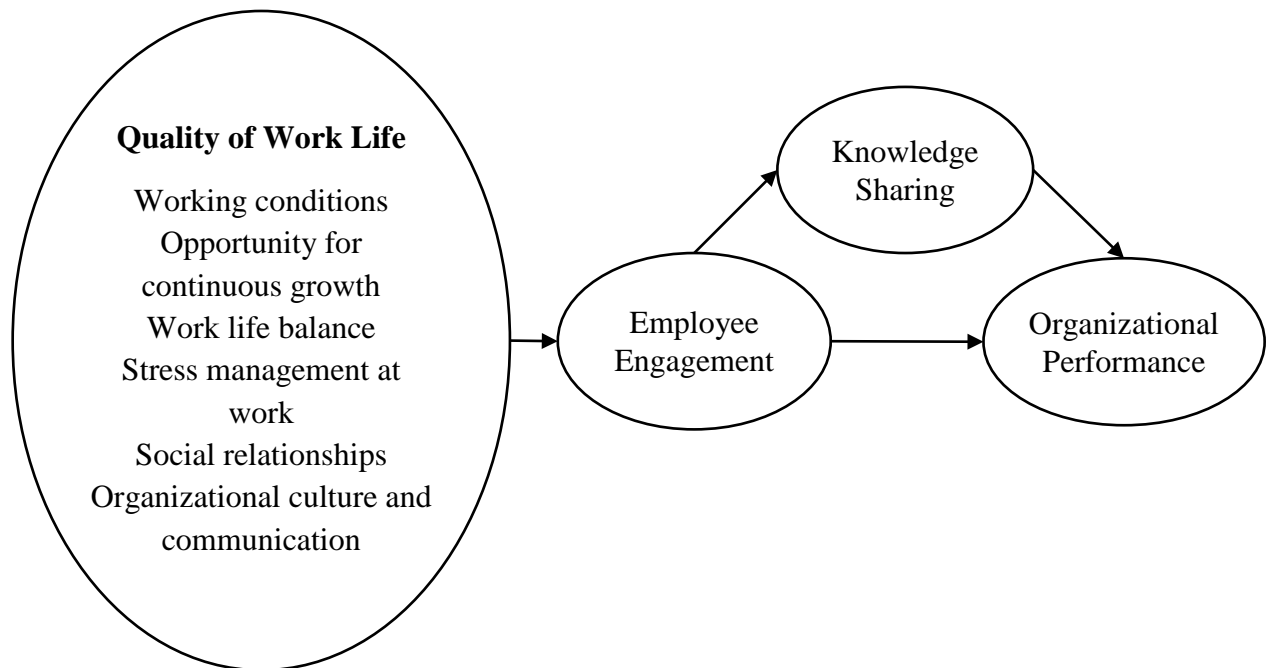
According to undertaken research framework Figure (2.2), the target population of this research is executive level married employees in Dialog Axiata PLC and Sri Lanka Telecom. Cluster sampling method is used to select 2 major companies in telecommunication industry (Dialog Axiata PLC and Sri Lanka Telecom) and the sample size is 100. Data were gathered through questionnaire method.

Ahmed (2020) found a strong relationship between employee engagement and knowledge sharing, a strong relationship between knowledge sharing and organizational performance, and a strong relationship between employee engagement and organizational performance. All these relationships were significant. The research findings reported that knowledge sharing acted as a mediator between employee engagement and performance, emphasizing the importance of fostering a culture of engagement and collaboration.

2.6 Conceptual Framework of the Study

Figure (2.3) presents the conceptual framework of this study. It demonstrates the effect of quality of work life including working conditions, opportunities for continuous growth, work-life balance, stress management, social relationships, organizational culture, and communication, employee engagement, knowledge sharing, and organizational performance in Loi Hein Co., Ltd.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2024)

In the first part, quality of work life is independent variable and employee engagement is dependent variable. Quality of work life includes working conditions, opportunity for continuous growth, work life balance, stress management, social relationships and organizational culture and communication. In the second part, the research proposes that there is a mediation effect of knowledge sharing between employee engagement and organizational performance. Quality of work life on employee engagement and organizational performance is developed from previous study of Sahni (2019). Employee engagement on the organizational performance through knowledge sharing is developed from previous study of Ahmed (2020). Therefore, this model suggested that improving QWL is crucial for enhancing employee engagement, which in turn boosts knowledge sharing and overall organizational performance.

CHAPTER 3

PROFILE AND QUALITY OF WORK LIFE USED OF LOI HEIN CO., LTD

This chapter aims to describe a background study of Loi Hein Co., Ltd. In the first section, the profile of Loi Hein Co., Ltd is explained. It is then followed by the organization structure of Loi Hein Co., Ltd and quality of work life practices in Loi Hein Co., Ltd. Then, the reliability tests are presented.

3.1 Profile of Loi Hein Co., Ltd

Loi Hein, a Myanmar company since 1992, manufactures, sells, and distributes consumer goods. They've helped both their own brands and those of international partners become top sellers in their categories. Dr. Sai Sam Htun started in 1992 by helping sell a Burmese cigarette brand (Duya). His success led him to be trusted with more products by the manufacturer (MFI), including drinks and alcohol. In 1996, he formed his own company, Loi Hein (LHC). Through partnerships, LHC launched successful products. In 1998, they partnered with a Thai company, Osotspa, to create the popular Shark energy drink. Four years later, in 2002, the LHC launched its own leading brand of bottled water, Alpine. Another partnership with a Thai company, Green Spot, in 2008 brought California Orange soft drink to market. Beyond their own brands, the LHC secured the exclusive distribution rights for a Thai wine cooler brand, SPY, in 2009.

Loi Hein Distribution Company (LHDC) operates independently within the Loi Hein Group, aiming to be the leading company in Myanmar for distributing and marketing fast-moving consumer goods (FMCG). They've taken successful marketing practices from around the world and adjusted them for Myanmar's specific market. LHDC understands the different types of shops and has strong relationships with all of them, allowing them to distribute to over 30,000 stores across the country.

They excel at building brands. They conduct market research to understand consumer needs and effectively allocate advertising budgets across various channels, including traditional media, below-the-line activities (promotions, events), sponsorships, and public relations. Additionally, LHDC continuously improves their

logistics system to efficiently store and deliver products throughout Myanmar, while also providing their partners with timely and accurate sales data.

LHDC's main manufacturing centre is located on a 10 acre site 40 minutes drive North West of Yangon in the pristine area of Thaut Kyant. This state of the art facility comprises of a water processing plant utilising the latest technology, fully automated bottling lines for purified drinking water and non-carbonated soft drinks as well as integrated high capacity packaging lines. New manufacturing facilities are under construction in Mandalay (opening end 2009) and Shwe Pyithar (greater Yangon - opening August 2009). All manufacturing processes are ISO 9001:2000 HACCP certified.

Trading is LHC's historical strength, and their expertise in this area is unmatched in Myanmar. They have a deep understanding of how trading works in the country, which allows them to efficiently distribute goods throughout Myanmar using traditional trade channels. LHC strategically leverages its location between China and India to expand trade. Myanmar's geographic advantage gives it direct access to a massive market, representing 40% of the world's population. To capitalize on this, LHC is opening representative offices in China and India to boost trade activities with these two neighboring countries. As Myanmar's economy opens up further, LHC expects to significantly increase the variety and volume of products it trades with them.

3.1.1 Vision, Mission and Core Values

The vision of Loi Hein Co., Ltd is to develop Loi Hein Co., Ltd into the leading consumer goods distribution and marketing company in Myanmar.

The mission of Loi Hein Co., Ltd is to make Myanmar consumers feel good and contribute to their life enjoyment.

The core values of Loi Hein Co., Ltd are

Integrity: Upholding the highest standards of honesty and ethical behavior.

Innovation: Encouraging creativity and innovation to stay ahead in the market.

Excellence: Striving for excellence in every aspect of the business.

Customer Focus: Putting customers at the center of everything we do.

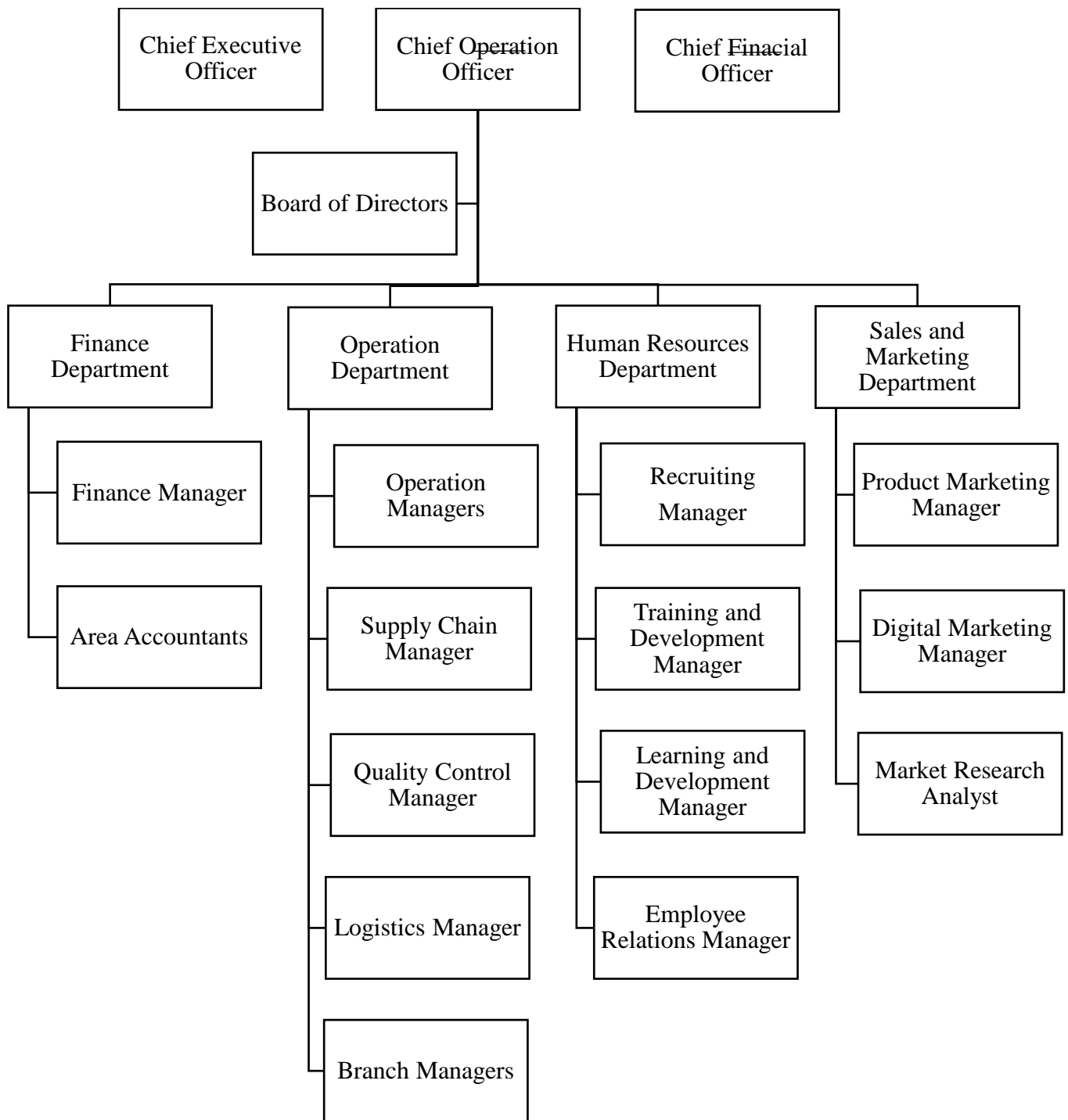
Teamwork: Fostering a collaborative and supportive work environment

3.1.2 Organizational Structure of Loi Hein Co., Ltd

An organizational structure is the framework for how an organization operates. It outlines the division of tasks, responsibilities and reporting relationships between employees. Loi Hein Co., Ltd has a well-defined organizational structure designed to promote efficiency, accountability, and clear communication. The organization chart is shown in Figure (3.1).

Loi Hein Co., Ltd. is a major Myanmar-based company specializing in the manufacturing, marketing, selling, and distribution of consumer products. The company's organizational structure includes various levels of management and operational roles that ensure efficient functioning and oversight across its diverse business activities. A well-defined company structure is the foundation for achieving its goals. Loi Hein Co., Ltd operates with a clear hierarchy, where each position plays a crucial role in the overall success. Loi Hein Co., Ltd, a major Myanmar-based fast-moving consumer goods (FMCG) company established in 1996, specializes in beverages, including the leading bottled water brand, Alpine, and their Shark energy drink line. Founded in 1996 by Dr Sai Sam Htun, the company has a history of successful partnerships with international companies like Osotspa Co., Ltd. (Thailand) for Shark energy drinks and Green Spot Co., Ltd. (Thailand) for California Orange soft drink, while also cultivating their own market-leading brands like Alpine bottled water (launched in 2002). Loi Hein Co., Ltd emphasizes its focus on consumers and its commitment to integrity, respect, and innovation.

Figure (3.1) Organization Chart of Loi Hein Co., Ltd



Source: Loi Hein Co., Ltd (2024)

At the helm lies the Chief Executive Officer (CEO), the ultimate authority responsible for the company's overall success. Chief Executive Officer (CEO), who is responsible for the overall strategic direction and management of the company. The CEO

oversees all major decisions and ensures the company's goals and objectives are met. And Chief Operating Officer (COO), handles the day-to-day operations, ensuring that the business runs smoothly and efficiently. Chief Financial Officer (CFO), manages the company's finances, including financial planning, risk management, and reporting.

Financial stability is ensured by the Finance Department, meticulously managing budgeting, accounting, and payroll through dedicated area and branch accountants. Financial health is the lifeblood of any organization. Finance managers oversee the financial planning process, analyzing financial data and generating reports that inform strategic decisions. They are supported by a network of area accountants who manage the financial transactions and reporting within specific geographic regions. This ensures a close eye is kept on financial performance across all areas of the company.

The heart of the operation lies within the Operations Department. Operation managers take the lead on this critical task, managing both operations and sales within their areas, working towards achieving set targets and maintaining high performance. Supply chain manager oversees the procurement of essential resources and supplies. Quality control manager safeguards the culinary experience by ensuring food and beverages meet the highest standards. Logistic managers play a crucial role, with a dedicated manager overseeing the efficient transportation and storage of supplies. Branch managers act as the on-the-ground leaders, ensuring local operations flawlessly align with company-wide standards and goals.

The Human Resources Department is responsible for the recruitment, training, and development of the company's employees. Recruiting human capital is paramount, achieved through the efforts of the Training and Development manager who crafts and delivers employee training programs. HR fosters a positive and productive work environment by addressing employee concerns and grievances. They ensure adherence to labor laws and company policies while mediating disagreements and disciplinary actions. Rounding out Operations is the employee relations manager, fostering a positive work environment by addressing grievances and disciplinary actions. The human element is central to any organization's success. The HR manager plays a vital role in attracting and retaining top talent. They manage the recruitment process, ensuring the company finds the right individuals for the job. Furthermore, they oversee employee training and development programs, fostering a positive work environment that keeps employees

motivated and engaged. Additionally, they handle employee relations and ensure compliance with labor laws.

The Sales and Marketing Department spearheads the company's visibility. A Product Marketing manager meticulously plans and executes strategies to promote menu items, while a Market Research analyst delves into customer demographics, guiding the development of targeted marketing campaigns. The sales department plays a key role in achieving this objective. Sales managers lead sales teams, developing effective sales strategies and motivating their teams. They diligently monitor performance to ensure sales targets are met. The backbone of the sales force is the Sales manager. These individuals directly interact with customers, executing sales plans and generating revenue through their customer interactions. At the branch level, financial transactions are handled by Branch accountants. They are responsible for maintaining accurate financial records and ensuring all transactions are properly documented. Completing the operational circle are the Cashiers. They provide a vital service by handling customer cash transactions and maintaining financial records at the branch level.

3.2 Quality of Work Life Practices at Loi Hein Co., Ltd

Loi Hein Co., Ltd believes that employees are its precious assets, and all employees within the organization have opportunities to develop their potential and advance in their careers. Loi Hein Co., Ltd places significant reliance on the quality of work life, which not only positively effect the employee engagement but also contribute to increase organizational performance. These quality of work life consists of working conditions, opportunities for continuous growth, work-life balance, stress management, social relationships, organizational culture, and communication, employee engagement, knowledge sharing, and organizational performance.

3.2.1 Working Conditions

Loi Hein Co., Ltd places a strong emphasis on providing a safe, healthy, and conducive work environment. This includes ergonomic workspaces, adequate lighting, ventilation, and adherence to safety standards to prevent workplace injuries and illnesses.

Loi Hein, like many companies, emphasizes its achievements and commitment to social responsibility. They highlight a positive work environment, competitive benefits, and opportunities for growth.

The working conditions at Loi Hein Co., Ltd reflect a balance between providing a professional and supportive work environment and addressing the ongoing needs and concerns of its employees. The company's efforts in offering substantial employee benefits, maintaining fair labor practices, and fostering a collaborative workplace culture are commendable. However, continuous improvement in communication and career development opportunities is essential to ensure long-term job satisfaction and the well-being of its workforce. As Loi Hein Co., Ltd continues to grow, its commitment to enhancing working conditions will play a crucial role in sustaining its success and reputation in the industry.

3.2.2 Opportunity for Continuous Growth

Loi Hein Co., Ltd invests in the professional development of its employees by offering training programs, workshops, and opportunities for career advancement. To foster a strong engaged employees, Loi Hein Co., Ltd offers product knowledge and sales training programs, technical skills training programs and soft skills training programs. Employees are encouraged to pursue further education and certifications relevant to their roles. Moreover, Loi Hein Co., Ltd provide a variety of learning formats such as online courses for every months, workshops, conferences, mentorship programs, and job shadowing caters to different learning styles and preferences.

Loi Hein Co., Ltd stands at a pivotal point with numerous opportunities for continuous growth. By focusing on product innovation, market expansion, digital transformation, and sustainable practices, the company can not only maintain its market leadership but also achieve new heights. Embracing these strategies will enable Loi Hein to adapt to changing market dynamics, meet consumer expectations, and contribute positively to society and the environment. As the company navigates the path to sustainable growth, its commitment to excellence and innovation will undoubtedly pave the way for a prosperous future. Loi Hein Co., Ltd encourage employees to embrace a growth mindset and foster a culture that values continuous learning empowers them to adapt and thrive in a dynamic industry.

3.2.3 Work-Life Balance

Recognizing the importance of balancing professional and personal life, Loi Hein implements policies such as flexible working hours, remote work options, and sufficient leave entitlements. These measures help employees manage their personal responsibilities alongside their professional duties. Loi Hein Co., Ltd's commitment to work-life balance is reflected in its comprehensive policies and supportive workplace culture. By prioritizing the well-being of its employees through flexible work arrangements, health and wellness programs, a positive work environment, and family-friendly initiatives, the company not only enhances employee satisfaction but also drives productivity and organizational success.

In an era where the lines between work and personal life often blur, Loi Hein stands out as an exemplary employer that truly values and nurtures the holistic well-being of its workforce. Loi Hein encourage the use of collaboration tools and communication platforms can facilitate effective communication and teamwork even when working remotely or outside of regular working hours. Loi Hein ensure employees take advantage of their paid time off allows for relaxation, rejuvenation, and increased engagement upon returning to work. Loi Hein Promote a culture that values employee well-being and respects personal time goes a long way. This is achieved through leadership buy-in, open communication, and encourage employees to disconnect from work when not necessary.

3.2.4 Stress Management at Work

Loi Hein Co., Ltd's commitment to stress management is a testament to its dedication to employee well-being and organizational excellence. Through comprehensive wellness programs, a supportive work environment, flexible work arrangements, continuous training and development, and a strong recognition system, Loi Hein Co., Ltd effectively mitigates workplace stress. By prioritizing the health and happiness of its employees, Loi Hein not only enhances their quality of life but also drives the company's success and sustainability in a competitive market.

Loi Hein Co., Ltd Foster a supportive and collaborative work environment that prioritizes employee well-being. This involve encouraging breaks, promoting healthy communication, and recognizing employee achievements. Loi Hein Co., Ltd educate employees about stress identification, coping mechanisms, and relaxation techniques such as mindfulness meditation, yoga, or deep breathing exercises can equip them with

practical tools to manage stress. Loi Hein Co., Ltd ensure proper workstation design can help to minimize physical discomfort and fatigue, which can contribute to stress.

3.2.5 Social Relationships

Loi Hein Co., Ltd's dedication to fostering strong social relationships among its employees is a testament to its commitment to creating a positive and productive work environment. By promoting a collaborative culture, encouraging open communication, organizing team-building activities, recognizing achievements, supporting mentorship, embracing diversity, and engaging in community service, Loi Hein Co., Ltd ensures that its employees form meaningful connections. These efforts not only enhance job satisfaction and employee well-being but also drive the company's success by cultivating a united, motivated, and innovative workforce.

Loi Hein Co., Ltd establish a mentorship program that foster connections between senior and junior employees, promoting knowledge sharing and fostering a sense of support. Loi Hein Co., Ltd organize informal social events like company picnics, holiday gatherings, or after-work activities that provide opportunities for employees to interact outside of work settings. Loi Hein Co., Ltd recognize and celebrating employee achievements fosters a sense of community and strengthens social bonds within teams.

3.2.6 Organizational Culture and Communication

Loi Hein Co., Ltd's organizational culture and communication strategies are integral to its success. The company's emphasis on innovation, customer-centricity, social responsibility, and employee development creates a dynamic and positive workplace culture. Coupled with transparent, inclusive, and technologically-advanced communication practices, Loi Hein Co., Ltd has established itself as a leader in the Myanmar beverage industry. By continuously aligning their culture and communication with their business objectives, Loi Hein Co., Ltd not only achieves operational excellence but also builds lasting relationships with employees, customers, and the community.

CHAPTER 4

ANALYSIS ON THE EFFECT OF QUALITY OF WORK LIFE ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN LOI HEIN CO., LTD

In this section are presented reliability analysis, demographic profile of respondents, research on data, and findings from survey questionnaires.

A structured questionnaire with a five-point Likert scale (1: strongly disagree, 2: disagree, 3 neutral, 4: agree, 5: strongly agree) is used to collect the primary data. According to Best (1977), the mean values of five-point Likert scale items are interpreted as follows.

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

The mean score provides an overall measure of the respondents' collective sentiment or opinion on the set of items.

4.1 Reliability Analysis

Reliability is a measure of how consistently a research instrument provides results following repeated trials (Mugenda & Mugenda, 1999). An instrument is trustworthy when it can precisely measure a variable and produce consistent findings throughout time. Reliability refers to the internal consistency of research instruments; it is their capacity to deliver similar results over and over under consistent settings. Cronbach alphas allow us to measure the reliability of different variables. It consists of estimates of how much variation in scores of different variables is attributable to chance or random errors (Selltiz et al., 1976). Random errors affect research reliability. A trustworthy indication delivers information that is unaffected by the properties of the indicator, instrument, or measurement design.

The Cronbach's alpha statistic was used in this study to assess reliability. The Cronbach's alpha coefficient typically runs from 0 to 1, with higher coefficients indicating greater reliability. Cronbach's alpha value between 0.5 to 0.6 is considered poor. The value between 0.6 to 0.7 is deemed questionable. The value ranging from 0.7 to 0.8 is within acceptable range. Cronbach's alpha value of 0.8 to 0.9 is considered good and the value between 0.9 to 1.0 is of excellent value. The responses to 57 questions were evaluated for appropriateness and internal consistency. Cronbach's alpha was calculated using the Statistical Package for Social Sciences (SPSS) to establish reliability.

The variables measured by the survey questionnaire in this study included working conditions, opportunity for continuous growth, work life balance, stress management at work, social relationships, organizational culture and communication, employee engagement, knowledge sharing and organizational performance. Table (4.1) displays the calculated Cronbach's alpha for all study.

Table (4.1) Reliability Analysis

| Sr. No. | Factors | No. of items | Cronbach's Alpha | Internal Consistency |
|----------------|--|---------------------|-------------------------|-----------------------------|
| 1 | Working Conditions | 4 | 0.853 | Good |
| 2 | Opportunity for Continuous Growth | 4 | 0.856 | Good |
| 3 | Work Life Balance | 4 | 0.793 | Acceptable |
| 4 | Stress Management at Work | 4 | 0.804 | Good |
| 5 | Social Relationships | 5 | 0.855 | Good |
| 6 | Organizational Culture and Communication | 4 | 0.819 | Good |
| 7 | Employee Engagement | 12 | 0.937 | Excellent |
| 8 | Knowledge Sharing | 10 | 0.911 | Excellent |
| 9 | Organizational Performance | 10 | 0.929 | Excellent |

Source: Survey Data (2024)

According to Table (4.1), working conditions exhibit a Cronbach's Alpha value of 0.853, suggesting that measured items are reliable in accessing working conditions within the organization. With Cronbach's Alpha value of 0.856, the items used to measure opportunity for continuous growth effectively capture the concept of the variable. For work life balance, the Cronbach's Alpha value is of 0.793, indicating the reliability of the measurements for work life balance concept. With stress management at work, it has Cronbach's Alpha value of 0.804, suggesting that the measured items are reliable to access stress management at work. As social relationships achieves Cronbach's Alpha value of 0.855, the items express reliability in measuring organizational culture and communication. For employee engagement, with Cronbach's Alpha value of 0.937, the items effectively capture the concept of employee engagement. With Cronbach's Alpha value of 0.911, knowledge sharing is well measured by its items. Lastly, organizational performance has a value of 0.929, and the items of the variable is able to capture the concept effectively.

Based on the findings, Cronbach's Alpha values range from 0.793 to 0.937 and it implies that the variables have acceptable to excellent level of internal consistency. It suggests that items used to measure the variables provide reliable assessment of the variables.

4.2 Demographic Profile of Respondents

This study sought to identify the demographic characteristics of the 103 respondents considered valid for analysis. The results of their analyzed responses are shown in Table (4.2).

Table (4.2) Demographic Profile of Respondents

| Sr.No | Demographic Profile | Description | Number of Responents | Percentage |
|--------------|----------------------------|------------------------|-----------------------------|-------------------|
| Total | | | 103 | 100.0 |
| | Gender | Male | 40 | 38.8 |
| | | Female | 50 | 48.5 |
| | | Other | 5 | 4.9 |
| | | Prefer not to disclose | 8 | 7.8 |
| 2 | Age Group | Under 20 | 15 | 14.6 |
| | | 21-30 | 35 | 34 |
| | | 31-40 | 25 | 24.3 |
| | | Over 40 | 28 | 27.2 |
| 3 | Income per Month (MMK) | Below 300,000 | 20 | 19.4 |
| | | 300,001 – 600,000 | 35 | 34 |
| | | 600,001- 900,000 | 30 | 29.1 |
| | | Above 900,001 | 18 | 17.5 |
| 4 | Position | Junior staff | 30 | 29.1 |
| | | Senior staff | 25 | 24.3 |
| | | Supervisor | 20 | 19.4 |
| | | Manager | 15 | 14.6 |
| | | Other | 13 | 12.6 |
| 5 | Education Level | Undergraduate level | 25 | 24.3 |
| | | Graduate | 40 | 38.8 |
| | | Postgraduate level | 30 | 29.1 |
| | | Other | 8 | 7.8 |

Source: Survey Data (2024)

According to demographic profile of respondents, male respondents take up 38.8% (40 respondents) and female respondents take up 48.5% (50 respondents) with around 12.7% (13 respondents) choosing to not disclose any information.

For age group, 14.6% of respondents (15 respondents) fall under 20, 34% of them (35 respondents) being in the 21-30 age range, 24.3% of them (25 respondents) belonging to 31-40 range and over 40 has 27.2% (40 respondents), showing even distribution among age groups.

Around 19.4% (20 respondents) earn under 300,000 MMK. 34% (35 respondents) earn between 300,001 and 600,000, 29.1% of them (30 respondents) earn between 600,001 and 900,000 and above 900,001 has 17.5% (18 respondents).

For position within the organization, junior staff takes up 29.1% (30 respondents), 24.3% (25 respondents) are senior staff, 19.4% (20 respondents) are supervisor level, 14.6% (15 respondents) are manager level and 12.6% (13 respondents) are others. It shows the organization has balanced manpower structure.

For education level, 24.3% (25 respondents) are still undergraduate level, with 38.8% (40 respondents) are graduate, 29.1% (30 respondents) are from postgraduate level and 7.8% (8 respondents) are other.

In summary, the gender distribution shows a predominance of females. The majority of respondents fall within the 21-30 age bracket. In terms of education, most respondents hold a Bachelor's degree, and position-wise, office staff make up the largest group, followed by HO staff. Regarding years of service, most of the respondents have over 5 years of experience. Salary distribution reveals that the majority earn between 300,001 and 600,000 MMK, with other ranges represented in smaller proportions. This demographic data provides valuable context for understanding the respondents' backgrounds and their potential influence on the study's findings.

4.3 Quality of Work Life in Loi Hein Co., Ltd

This section analyzes the employee perception on quality of work life in Loi Hein Co., Ltd. This includes aspects such as working conditions, opportunity for continuous

growth, work life balance, stress management at work, social relationships, organizational culture and communication, employee engagement, knowledge sharing and organizational performance.

4.3.1 Working Conditions

To analyze working conditions, four questions are asked of all 103 employees of Loi Hein Co., Ltd. The mean values, standard deviations, and overall mean value for working conditions are shown in Table (4.3) as follows.

Table (4.3) Working Conditions

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|---|-------------|---------------------------|
| 1 | Having comfortable physical work environment that is conducive to productivity | 3.84 | 0.759 |
| 2 | Being well-equipped with the necessary tools and equipment for performing tasks efficiently | 3.88 | 0.696 |
| 3 | Having open and effective communication channels between employees and management | 3.93 | 0.709 |
| 4 | Having the opportunity to provide feedback and voice concerns about working conditions | 3.75 | 0.705 |
| Overall Mean Value | | 3.85 | |

Source: Survey Data (2024)

Based in Table (4.3), mean values (including overall mean) of working conditions are between 3.41 and 4.20, at agree levels. The employees agreed that communication channels between employees and management are open and effective, showing Loi Hein Co., Ltd prioritizes transparency and clear communication. Moreover, employees also agreed with the ability to provide feedback and their concerns about working conditions, meaning the company takes effective actions about improvements in working conditions. And necessary tools and equipment for effective job performance are also placed within the workplace.

4.3.2 Opportunity for Continuous Growth

To analyze the opportunity for continuous growth, four questions are asked of all 103 employees of Loi Hein Co., Ltd. Table (4.4) describes mean values, standard deviation values, and overall mean values regarding the opportunity for continuous growth of Loi Hein Co., Ltd.

Table (4.4) Opportunity for Continuous Growth

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|---|-------------|---------------------------|
| 1 | Offering sufficient opportunities to develop own abilities | 3.86 | 0.935 |
| 2 | Offering chances to learn new skills | 3.90 | 0.874 |
| 3 | Being encouraged to pursue further education or certifications to support career growth | 3.84 | 0.748 |
| 4 | Having access to resources and tools to support continuous learning and growth | 3.65 | 0.849 |
| Overall Mean Value | | 3.81 | |

Source: Survey Data (2024)

Based in Table (4.4), mean values (including overall mean) of opportunity for continuous growth are between 3.41 and 4.20, at agree levels. The employees agreed that the company exerts efforts in the continuous learning of the employees. The employees also agreed that they have access to resources and tools for their continuous learning and growth. Loi Hein Co., Ltd invests in providing necessary resources like electronics, fees, and internet accessibility for instance. Moreover, employees agreed that the organization encourages them to pursue further education for career growth.

4.3.3 Work Life Balance

Work-life balance mean values and standard deviation values as well as the overall mean score are presented in Table (4.5). To analyze the work-life balance factor, respondents are asked to answer four items that are related to assessing the work-life balance of Loi Hein Co., Ltd.

Table (4.5) Work Life Balance

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|---|-------------|---------------------------|
| 1 | Having enough time outside of work to pursue personal interests and spend time with family and friends | 3.74 | 0.763 |
| 2 | Having appropriate workload which allows to maintain a healthy balance between work and personal life | 3.74 | 0.783 |
| 3 | Offering flexible work arrangements, such as remote work or flexible hours, to help employees achieve work-life balance | 3.65 | 0.789 |
| 4 | Offering a healthy work-life balance for employees | 3.66 | 0.787 |
| Overall Mean Value | | 3.70 | |

Source: Survey Data (2024)

Based in Table (4.5), mean values (including overall mean) of work life balance are between 3.41 and 4.20, at agree levels. The employees agreed that they have ample time outside of work for personal interests and spend with their social and family circles. Moreover, they also agreed that the workload and the personal life have a balance. Based on this, Loi Hein Co., Ltd makes sure its employees can balance work and their personal lives well for employee satisfaction. They also agreed that the organization has flexible work arrangements and thus, Loi Hein Co., Ltd also develops initiatives to provide flexible work arrangements.

4.3.4 Stress Management at Work

To analyze stress management at work, four questions are asked of all 103 employees of Loi Hein Co., Ltd. The mean values, standard deviations, and overall mean value for stress management at work are shown in Table (4.6) as follows.

Table (4.6) Stress Management at Work

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|---|-------------|---------------------------|
| 1 | Feeling supported by manager and colleagues in managing work-related stress | 3.85 | 0.759 |
| 2 | Having the manageable workload which does not contribute significantly to stress levels | 3.49 | 0.807 |
| 3 | Having access to tools and techniques to cope with stress at work, such as mindfulness practices or relaxation techniques | 3.73 | 0.675 |
| 4 | Being encouraged for open communication about stress and mental health in the workplace | 3.58 | 0.766 |
| Overall Mean Value | | 3.66 | |

Source: Survey Data (2024)

Based in Table (4.6), mean values (including overall mean) of stress management at work are between 3.41 and 4.20, at agree levels. The employees agreed that they have feel supported by their managers and colleagues in terms of work-related stress, meaning the organization has a culture of collaboration and employee wellness. Employees also agreed that their workload is manageable which makes stress levels to be under control. Moreover, they also agreed that they have access to methods to coping stress at work like practices and open communication channels.

4.3.5 Social Relationships

To analyze social relationships, five questions are asked of all 103 employees of Loi Hein Co., Ltd. The mean values, standard deviations, and overall mean value for social relationships are shown in Table (4.7) as follows.

Table (4.7) Social Relationships

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|--|-------------|---------------------------|
| 1 | Having positive and friendly relationships with colleagues at work | 3.69 | 0.626 |
| 2 | Feeling supported by coworkers in accomplishing tasks and projects | 3.82 | 0.721 |
| 3 | Having teamwork and collaboration among employees | 3.86 | 0.725 |
| 4 | Having a good relationship with direct supervisor or manager | 3.94 | 0.663 |
| 5 | Feeling comfortable discussing work-related issues with colleagues | 3.85 | 0.715 |
| Overall Mean Value | | 3.83 | |

Source: Survey Data (2024)

Based in Table (4.7), mean values (including overall mean) of social relationships are between 3.41 and 4.20, at agree levels. The employees agreed that they have a good relationship with the direct supervisor and manager, meaning there is no superiority complex within the organization. They also agreed that they perceive relationships with their colleagues to be positive and friendly. Employees agreed that they have support and collaboration from their colleagues about tasks and projects.

4.3.6 Organizational Culture and Communication

To analyze organizational culture and communication, four questions are asked of all 103 employees of Loi Hein Co., Ltd. The mean values, standard deviations, and overall

mean value for organizational culture and communication are shown in Table (4.8) as follows.

Table (4.8) Organizational Culture and Communication

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|---|-------------|---------------------------|
| 1 | Having organizational culture in workplace which promotes transparency and open communication | 3.75 | 0.643 |
| 2 | Being encouraged to share ideas and provide feedback without fear of reprisal | 3.74 | 0.734 |
| 3 | Having clear and effective communication from senior leadership down to frontline employees | 3.72 | 0.703 |
| 4 | Being encouraged to be really open and candid with each other | 3.75 | 0.687 |
| Overall Mean Value | | 3.74 | |

Source: Survey Data (2024)

Based in Table (4.7), mean values (including overall mean) of organizational culture and communication are between 3.41 and 4.20, at agree levels. The employees agreed that the organization has a culture that is transparent and supports open communication, supporting the observation of working conditions. Moreover, they agreed that employees are always encouraged to be open and candid with each other. Employees also agreed about clear and effective communication from the top down to the bottom level.

4.4 Employee Engagement in Loi Hein Co., Ltd

This section analyzes the employee perception on employee engagement in Loi Hein Co., Ltd. The mean values, standard deviations, and overall mean value for employee engagement are shown in Table (4.9) as follows.

Table (4.9) Employee Engagement

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|--|-------------|---------------------------|
| 1 | Being focused when working | 3.67 | 0.702 |
| 2 | Giving job responsibility a lot of attention | 3.70 | 0.599 |
| 3 | Working at current organization has a great deal of meaning | 3.74 | 0.705 |
| 4 | Feeling a strong sense of belonging to the job | 3.84 | 0.675 |
| 5 | Believing in the mission and purpose of the company | 3.78 | 0.693 |
| 6 | Caring about the future of the company | 3.72 | 0.662 |
| 7 | Pushing oneself to work beyond what is expected | 3.84 | 0.695 |
| 8 | Being willing to put in extra effort without being asked | 3.79 | 0.592 |
| 9 | Going above what is expected to help the team be successful | 3.72 | 0.782 |
| 10 | Working harder than expected to help the company be successful | 3.66 | 0.736 |
| 11 | When getting up in the morning, feel like going to work | 3.65 | 0.656 |
| 12 | Being immersed in my work during work hours | 3.76 | 0.674 |
| Overall Mean Value | | 3.74 | |

Source: Survey Data (2024)

Based in Table (4.8), mean values (including overall mean) of employee engagement are between 3.41 and 4.20, at agree levels. The employees agreed that they have a strong sense of belongingness within the workplace and they always strive to work beyond their responsibilities. They also agreed that their willingness to come to work. They also agreed that they have a purpose with the company and are willing to help the company succeed.

4.5 Knowledge Sharing in Loi Hein Co., Ltd

This section analyzes the employee perception on knowledge sharing in Loi Hein Co., Ltd. The mean values, standard deviations, and overall mean value for knowledge sharing are shown in Table (4.10) as follows.

Table (4.10) Knowledge Sharing

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|---|-------------|---------------------------|
| 1 | Feeling comfortable sharing knowledge and expertise with colleagues | 3.67 | 0.613 |
| 2 | Actively seeking opportunities to learn from coworkers and share own insights | 3.74 | 0.637 |
| 3 | Having formal processes in place to facilitate knowledge sharing among employees | 3.77 | 0.635 |
| 4 | Being willing to help each other by sharing information and best practices | 3.89 | 0.572 |
| 5 | Believing that knowledge sharing leads to better collaboration and innovation within the organization | 3.72 | 0.640 |
| 6 | Having a process for sharing knowledge throughout the organization | 3.79 | 0.663 |
| 7 | Having a process for transferring organizational knowledge to individuals such as new employees | 3.80 | 0.678 |
| 8 | Making an effort to share knowledge with other members of the organization | 3.79 | 0.646 |
| 9 | Always sharing knowledge and skills that have been learned from the training | 3.71 | 0.691 |
| 10 | Being encouraged to network to manage knowledge. | 3.82 | 0.670 |
| Overall Mean Value | | 3.77 | |

Source: Survey Data (2024)

Based in Table (4.9), mean values (including overall mean) of knowledge sharing are between 3.41 and 4.20, at agree levels. Based on the results, the employees agreed that colleagues are always helpful in sharing information and best practices. This shows that employees are willing to grow and improve together without sabotaging one another. The employees also agreed that they feel comfortable sharing knowledge and expertise. It shows that employees have knowledge-sharing behavior and Loi Hein Co., Ltd can further foster the initiative culture within the organization. They also agree that the organization provides processes for knowledge-sharing and that they are encouraged to express knowledge-sharing behaviors within the organization.

4.6 Organizational Performance in Loi Hein Co., Ltd

This section analyzes the employee perception on organizational performance in Loi Hein Co., Ltd. The mean values, standard deviations, and overall mean value for employee performance are shown in Table (4.11) as follows.

Table (4.11) Organizational Performance

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------------|--|-------------|---------------------------|
| 1 | Having clear and measurable goals and objectives | 3.63 | 0.754 |
| 2 | Understanding how individual work contributes to the overall performance of the organization | 3.77 | 0.675 |
| 3 | Consistently meeting or exceeding financial targets and key performance indicators | 3.84 | 0.673 |
| 4 | Having strong collaboration and communication across different departments and teams | 3.91 | 0.673 |
| 5 | Adapting quickly to changes in the external environment and marketplace | 3.83 | 0.663 |
| 6 | Having high product quality | 3.79 | 0.580 |
| 7 | Dealing with customer complains faster than our opponents | 3.92 | 0.658 |
| 8 | Retaining existing clients and managing to attract new ones | 3.89 | 0.576 |
| 9 | Improving reputation of the company in the eyes of the customers | 4.11 | 0.610 |
| 10 | Being absent of of people leaving for internal reasons. | 3.73 | 0.716 |
| Overall Mean Value | | 3.84 | |

Source: Survey Data (2024)

Based in Table (4.11), mean values (including overall mean) of organizational performance are between 3.41 and 4.20, at agree levels. The employees agreed that the organization has a good and improving reputation with the industry and the market. The employees agreed that where organization has clear and measurable goals and objectives. It solidifies the fact that Loi Hein Co., Ltd communicates business level objectives and goals across all organizational levels without any red tape in communication. Moreover, the organization is able to meet various performance goals like financial targets, maintaining high product quality, maintaining and growing customer base, and resolving complaints effectively and efficiently. Moreover, employees believe they all contribute

towards the organization's success and there are no cases of employees leaving the organization due to internal reasons.

4.7 Analysis on the Effect of Quality of Work Life on Employee Engagement in Loi Hein Co., Ltd

This section presents an analysis of the effect of Quality of Work Life on Employee Engagement in Loi Hein Co., Ltd. As a first step, the direct effect of quality of life (independent variable) on employee engagement (dependent variable) is analyzed. The result is shown in Table (4.12).

Table (4.12) Effect of Quality of Work Life on Employee Engagement

| Independent Variables | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|--|-----------------------------|------------|---------------------------|-------|-------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | 0.768 | 0.213 | | 3.602 | 0.000 | |
| Working conditions | 0.133** | 0.064 | 0.122 | 2.078 | 0.039 | 1.822 |
| Opportunity for continuous growth | 0.101** | 0.047 | 0.122 | 2.127 | 0.034 | 1.735 |
| Work life balance | 0.086 | 0.069 | 0.081 | 1.256 | 0.210 | 2.173 |
| Stress management at work | 0.123** | 0.053 | 0.147 | 2.401 | 0.017 | 1.976 |
| Social relationships | 0.007 | 0.057 | 0.008 | 0.131 | 0.896 | 1.936 |
| Organizational culture and communication | 0.340*** | 0.051 | 0.358 | 6.705 | 0.000 | 1.497 |
| R | 0.652 | | | | | |
| R Square | 0.425 | | | | | |
| Adjusted R Square | 0.413 | | | | | |
| Durbin-Watson | 1.821 | | | | | |
| F Value | 37.163*** | | | | | |

Source: Survey Data (2024)

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

According to the results of Table (4.12), the R value is 0.652, the model can explain the variation in quality of life in Loi Hein Co., Ltd well. With R square value of 0.425, the model can explain 42.5% regarding the variance of the independent as well as dependent variables. All VIF values are under 10, indicating the lack of multicollinearity issues in independent variables. Durbin-Watson value is 1.821, showing there is no autocorrelation in the sample. Based on the value of F value, the overall model is highly significant at a 1% level; it can be assumed that this specific model is valid.

Working conditions has a positive and significant effect on the dependent variable which is employee engagement, with a coefficient value of 0.133 and is significant at the 1% level. It shows working conditions value has a positive considerable effect on employee engagement. Organizational culture and communication shows a positive effect on the dependent variable, employee engagement, with a coefficient value of 0.340, significant at the 1% level. This indicates organizational culture and communication plays an important role in influencing employee engagement.

Stress management at work also displays a positive effect on the dependent variable, employee engagement with a coefficient value of 0.017, significant at the 5% level. Stress management at work thus is a critical factor in influencing the employee engagement. Lastly, opportunity for continuous growth also shows a positive effect on the dependent variable, employee engagement with a coefficient value of 0.034, significant at the 5% level. It shows stress management at work also is a crucial influencing factor affecting the employee engagement.

Based on the findings, working conditions, opportunity for continuous growth, stress management at work and organizational culture and communication have positive and significant effects on employee engagement at Loi Hein Co., Ltd. Employee engagement is thus contributed by working conditions, opportunity for continuous growth, stress management at work and organizational culture and communication and Loi Hein Co., Ltd can focus their efforts on these areas to increase engagement of the employees.

With good working conditions like safety, comfort, and sufficient resources can impact well-being of the employees and with the presence of good working conditions, employees can feel valued by the organization, which then leads to higher engagement levels. Organizational culture includes a collective shared values, beliefs and practices and when the organization culture aligns with values of the employees, they feel commitment

towards the organization due to connectedness. With effective communication, employees feel well-informed and connected to the goals of the organization. Positive culture and communication hence lead to high employee satisfaction loyalty and engagement. When employees experience stress, negative consequences like burnout and dissatisfaction follow. When there are arrangements within the workplace to better manage stress, employees express decreased absenteeism and turnover while their engagement level increases. With opportunity for continuous growth, employees feel they are being valued when they have access to opportunities to advance their careers. And with organizations that encourage growth of their employees, the employees also become highly engaged and stay loyal to the organization.

4.8 Analysis on the Mediating Effect of Knowledge Sharing between Employee Engagement and Organizational Performance in Loi Hein Co., Ltd

To test the mediating effect of knowledge sharing on the relationship between employee engagement and organizational performance, the following steps are followed:

1. Total effect through regression analysis on the effect of the independent variable on the dependent variable.
2. Regression analysis on the effect of the independent variable on the mediating variable.
3. Regression analysis on the effect of the independent variable on the mediating variable on the dependent variable.
4. Sobel Test for the significance of mediating variable.
5. Finding indirect effect, direct effect, and total effect.

4.8.1 Mediating Effect of Knowledge Sharing between Employee Engagement and Organizational Performance in Loi Hein Co., Ltd

This section presents an analysis of the mediation effect of knowledge sharing between employee engagement and organizational performance in Loi Hein Co., Ltd. As a first step, the direct effect of employee engagement (independent variable) on organizational performance (dependent variable) is analyzed. The result is shown in Table (4.13).

Table (4.13) Effect of Employee Engagement on Organizational Performance

| Independent Variables | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|-----------------------|-----------------------------|------------|---------------------------|--------|-------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | 0.518 | 0.139 | | 3.733 | 0.000 | |
| Employee Engagement | 0.871*** | 0.036 | 0.924 | 24.245 | 0.000 | 1.000 |
| R | 0.924 | | | | | |
| R Square | 0.853 | | | | | |
| Adjusted R Square | 0.852 | | | | | |
| Durbin-Watson | 2.094 | | | | | |
| F Value | 587.814*** | | | | | |

Source: Survey Data (2024)

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

According to results of Table (4.13), with the R-value of 0.924 and R square value of 0.853, it can be seen that this specific model can explain the organizational performance variance of Loi Hein Co., Ltd. well. Since the value of the R square is 0.853, the model explains 85.3% of the variances of the independent variable and dependent variable. VIF value is also under 10, indicating there is no multicollinearity issue in the model. With a Durbin-Watson value of 2.094, autocorrelation in the sample also does not exist. Based on the F value, it can be concluded that this specific model is highly significant at a 1% level and that the model is valid.

The significant value of employee engagement is 0.000, meaning the independent variable (employee engagement) is significant at a 1% level. With positive Standardized Coefficient (Beta) value, it indicates that employee engagement has a significant positive effect on organizational performance which is the dependent variable. Based on the analysis, employee engagement has a significant positive effect on organizational performance of Loi Hein Co., Ltd.

Table (4.14) Effect of Employee Engagement on Knowledge Sharing

| Independent Variables | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|-----------------------|-----------------------------|------------|---------------------------|--------|-------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | 1.022 | 0.164 | | 6.213 | 0.000 | |
| Employee Engagement | 0.741*** | 0.043 | 0.866 | 17.434 | 0.000 | 1.000 |
| R | 0.866 | | | | | |
| R Square | 0.751 | | | | | |
| Adjusted R Square | 0.748 | | | | | |
| Durbin-Watson | 2.057 | | | | | |
| F Value | 303.946*** | | | | | |

Source: Survey Data (2024)

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

According to the results of Table (4.14), with the R-value of 0.866 and R square value of 0.751, it can be seen that this specific model can explain the knowledge sharing variance of Loi Hein Co., Ltd well. Since the value of the R square is 0.751, the model explains 75.1% of the variances of the independent variable and dependent variable. VIF value is also under 10, indicating there is no multicollinearity issue in the model. With a Durbin-Watson value of 2.057, autocorrelation in the sample also does not exist. Based on the F value, it can be concluded that this specific model is highly significant at a 1% level and that the model is valid.

The significant value of employee engagement is 0.000, meaning the independent variable (employee engagement) is significant at a 1% level. With positive Standardized Coefficient (Beta) values, it indicates that employee engagement has a significant positive effect on knowledge sharing which is the dependent variable. Based on the analysis, employee engagement has a significant positive effect on knowledge sharing of Loi Hein Co., Ltd.

**Table (4.15) Effect of Employee Engagement and Knowledge Sharing
on Organizational Performance**

| Independent Variables | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|-----------------------|-----------------------------|------------|---------------------------|--------|-------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | -0.069 | 0.120 | | -0.571 | 0.569 | |
| Employee Engagement | 0.445*** | 0.053 | 0.472 | 8.397 | 0.000 | 4.009 |
| Knowledge Sharing | 0.575*** | 0.062 | 0.522 | 9.285 | 0.000 | 4.009 |
| R | 0.960 | | | | | |
| R Square | 0.921 | | | | | |
| Adjusted R Square | 0.920 | | | | | |
| Durbin-Watson | 1.945 | | | | | |
| F Value | 584.988*** | | | | | |

Source: Survey Data (2024)

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

According to the results of Table (4.15), the coefficient value of determination (R Square) is 0.960. Thus, the linear regression model in this case can explain 96.0% about the relationship between employee engagement and knowledge sharing on organizational performance. According to significant value, it is found that there is a positive relationship between employee engagement and knowledge sharing on organizational performance at 1% significant level. VIF value is less than 10. Thus, there is no problem of multicollinearity. Durbin Watson value is 1.945 and it is between 1.5 and 2.5. Thus, the sample is enough. The value of the F test, the overall significance of the model, is highly significant at a 1 percent level. The specified model can be said to be valid. The significant value is within of the range of 0.000. Therefore, employee engagement and knowledge sharing have significant effect on organizational performance.

To test the mediating effect of knowledge sharing between employee engagement and organizational performance, the Sobel test is conducted. The result is shown in Table (4.16).

Table (4.16) Sobel Test Result Mediating Test for Knowledge Sharing between Employee Engagement and Organizational Performance

| Input | | | Test Statistic: | Std. Error: | p-value: |
|----------------|-------|---------------|-----------------|-------------|------------|
| a | 0.741 | Sobel Test: | 8.16662383 | 0.05217272 | 0.00000000 |
| b | 0.575 | Aroian Test: | 8.15598249 | 0.05224079 | 0.00000000 |
| S _a | 0.043 | Goodman Test: | 8.17730693 | 0.05210456 | 0.00000000 |
| S _b | 0.062 | Reset all | Calculate | | |

Source: Survey Data (2024)

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

According to the results of Table (4.17), p value 0 is less than 0.01. Thus, there is a mediating effect of knowledge sharing between employee engagement and organizational performance at the 1% significant level. The total effect, direct effect, and indirect effect are as follows.

$$\text{Total Effect} = 0.871$$

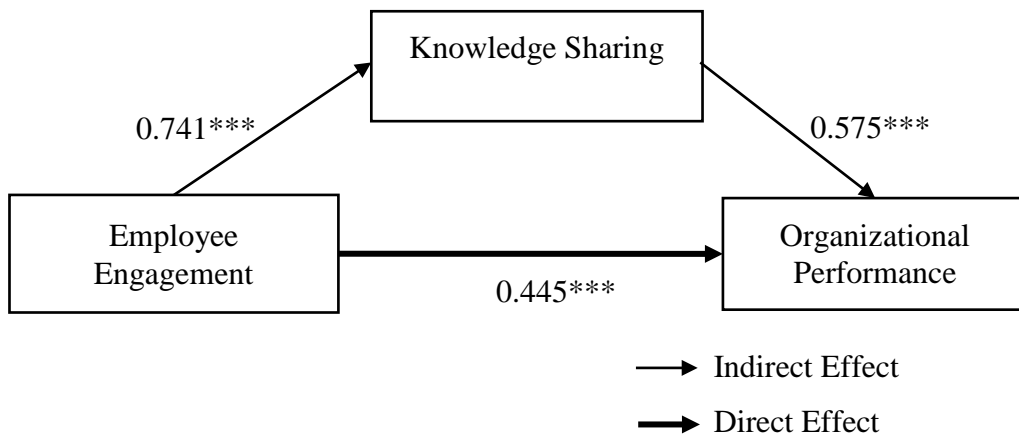
$$\text{Direct Effect} = 0.445$$

$$\text{Indirect Effect} = 0.741 \times 0.575 = 0.426$$

$$\text{Direct Effect} + \text{Indirect Effect} = \text{Total Effec}$$

$$0.445 + 0.426 = 0.871$$

Figure (4.1) Mediating Effect of Knowledge Sharing between Employee Engagement and Organizational Performance



Source: Survey Data (2024)

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

The result shows that there is a positive significant effect of employee engagement on organizational performance, as shown in Figure (4.1). Regarding the indirect effect, it is found that there is a positive significant effect of employee engagement on knowledge sharing and a positive significant effect of knowledge sharing on organizational performance as well.

Therefore, there is a mediation of knowledge sharing is found in the relationship between employee engagement and organizational performance of Loi Hein Co., Ltd.

Knowledge sharing plays a mediating role in the positive significant effect of employee engagement on organizational performance. When employees are engaged, there are more likely to have effective communication and collaboration, which leads to the development of knowledge sharing culture within the organization. Engaged employees are more willing and enthusiastic about sharing their expertise and insights, facilitated by strong interpersonal relationships and open communication. The increase in motivation and engagement enables the organization to transform into a learning organization and the continuous improvement occurs due to problem-solving, innovation and efficiency. As a result, the increased knowledge and continuous improvement lead to improved organizational performance. And hence, knowledge sharing has a pivotal role in the relationship between employee engagement and organizational performance.

CHAPTER 5

CONCLUSION

In this chapter, a total of three parts are discussed; findings and discussions of the study, suggestions and recommendations as well as the need for further research based on this study of the effect of quality of work life on employee engagement and organizational performance of Loi Hein Co., Ltd in an organized manner.

5.1 Findings and Discussions

The analysis of the data revealed several significant findings related to the conceptual framework of quality of work life and its effect on employee engagement and organizational performance. The conceptual framework encompasses various dimensions of quality of work life, including working conditions, opportunity for continuous growth, work life balance, stress management at work, social relationships, organizational culture and communication, knowledge sharing, employee engagement, and organizational performance.

The demographic profile of respondents reveals a balanced representation across gender, age, income, position within the organization, and education level. Male and female respondents are fairly evenly distributed, with a small percentage opting not to disclose their gender. The age groups are well distributed, ranging from young to middle age. Income levels show a spread from lower to higher brackets. Within the organization, there is a mix of junior staff, senior staff, supervisors, managers, and others, indicating a balanced manpower structure. Education levels vary from undergraduates and graduates to postgraduates, with a few categorized as others.

Based on the mean value analysis, for working conditions, employees agree that communication channels where employees and management communicate with each other are open and effective, highlighting clear communication and transparency. They also agree that they are allowed to express concerns in relation to concerns about their working conditions. The company also provides necessary tools and equipment for effective job performance. When it comes to opportunity for continuous growth, employees feel that the company make efforts in supporting continuous learning and encouraging to pursue

further education for career growth. They provide employees with access to necessary resources and finances for further education. For work life balance, employees perceive a good work-life balance, with sufficient personal time for interests as well as spending time with social circles. They agree that their workload is also manageable and also have access to flexible work management. In relation to stress management at work, employees feel supported in managing work-related stress by their managers as well as colleagues, emphasizing collaborative culture. They also think stress and workload are all at optimal levels. Moreover, Loi Hein Co., Ltd provides various stress coping methods for its employees. For social relationships, employees have positive relationships with supervisors and managers in the organization. They also have positive and friendly relationships with colleagues, indicating a supportive and collaborative work environment. They agree that they receive support and collaboration from their colleagues for their jobs. As for organizational culture and communication, employees agree the organization promotes transparency and open communication. Moreover, they are also encouraged to be open and candid with each other. They also agree that management communicate clearly and effectively.

When it comes to employee engagement, employees feel committed to the organization and are willing to work beyond their responsibilities. They also feel motivated to come into work. They believe that they have a purpose and are willing to help company succeed. For knowledge sharing aspect, employees find colleagues helpful and open to sharing information and best practices and are comfortable sharing knowledge and expertise. The organization also invests in processes that aim to encourage knowledge sharing behaviors and are encouraged to participate in knowledge sharing activities. Lastly, in relation to organizational performance, employees believe the organization has a good reputation within the industry as well as the market. They agree that the organization has clear and measurable goals with objectives, meaning there is transparency about the organization. They feel communication of objectives is effective, and the company meets various performance targets, with employees believing their own contributions to its success. There are also no instances of where the employees left the organization for internal reasons.

For the first objective, based on the regression results, working conditions, opportunity for continuous growth, stress management at work and organizational culture

and communication have positive and significant effects on employee engagement at Loi Hein Co., Ltd. With positive working conditions, it enhances employee engagement by providing a comfortable and supportive environment where employees feel valued and respected. Opportunities for continuous growth positively impact employee engagement by fulfilling employees' aspirations for career development and learning. Effective stress management at work significantly affects employee engagement by promoting a healthy work environment. When employees have access to resources and support systems to manage stress, they are better able to maintain a positive work-life balance. A positive organizational culture and clear communication enhance employee engagement by fostering a sense of belonging and alignment with the company's values and goals.

For the second objective, the analysis revealed there is a mediation effect of knowledge sharing found in the relationship between employee engagement and organizational performance. It highlights that engaged employees are more likely to actively share their knowledge and expertise with colleagues. This knowledge sharing leads to organizational performance by promoting innovation, improving processes, and fostering a culture of continuous learning. It enhances collaboration and teamwork, leading to increased productivity and better outcomes across various performance metrics. Ultimately, by leveraging employee engagement to promote knowledge sharing, organizations like Loi Hein Co., Ltd can effectively harness their internal resources and capabilities to achieve sustainable growth and competitive advantage.

In conclusion, by fostering positive working conditions, opportunities for growth, effective stress management, and a supportive organizational culture enhances employee engagement at Loi Hein Co., Ltd. This engagement, in turn, effects organizational performance by driving innovation, improving processes, and fostering a collaborative environment through knowledge sharing. These findings highlight the critical role of employee engagement as a crucial factor for both individual satisfaction and organizational success.

5.2 Suggestions and Recommendations

Based on the extensive analysis of the effect of quality of work life on employee engagement and organizational performance within Loi Hein Co., Ltd, several suggestions and recommendations can be proposed.

Loi Hein Co., Ltd should continuously improve working conditions to create a comfortable and supportive environment for employees. This includes providing necessary tools and resources, ensuring safety, and maintaining fair policies within the organizations. For example, a workplace ergonomic assessment program to ensure all workstations are optimized for comfort and productivity.

It should also promote continuous growth opportunities by Investing in training, development programs, and career advancement opportunities to satisfy employees' aspirations for growth and learning. For example, Loi Hein Co., Ltd can launch a mentorship program where experienced employees mentor junior staff, fostering skill development and career growth. It can also provide financial support for employees pursuing further education or certifications relevant to their roles. This can increase employee engagement by demonstrating the organization's commitment to employee development.

For stress management initiatives, Loi Hein Co., Ltd should implement and promote effective stress management programs and support systems. This can include weekly mindfulness or yoga sessions to help employees manage stress and improve mental well-being and also offering of confidential counseling services and workshops on stress management techniques, which are crucial for maintaining high levels of employee engagement.

Loi Hein Co., Ltd should develop a positive organizational culture characterized by transparency, trust, and open communication. Initiatives can include regular town hall meetings or virtual forums where leadership shares company updates and invites feedback from employees. The company should also recognize and celebrate employee achievements through a peer-nominated recognition program. This helps foster a sense of belonging and alignment with company values, enhancing overall engagement levels of Loi Hein Co., Ltd.

Loi Hein Co., Ltd should continuously evaluate employee engagement and performance through regular engagement surveys and feedbacks and necessary actions should be taken. Data analytics can also be applied to track performance metrics such as productivity, customer satisfaction, and employee retention rates to identify areas for improvement.

In conclusion, by prioritizing continuous improvement in working conditions, promoting growth opportunities, implementing effective stress management initiatives, fostering a positive organizational culture, encouraging knowledge sharing, and diligently monitoring engagement and performance metrics, Loi Hein Co., Ltd. can create a supportive and engaging workplace environment. These initiatives not only enhance employee satisfaction, well-being, and professional development but also contribute to organizational success through increased innovation, productivity, and overall performance.

5.3 Needs for Further Research

The goal of this study is to examine the effect of quality of work life on employee engagement and organizational performance within Loi Hein Co., Ltd using knowledge sharing as mediator. In order to understand further, since the current study is cross-sectional in nature, longitudinal studies can be conducted to investigate how changes in quality of work life, employee engagement, and organizational performance evolve over time. And the effects can be examined on various organizational levels and departments to understand in a more in-depth manner. Furthermore, comparative research across industries and cultural contexts can provide new insights and information. Moreover, other mediators like job satisfaction, leadership styles and moderators like culture, demographics, technology integration can be applied in future studies to uncover more complex nature. By addressing these research needs, future studies can further refine theoretical frameworks, validate findings, and provide practical recommendations for enhancing workplace environments and organizational effectiveness at Loi Hein Co., Ltd and beyond.

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APPENDIX A

Questionnaire

Dear Respondents,

I am investigating **The Effect of Quality of Work Life on Employee Engagement and Organizational Performance in Loi Hein., Co LTD** in Yangon. Kindly assist us by spending your time on completing this questionnaire. Participation is voluntary and the information you provide will be kept confidential. And you are free to withdraw from this survey at any time without giving reason.

Thank you for your time and valuable contribution to this research. In case you have any questions or remarks you can contact me through khaingzinkol@gmail.com.

Section (A)

Respondent's Profile

1. What is your gender group?

Male

Female

Other, please specify

Prefer not to disclose

2. What is your age group (years)?

Under 20 years

21-30 years

31-40 years

Over 40 years

3. What is your income per month?

Below 300.000 MMKs

300,001 – 600,000 MMKs

600,001- 900,000 MMKs

Above 900,001 MMKs

4. What is your position?

Junior staff

Senior staff

Supervisor

Manager

Other

5. Please choose your education level

Under -graduate level

Graduate

Post - graduate level

Other

Section B

1. Please rate the **QWL** level on **Working conditions of Loi Hein., Co LTD?**
Please tick the number according to the following:

1= Totally Dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Totally Satisfied

| No | Working conditions | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|----|---|----------------------|--------------|---------|-----------|-------------------|
| 1 | The physical work environment in our organization is comfortable and conducive to productivity. | | | | | |
| 2 | The workspaces are well-equipped with the necessary tools and equipment for performing tasks efficiently. | | | | | |
| 3 | The communication channels between employees and management are open and effective. | | | | | |
| 4 | Employees have the opportunity to provide feedback and voice their concerns about working conditions. | | | | | |

2. Please rates the **QWL** level on **Opportunity for continuous growth** of **Loi Hein., Co LTD?**. Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Opportunity for continuous growth | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|----|--|----------------------|--------------|---------|-----------|-------------------|
| 1 | My company offers sufficient opportunities to develop my own abilities | | | | | |
| 2 | My company offers me chances to learn new skills. | | | | | |
| 3 | Employees are encouraged to pursue further education or certifications to support their career growth. | | | | | |
| 4 | Employees have access to resources and tools to support their continuous learning and growth. | | | | | |

3. Please rates the **QWL** level on **Work life balance of Loi Hein., Co LTD?** Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Work life balance | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|-----------|--|-----------------------------|---------------------|----------------|------------------|--------------------------|
| 1 | I feel that I have enough time outside of work to pursue personal interests and spend time with family and friends. | | | | | |
| 2 | The workload in my organization allows me to maintain a healthy balance between work and personal life. | | | | | |
| 3 | My organization offers flexible work arrangements, such as remote work or flexible hours, to help employees achieve work-life balance. | | | | | |
| 4 | I feel that my organization values the importance of maintaining a healthy work-life balance for employees. | | | | | |

4. Please rates the **QWL** level on **Stress Management at work of Loi Hein., Co LTD?**
Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Stress Management at work | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|-----------|--|-----------------------------|---------------------|----------------|------------------|--------------------------|
| 1 | I feel supported by my manager and colleagues in managing work-related stress. | | | | | |
| 2 | The workload in my organization is manageable and does not contribute significantly to my stress levels. | | | | | |
| 3 | I have access to tools and techniques to cope with stress at work, such as mindfulness practices or relaxation techniques. | | | | | |
| 4 | My organization encourages open communication about stress and mental health in the workplace. | | | | | |

5. Please rates the **QWL** level on **Social relationships of Loi Hein., Co LTD?** Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Social relationships | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|-----------|---|-----------------------------|---------------------|----------------|------------------|--------------------------|
| 1 | I have positive and friendly relationships with my colleagues at work. | | | | | |
| 2 | I feel supported by my coworkers in accomplishing tasks and projects. | | | | | |
| 3 | 3. My organization promotes teamwork and collaboration among employees. | | | | | |
| 4 | I have a good relationship with my direct supervisor or manager. | | | | | |
| 5 | I feel comfortable discussing work-related issues with my colleagues. | | | | | |

6. Please rates the **QWL** level on **Organizational culture and communication Loi Hein., Co LTD?** Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Organizational culture and communication | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|----|--|----------------------|--------------|---------|-----------|-------------------|
| 1 | The organizational culture in my workplace promotes transparency and open communication. | | | | | |
| 2 | Employees are encouraged to share their ideas and provide feedback without fear of reprisal. | | | | | |
| 3 | There is clear and effective communication from senior leadership down to frontline employees. | | | | | |
| 4 | People in this organization are encouraged to be really open and candid with each other. | | | | | |
| 5 | The organizational culture in my workplace promotes transparency and open communication. | | | | | |

7. Please rates the Knowledge sharing **Loi Hein., Co LTD?**. Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Knowledge sharing | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|----|---|----------------------|--------------|---------|-----------|-------------------|
| 1 | I feel comfortable sharing my knowledge and expertise with my colleagues. | | | | | |
| 2 | I actively seek opportunities to learn from my coworkers and share my own insights. | | | | | |
| 3 | My organization has formal processes in place to facilitate knowledge sharing among employees. | | | | | |
| 4 | Colleagues in my workplace are willing to help each other by sharing information and best practices. | | | | | |
| 5 | I believe that knowledge sharing leads to better collaboration and innovation within the organization. | | | | | |
| 6 | My organization has a process for sharing knowledge throughout the organization. | | | | | |
| 7 | My organization has a process for transferring organizational knowledge to individuals such as new employees. | | | | | |
| 8 | I make an effort to share knowledge with other members of the organization. | | | | | |
| 9 | I always share knowledge and skills that have been learned from the training. | | | | | |
| 10 | This organization encourages employee networks to manage knowledge. | | | | | |

8. Please rates the Employee engagement **Loi Hein., Co LTD?**. Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Employee engagement | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|----|--|----------------------|--------------|---------|-----------|-------------------|
| 1 | I am really focused when I am working. | | | | | |
| 2 | I give my job responsibility a lot of attention | | | | | |
| 3 | Working at my current organization has a great deal of meaning to me. | | | | | |
| 4 | I feel a strong sense of belonging to my job. | | | | | |
| 5 | I believe in the mission and purpose of my company. | | | | | |
| 6 | I care about the future of my company. | | | | | |
| 7 | I really push myself to work beyond what is expected of me. | | | | | |
| 8 | I am willing to put in extra effort without being asked. | | | | | |
| 9 | I often go above what is expected of me to help my team be successful. | | | | | |
| 10 | I work harder than expected to help my company be successful. | | | | | |
| 11 | When I get up in the morning, I feel like going to work. | | | | | |
| 12 | I am immersed in my work during work hours. | | | | | |

9. Please rates the Organizational Performance of **Loi Hein., Co LTD?**. Please tick the number according to the following:

1=Totally Dissatisfied,2= Dissatisfied,3=Neutral,4=Satisfied,5=Totally Satisfied

| No | Organizational Performance | Totally Dissatisfied | Dissatisfied | Neutral | Satisfied | Totally Satisfied |
|----|--|----------------------|--------------|---------|-----------|-------------------|
| 1 | My organization has clear and measurable goals and objectives. | | | | | |
| 2 | Employees understand how their individual work contributes to the overall performance of the organization. | | | | | |
| 3 | My organization consistently meets or exceeds its financial targets and key performance indicators. | | | | | |
| 4 | There is strong collaboration and communication across different departments and teams. | | | | | |
| 5 | My organization adapts quickly to changes in the external environment and marketplace. | | | | | |
| 6 | Our product quality is very high. | | | | | |
| 7 | We deal with customer complains faster than our opponents. | | | | | |
| 8 | We retain existing clients and manage to attract new ones. | | | | | |
| 9 | The reputation of our company in the eyes of the customers has improved. | | | | | |
| 10 | There is no case in our organization of people leaving for internal reasons. | | | | | |

Thank you for taking your time to answer this survey.

APPENDIX B

STATISTICAL OUTPUT

Effect of Quality of Work Life on Employee Engagement in Loi Hein Co., LTD

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .652 ^a | .425 | .413 | .49490 | .425 | 37.163 | 6 | 302 | .000 | 1.821 |

a. Predictors: (Constant), OCCM, OCGM, WCM, SMWM, SRM, WLBM

b. Dependent Variable: EEM

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 54.612 | 6 | 9.102 | 37.163 | .000 ^b |
| | Residual | 73.967 | 302 | .245 | | |
| | Total | 128.579 | 308 | | | |

a. Dependent Variable: EEM

b. Predictors: (Constant), OCCM, OCGM, WCM, SMWM, SRM, WLBM

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
|--------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|--------------|------------|---------|-------------------------|-----------|
| | B | Std. Error | | | | Beta | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance |
| 1 (Constant) | .768 | .213 | | 3.602 | .000 | .348 | 1.188 | | | | | |
| WCM | .133 | .064 | .122 | 2.078 | .039 | .007 | .258 | .466 | .119 | .091 | .549 | 1.822 |
| OCGM | .101 | .047 | .122 | 2.127 | .034 | .008 | .194 | .441 | .121 | .093 | .576 | 1.735 |
| WLBM | .086 | .069 | .081 | 1.256 | .210 | -.049 | .221 | .472 | .072 | .055 | .460 | 2.173 |
| SMWM | .126 | .053 | .147 | 2.401 | .017 | .023 | .230 | .482 | .137 | .105 | .506 | 1.976 |
| SRM | .007 | .057 | .008 | .131 | .896 | -.104 | .119 | .445 | .008 | .006 | .517 | 1.936 |
| OCCM | .340 | .051 | .358 | 6.705 | .000 | .240 | .440 | .561 | .360 | .293 | .668 | 1.497 |

a. Dependent Variable: EEM

Mediating Effect of Knowledge Sharing between Employee Engagement and Organizational Performance in Loi Hein Co., LTD

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .924 ^a | .853 | .852 | .17932 | .853 | 587.814 | 1 | 101 | .000 | 2.094 |

a. Predictors: (Constant), EEM

b. Dependent Variable: OPM

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 18.903 | 1 | 18.903 | 587.814 | .000 ^b |
| | Residual | 3.248 | 101 | .032 | | |
| | Total | 22.150 | 102 | | | |

a. Dependent Variable: OPM

b. Predictors: (Constant), EEM

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | | |
|-------|-----------------------------|------------|---------------------------|------|--------|---------------------------------|-------------|--------------|------------|---------|-------------------------|-----------|-------|
| | B | Std. Error | | | | Beta | Lower Bound | Upper Bound | Zero-order | Partial | Partial | Tolerance | VIF |
| 1 | (Constant) | .518 | .139 | | 3.733 | .000 | .243 | .794 | | | | | |
| | EEM | .871 | .036 | .924 | 24.245 | .000 | .799 | .942 | .924 | .924 | .924 | 1.000 | 1.000 |

a. Dependent Variable: OPM

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .866 ^a | .751 | .748 | .21232 | .751 | 303.946 | 1 | 101 | .000 | 2.057 |

a. Predictors: (Constant), EEM

b. Dependent Variable: KSM

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. | |
|-------|----------------|--------|-------------|--------|---------|-------------------|
| 1 | Regression | 13.701 | 1 | 13.701 | 303.946 | .000 ^b |
| | Residual | 4.553 | 101 | .045 | | |
| | Total | 18.254 | 102 | | | |

a. Dependent Variable: KSM

b. Predictors: (Constant), EEM

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
|--------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|--------------|---------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance | VIF |
| 1 (Constant) | 1.022 | .164 | | 6.213 | .000 | .695 | 1.348 | | | | | |
| EEM | .741 | .043 | .866 | 17.434 | .000 | .657 | .825 | .866 | .866 | .866 | 1.000 | 1.000 |

a. Dependent Variable: KSM

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .960 ^a | .921 | .920 | .13207 | .921 | 584.988 | 2 | 100 | .000 | 1.945 |

a. Predictors: (Constant), KSM, EEM

b. Dependent Variable: OPM

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 20.406 | 2 | 10.203 | 584.988 | .000 ^b |
| | Residual | 1.744 | 100 | .017 | | |
| | Total | 22.150 | 102 | | | |

a. Dependent Variable: OPM

b. Predictors: (Constant), KSM, EEM

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | | |
|-------|-----------------------------|------------|---------------------------|------|-------|---------------------------------|-------------|--------------|---------|------|-------------------------|------|-------|
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance | VIF | |
| | | | | | | | | | | | | | |
| 1 | (Constant) | -.069 | .120 | | -.571 | .569 | -.307 | .170 | | | | | |
| | EEM | .445 | .053 | .472 | 8.397 | .000 | .340 | .550 | .924 | .643 | .236 | .249 | 4.009 |
| | KSM | .575 | .062 | .522 | 9.285 | .000 | .452 | .697 | .930 | .680 | .261 | .249 | 4.009 |

a. Dependent Variable: OPM

Sobel Test

| Input | | | Test Statistic: | Std. Error: | p-value: |
|----------------|-------|---------------|-----------------|-------------|------------|
| a | 0.741 | Sobel Test: | 8.16662383 | 0.05217272 | 0.00000000 |
| b | 0.575 | Aroian Test: | 8.15598249 | 0.05224079 | 0.00000000 |
| S _a | 0.043 | Goodman Test: | 8.17730693 | 0.05210456 | 0.00000000 |
| S _b | 0.062 | Reset all | Calculate | | |