

The study of employee engagement in Republic of the Union of Myanmar, a case study of Thai company

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Abstract

Purpose of this study was 1) to identify the factors impact on employee engagement for Burmese staffs working in Thai owned organization located in Myanmar and 2) to measure the level of employee engagement among Burmese staff working for the selected organization. This research represented Myanmar as a part of research team who study the factors which differently impact to employees in ASEAN countries. “Emo-meter” which was developed by Akaraborworn et. al. (2014) was used in this study as employee engagement diagnosis tools. The researcher analyzed 52 respondents from SCG Myanmar – a Thai owned company located in Myanmar. The result presented that although Burmese staffs moderately perceived the organization support, their engagement was categorized in high level. This could be resulted from the impactful Perceived Organization support factors have been satisfied. The prominent factor that has highest predictability to Burmese employee engagement is relationship with supervisor. Moreover, the other two influencing factors were corporate image and work-life balance.

Keywords: Employee Engagement, ASEAN, Diagnosis

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การศึกษาเรื่องความผูกพันต่อองค์กรของพนักงานชาวเมียนมาร์ในองค์กรไทย

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บทคัดย่อ

วัตถุประสงค์ของการศึกษารั้งนี้ คือ 1) เพื่อวินิจฉัยปัจจัยที่มีผลกระทบกับความผูกพันต่อองค์กรของพนักงาน สำหรับพนักงานชาวเมียนมาร์ในองค์กรไทยที่ตั้งอยู่ในประเทศไทยเมียนมาร์และ 2) เพื่อวัดระดับความผูกพันต่อองค์กรของพนักงานชาวเมียนมาร์ที่ทำงานให้กับองค์กรที่ได้รับการคัดเลือก การวิจัยครั้งนี้นำเสนอเกี่ยวกับประเทศไทยเมียนมาร์ ซึ่งเป็นส่วนหนึ่งของทีมวิจัยที่ทำการศึกษาปัจจัยความผูกพันต่อองค์กรของพนักงานที่แตกต่างกันออกไปของพนักงานในกลุ่มประเทศไทยอาเซียน สำหรับการศึกษาในครั้งนี้ใช้ "Emo-meter" เป็นเครื่องมือสำหรับการศึกษาวินิจฉัยความผูกพันต่อองค์กรของพนักงาน ซึ่งได้รับการพัฒนาโดยรศ.ดร.จิรประภา อัครบวร (2014) โดยผู้วิจัยได้วิเคราะห์ข้อมูลจากผู้ต้องแบบสอบถามจำนวน 52 คน ของบริษัท ปูนซิเมนต์ไทย จำกัด (มหาชน) (SCG) ประเทศไทย ซึ่งเป็นองค์กรไทยที่ตั้งอยู่ในประเทศไทยเมียนมาร์ ผลที่ได้พบว่า ถึงแม้พนักงานเมียนมาร์จะรับรู้ถึงการสนับสนุนขององค์กรในระดับปานกลาง แต่ความผูกพันในการทำงานอยู่ในระดับสูง อาจเป็นผลมาจากการรับรู้ที่เกิดจากปัจจัยสนับสนุนขององค์กรนั้น เป็นปัจจัยที่ได้รับความพึงพอใจ โดยปัจจัยโดยเด่นที่ส่งผลสูงสุดเกี่ยวกับความผูกพันต่อองค์กรของพนักงานชาวเมียนมาร์ คือ ความสัมพันธ์กับหัวหน้างาน นอกจากนี้ยังมีอีกสองปัจจัยที่มีอิทธิพล คือ ภาพลักษณ์ขององค์กร และความสมดุลของชีวิตในการทำงาน

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Introduction

Thai investors play an important role in Myanmar economics in term of trade partner or venture capitalist as Thailand is the second largest investor in Myanmar (Karaman, 2014). Several notable companies based in Thailand such as Charoen Pokphand Group (CP), Osotspa, Unilever, Italian-Thai development Public Company Limited (ITD) and PTT Exploration and Production Public Company Limited (PTTEP) are focusing on investment in Myanmar as it is obviously seen from the fast growth of the total trade value between the two countries (Bank of Thailand, 1999, p.10).

One of the biggest threats of recent business is disengaged employees which directly impact to the overall company performance. So, in order to relieve this problem, employer should promote employee engagement in the organization. There are several activities to create engagement such as engaging first line leaders, focus on communication, individualizing engagement, creating motivational working environment, reinforcing and rewarding the right behavior and promoting behavior which match with the organization culture. (Kelleher, 2011, p. 51) Most of employer believes that employee engagement links to organization performance as mention in The Gallup Organization's Meta-Analysis on employee engagement, Satisfaction, and Business-Unit-Level-Outcomes. (Harter et. al., 2003, p.1) For the companies that run the business in oversea countries and hire local employees, they need to deeply understand their local employees' values which might be different from the mother company's principle due to differences of culture, religion, politics and history. Myanmar is Thai's neighboring country which has many different cultures to Thais mainly due to history and politics. (Croissant and Trinn, 2007, p.18-20)

As a result from the 13th ASEAN Summit on 20 November 2007 in Singapore, cross-cultural business among ASEAN countries tends to continuously increase. One of the significant success factors in AEC is the understanding of the differences of people or employee in each country. As a result, the group of students in Graduate School of Human Resource Management from National Institute of Development Administration (NIDA) is interested in studying factors

which impact to employee engagement in Thai-owned organizations in AEC countries. Hence, this research represents Myanmar as a part of the research team.

The study of employee engagement and related factors helps Thai management to be better understand Burmese employees' value, belief, thought and also know the current status of their employee engagement level. This would benefit to the organization in developing effective retention programs and activities. Finally, the organization aims at building their employee to 1) perceive how good the organization takes care of them which result in intention to stay longer in the organization (Well-being), 2) feel that they are a part of the organization and proud to work for the organization (Belonging), 3) put all of their effort and devote to the organization with full capacity (Doing the best) (Akarabovorn et. al. 2014, p.14) In this study, researcher aims at understanding employee engagement in SCG Myanmar – a Thai owned company located in Myanmar by using diagnosis tool called "Emo-meter" which is developed by Akaraborworn et. al. (2014). Emo-meter is a widely used diagnosis tool to determine which organization support factors affect employee engagement and their satisfaction level in each employee group (Akaraborworn, 2014, p.2).

This research aims to identify the factors impact on employee engagement and level of employee engagement of Myanmar staff working in Thai organization which is SCG in this research. Hence, two main questions for this research are "What are the factors impact on employee engagement for Burmese staffs working in Thai owned organization located in Myanmar?" Another question is "What is the level of employee engagement for Burmese staff working for SCG Myanmar?"

Researcher aims that the research findings will represent Burmese staff opinions and thoughts regarding the factors which drive their engagement to the organization. Thai companies which located in Myanmar might be able to use this research as a guideline to treat their Burmese employees effectively.

Literature review

Researcher provides background for better understanding in employee engagement by presenting the related theories and studies in four areas which are 1) Employee Engagement, 2) Expectancy theory, 3) Two factors theory and 4) Perceived Organization Support (POS). Moreover, researcher review the literature related to Myanmar culture or research conducts in Myanmar in order to enhance understanding of employee engagement in Myanmar context.

Employee Engagement

John P. Mayer (Gagne, 2014, p.42) indicates that even there is no clear consensus meaning of engagement, examining the most popular definition can help to identify core elements and core meaning of employee engagement. Mayer refers to employee engagement definition of Kahn (1990, in Gagne, 2014, p.42) which is “the harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

Several definitions of employee engagement link to organization goal and performance. Albrecht (2010, p.4) synthesizes the definition from many researchers and practitioners that “A positive work-related psychological state (reflected in words like enthusiasm, energy, passion and vigor) and that engagement is also a motivational state reflected in a genuine willingness to invest focused effort toward organizational goal and success”.

One of the referable employee engagement concepts in practitioner world is from Aon Hewitt. Aon presents the Aon’s Engagement model by defining engagement “as the state of emotional and intellectual involvement that motivates employees to do their best work”. (Aon Hewitt, 2012, p. 5)

The elements of employee engagement have been reviewed. Refer to Aon Hewitt’s study (2013, p.5) with different cultures throughout Asia Pacific, Europe, Latin America, and North America. Aon presents engagement with three compositions which are

- 1) Say – employees consistently speak positively about the organization to co-workers, potential employees, and customers.

- 2) Stay – employees have an intense desire to be part of the organization
- 3) Strive – employee exerts extra effort and engages in behaviors that contribute to business success. Also, Aon mentions from the study that employee engagement lead to positive outcome in business such as customer satisfaction, increased sales, and other positive-extra role behavior.

The definition of employee engagement can be concluded as "*The stage of employee in the organization who satisfy, feel as a part of the organization and devote themselves to the organization by aiming to achieve the organization's objectives*" With this definition, it coheres with the factors which describe employee engagement in Emo-meter which are Well-being, Belonging, and Doing the best.

In Emo-meter, as an employee engagement measuring tools, Akaraborworn (2014, p.14) determines compositions of employee engagement in three items which are:

- 1) Well-being: employees perceive how good the organization takes care of them which result in intention to stay longer in the organization.
- 2) Belonging: employees feel that they are a part of the organization and proud to work for the organization.
- 3) Doing the best: employees put all of their effort and devote to the organization with full capacity.

Expectancy Theory

Expectancy theory is widely referred when talking about motivation as Latham (2012, p. 49) mentions that this theory explains a motivation in terms of four components. The first component is an effort to a single job. The second is the intrinsic valence in the outcome of high performance occurring from effort. Third, one's perceived causal connection between one's performance and expected reward to receive as a result of this performance. Lastly, there is the gap to the employee between the receiving reward and personal goal.

Expectancy theory links to perceived organization support factors in Emo-meter that is mentioned earlier. This is to measure whether the employees perceive that their compensation, benefit, recognition and other support from organization are suitable for their effort and their expected reward. This theory will use in this research to develop questionnaire in order to measure the factors that employees in Myanmar pay attention and affect to their organization support perception.

Two factors Theory

With this theory, Herzberg presents the most controversial conclusion that job satisfaction and job dissatisfaction are two continua, rather than separated relationship. Herzberg also argues that the organization should pay attention on work itself (job content), recognition, responsibility, achievement, and opportunities for advancement. While, practitioners should aware of paying attention on minimizing job dissatisfaction on Hygiene factors which are working condition, company policy, and supervision. (Latham, 2012, p.41-42) Regarding the factors impact job satisfaction, Latham (2012, p.43) mentions that skill variety, task identity, task significance, autonomy, and task feedback also relates. Gagne (2014, p.207) also insists that extrinsic motivation induces a feeling of being controlled and consequently feeling of loss of autonomy. Finally, it impacts to individual well-being and performance at work in the long run. With this theory, researcher would present the theory which explains positive and negative motivation factors which affecting to employee motivation and satisfaction.

Applying to Emo-meter, this theory explains several points which are the composition of perceived organization factor. When separate the factors into two categories according to two factor theory, the first one is motivation factor composes of clear accountability and empowerment, organization communication, challenging works, development opportunities, career growth, feel respected from the others and corporate image. The second is of hygiene factor which are relationship with supervisors, relationship with colleagues, job security, compensation, benefits, work environment, and work-life balance (Akaraborworn, 2014, p.13).

Perceived Organization Support (POS)

One of the most referable employee engagement study is from Aon Hewitt. (2013, p. 4) Aon purposed six engagement drivers which result in engagement outcomes. (say, stay, strive) This model is tested and validated by Aon Hewitt's several years of consultation experience in the companies from all over the world. Those six key drivers are work (Empowerment/Autonomy, Sense of Accomplishment, Work tasks), people (Senior Leadership, BU Leader, Supervision, Collaboration), opportunities (Career opportunities, Learning and Development), total rewards (Brand and Reputation, Pay, Benefits, Recognition), company practices (Communication, Diversity and Inclusion, Enabling infrastructure, Performance Management, Customer focus, Innovation, Talent and staffing), and quality of life (Job security, Safety, Work/Life balance).

Considering key drivers to employee engagement or perceived organizational support with Emo-meter, POS as a dependent variable composes of several aspects that employee perceives from their organization, supervisor or colleague such as relationship with supervisor or colleague, job security, compensation and benefit, working environment, Work-life balance, Clear accountability, Internal communication, Challenged work, Development opportunity, Career growth, Respect from others, and Corporate image. Literature reviews in Myanmar context for each POS factors will be described as below.

1) *Relationship with supervisor:* With ASEAN's power distance culture, ideal leader would be generous autocrat. (Swierczek, 1991, p.3-10) Employee expects their supervisor to act as a good father. Moreover, Myanmar as Collectivism culture (Moe, 2012), the relationship between manager and employee seems like a parent and child. There is mutual traditional obligation that in one side, employer takes a good care, suggest and protects their employee while, employee express loyalty to their employer.

2) *Relationship with colleagues:* In Myanmar context, Lim et al. (2013, p.7-15) conduct the study regarding factors affect to medical personnel in Karen state with the sampling of 74 medical staffs. One of the factors that link directly to staff's burnout, depression, and anxiety is peer support. They found that peer-support, community, collaboration and cooperation among co-

workers protect against burnout. From this study, it can be implied that relationship with colleague is significant to Myanmar employee engagement.

3) *Job security*: Refer to Rarick and Nickerson (2006, p.1) exploratory investigation on Myanmar culture classification by using Hofstead-Bond typology, this study found that Myanmar is high uncertainty avoidance culture which is relatively high comparing with other ASEAN countries. Hence, job security could be another impactful factor to Burmese.

4) *Compensation*: As mentioned in Myanmar business guidebook, Greenlee W. (2013, p. 18-19) explains that Myanmar Ministry of Labor enacts new labor law and agreement to better protect Myanmar employee. Most Myanmar qualified and experienced workers find more attractive job aboard for better opportunities and payment. While, qualified human resources remain in Myanmar require higher salary. From this point of view, in order to retain Myanmar employee, salary or compensation is one of important factor.

5) *Benefits*: Myanmar Business Coalition on Aid (MBCA) (MBCA, 2014, p.1-5) conducts an interesting research with 128 companies to find out the characteristics of responsible business person in Burmese employee point of view. The result shows the most character mentioned by interviewees is the employers who take care of employees' welfare, benefits, health and safety.

6) *Work Environment*: In Myanmar context, employee concerns about their health and safety in working environment. As shown in the research by Myanmar Business Coalition on Aid (MBCA) (MBCA, 2014, p.1-5), 14% of interviewees aware of the importance of workplace health and safety and also expect the employers to concern about their employees' health and safety.

7) *Work-life Balance*: Work-life balance is expected by Myanmar employees referring from The Organization for Economic Co-operation and Development (OECD, 2013, p.43) research finding which mentioned about quality of work life as a wider range of finding outcomes. The research shows that majority Myanmar employees concerns on their well-being domains with expectation of work-life balance.

8) *Empowerment*: Myanmar is categorized as low power distance culture (Rarick and Nickerson, 2006). Schorn (2014) studies about cultural different on leadership study by referring to Geert Hofstead five cultural dimensions. The findings reveal that in low power distance culture, laissez-fair leadership style can emerge. With this leadership style, leader tends to give full empowerment to subordinate, provide tools and resource as needed.

9) *Internal Communication*: Refer to ASEAN countries' business culture analysis of Lertkornkitja (2014, p.7) which analyze base on Hofstead's dimensions of nation culture, the paper mentions that in collectivism culture, internal communication in the organization plays an important role in order to create sense of group. Most of decision making needs comments and agreements from others. While, Rarick's research (Rarick and Nickerson, 2006, p.7), Myanmar has the highest IDV score among ASEAN countries. This factor could be lowest required comparing to other ASEAN member.

10) *Challenge Work*: In an exploratory study of Myanmar culture by using Hofstead's value dimension, Rarick and Nickerson (2006, p.3) this study found that Myanmar is high uncertainty avoidance (UAI) which similar to Thailand; while most of ASEAN countries are moderate uncertainty avoidance. Challenge work tends to appeal Burmese employees.

11) *Development opportunity*: Refer to Coca-Cola company investment due diligence report in Myanmar (Coca-Cola, 2014), the company reports initial significant factors for smooth operation and transition. One of employee engagement activities is training and development. Coca-Cola invests more than 20,000 hours in learning and development for their employees, forms special team to help empower woman in workplace by aiming at retaining and developing their employees. With this case, it can be showed that learning and development opportunity is important factor in Myanmar. (Coco-Cola, 2014, p.8)

12) *Career Growth*: Mai and Vinitwatanakhun (2013, p.42) presents in the research on the relationship between teachers' job satisfaction and teachers' teaching performance in three Myanmar high schools. The research found that the teacher had relatively high satisfaction level of fairness of promotion policy and authority in school. Beside, this research also found that those

teachers are highly satisfied in their job and well perform with passion and commitment. This study can be implied that career growth tend to relate with employee engagement in Myanmar.

13) *Respect from others*: With the study of Mai et al., (2013, p.41) one of the predictive factor which impacts Myanmar high school teachers' satisfaction and commitment to their job is recognition factor. From the study, the mean scale of recognition factor is high which represents that the teachers are highly satisfied with the recognition, respects, appreciation they gained from their co-worker, administrator and the parents. Hence, it can be implied that respect from other which could be friend, family and peers is a predictor of employee engagement.

14) *Corporate Image*: As mentioned in the research conducted by Myanmar Business Coalition on Aid (MBCA) (MBCA, 2014, p.1-5), While, the first priority of expected employee characteristic is employees' benefits, the second priority is the company or employer who care the environment, support the community and social welfare. In order to attract new employees or maintain current one, corporate image towards social issue is concerned in Myanmar.

Research Method

This research focuses on employee engagement by using the concept of Emo-meter (Akarabovorn, 2014, p.14). In this study, researcher intends to identify the relationship between fourteen organization supporting factors (POS) with employee engagement factors and personal factors as shown in the conceptual framework. Also, the questionnaire is developed by referring to this framework. SCG is selected to be representative of Thai owned company in Myanmar and 52 Burmese staffs in SCG Myanmar are selected as a population sample. Purposive sampling is used as sampling technique for this research to select staffs that be able to communicate well in English; therefore, the respondents can clearly understand the questionnaire in English. As a result, the quality of retrieved data is more stable and consistent.

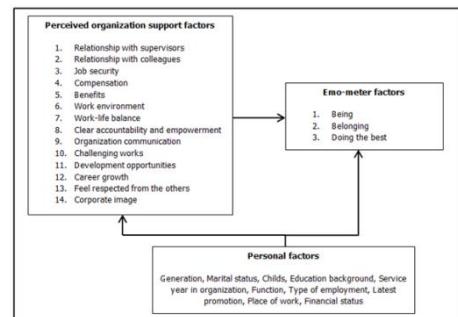


Figure Emo-meter conceptual framework

The questionnaire which composes of 8 personal questions, 51 employee engagement questions and open-ended questions was validated by a panel of fifteen experts in human resource with international experiences, human resource practitioners, and researchers. The questions were adjusted according to the comments. Also, internal consistency was measured to assure questionnaire reliability. The adjusted questionnaires were distributed through target group with Paper-Pencil technique at SCG Myanmar head office.

In data analysis part, descriptive statistic was used to describe personal factors, Emo-meter factors and Perceived Organization Supporting factors (POS). Scoring range for Emo-meter factors and perceived organization factors was defined as “Low”, “Medium” and “High” by the range of 1.00-2.33, 2.34-3.67 and 3.68-5.00 respectively. Inferential statistics is also used to summarize the relationship and predictability between perceived organization factors and Emo-meter factors by using Pearson product moment correlation coefficient and multiple regression.

Findings and Data Analysis

From the collected questionnaire, criterion for questionnaire acceptability was at least 36 out of 54 questions have to be answered. With this criterion, 52 questionnaires were usable for the study. However, there were 3 incomplete questionnaires in personal data part and another 3 incomplete questionnaires in Employee Engagement survey part. From data analysis by SPSS, the result is shown as below.

Majority of respondents are in Generation Y (57.5%), single (86.5%), operation level (49%), hold a bachelor degree (82.7%). Half of respondents work with the company for the duration during 1-3 years (50%). Most of respondents have no dependent person (36.5%) or two dependent person (36.5%).

In SCG Myanmar, most of respondents are highly engaged with the organization (58%). Moderately engaged staffs are second majority of population represents at 40% or 20 persons. There is only one person or 1.9% is low engaged with the organization. Respondents perceive the organization support factors in medium level (POS = 3.51), while; engagement level is in high

level (EMO = 3.85). Well-Being, Belonging, Doing the Best are rated in high level. While, Doing the Best is rated highest (3.99) with low S.D. (0.67). Regarding POS factors, Corporate image is perceived as highest score among all factors ($\bar{x} = 3.93$) with relatively low S.D. (0.60).

The relationship with supervisor is rated at high level ($\bar{x} = 3.85$). The rest 12 factors are categorized at Medium level. Empowerment is perceived at lowest level ($\bar{x} = 2.90$). The degree of each factors are presented in the below table.

Table 1 Means and Standard deviations of Emo-meter factors.

Factors	Basic statistics			Degree
	N	\bar{x}	S.D.	
Emo-meter factor (EMO)	50	3.85	0.59	High
Well-Being	52	3.85	0.72	High
Belonging	50	3.72	0.73	High
Doing the Best	51	3.99	0.67	High

Table 2 Means and Standard deviations of POS

Factors	Basic statistics			Degree
	N	\bar{x}	S.D.	
Perceived organization support factor (POS)	50	3.51	0.46	Medium
Corporate Image	51	3.93	0.60	High
Relationship with supervisor	52	3.85	0.86	High
Work Environment	52	3.64	0.64	Medium
Challenge work	52	3.64	0.62	Medium
Internal Communication	52	3.61	0.61	Medium
Job security	51	3.58	0.72	Medium
Relationship with colleague	52	3.57	0.70	Medium
Respect from other	52	3.56	0.70	Medium
Work-life balance	52	3.52	0.68	Medium
Development opportunity	52	3.48	0.74	Medium
Compensation	52	3.44	0.77	Medium
Career growth	52	3.26	0.65	Medium
Benefits	52	3.15	0.78	Medium
Empowerment	52	2.90	0.71	Medium

From Multiple regression analysis, it presents POS factors which impact to Emo-meter factors, Well-Being, Belonging and Doing the Best factor. The result shows that POS factors which impact to Emo-meter factors are relationship with supervisor, work-life balance and corporate image. Relationship with supervisor is the only factor which impact to all Emo-meter factors. While, corporate image has predictability to Belonging and Work-life balance impact to both Emo-meter and Belonging. Two predictive POS factors, corporate image and relationship with supervisor have high perceived organization support levels while work-life balance has moderately perceived organization support level. Moreover, in order to improve engagement level (Emo-meter factor), relationship with supervisor (Beta = .50) and work-life balance (Beta = .35) represent a crucial role. Corporate image (Beta = .44) and relationship with supervisor (Beta = .37) influence to Well-Being. For Belonging, relationship with supervisor (Beta = .43) and Work-life Balance (Beta = .31) is impactful. Lastly, relationship with supervisor (Beta = .51) is the only factor influence to Doing the Best.

Table 3 Predictive value of Perceived organization support factors to Emo-meter factors, Well-Being, Belonging and Doing the Best factor

Factors	Persons	\bar{x}	S.D.	Emo (Beta)	BE (Beta)	BL (Beta)	BS (Beta)
Corporate image	51	3.93	0.60		.44		
Relationship with supervisor	52	3.85	0.86	.50	.37	.43	.51
Work-life balance	52	3.52	0.68	.35		.31	

Discussion:

The purpose of this study is to understand Perceive Organization Support factors which impact to employee engagement and to realize current employee engagement status of Burmese staffs in Thai organization located in Myanmar by using “Emo-meter”. Burmese staffs who work for SCG Myanmar are the target group for this study. This study provides an analysis of the

relationship and impact of POS factors as antecedent of Burmese's employee engagement referring to the previous literature review. It contributes to HROD practitioners' precise decision making in people management tasks since the result shows that three POS factors which are highly influence to Emo-meter factors and its sub-factors are 1) Corporate image, 2) Relationship with supervisor and 3) Work-life balance.

First, corporate image directly influences to Well-Being factor. This factor is considered as motivational factor which enhance employees' satisfaction if they perceived this factor in positive way. The finding is aligned with the research conducted by Myanmar Business Coalition on Aid (MBCA, 2014, p.1-5). The research presents that beside own benefits, Burmese employees consider if their company pay attention to environment, community and social welfare as second priority. Moreover, the research concludes that corporate image is one of the factors to attract and maintain Burmese employees. From the respondents' profile, most of them are young in the company. Corporate image might attract them to SCG. Moreover, SCG Myanmar concerns about corporate social responsibility according to SCG policy. Several activities for social development such as "Drawing the future" program which scholarship are given to Burmese students. This program is widely promoted in Myanmar and SCG Burmese staffs also involve in the activity. With several CSR activities, it brings about good perception among Burmese people to SCG corporate image.

Second, Relationship with supervisor plays an important role in employee engagement. Since this factor has predictability in Emo-meter factors and also its elements (Well-Being, Belonging and Doing the Best). The result is confirmed the previous study about the relationship with supervisor from Lipman (2012) which presents that relationship with supervisor and belief in senior leadership as top two influencing factors to employee engagement. Even though relationship with supervisor is perceived at high level, high S.D. represents that Burmese staffs has various perception on relationship with their supervisor. This could be possible that relationship between respondents in each department to their supervisor is different. As most of the respondents are young and work with the company in short period of time, close relationship and

suggestion from supervisor seems important to them.

Third, Work-life Balance is an important factor which is able to predict Emo-meter factors and Belonging factor. Also, this is to confirm the research finding by OECD (OECD, 2013, p.43) which mentions that Burmese employees concern their well-being and expects their work-life balance. Also, since most of respondents are young and no dependent, they tend to value their personal life rather than devote their personal life to work. The result reflects life style and behavior of the respondents.

Implications for research

Relationship with supervisor, corporate image, and work-life balance are crucial factors which impact to Burmese employees' engagement level in Thai organization. These factors predict employee engagement in terms of their well-being, sense of belonging and doing the best attitude. Hence, Thai management should carefully consider these factors.

There is a room of improvement in work-life balance for SCG since Burmese employees perceive that they have medium level work-life balance. This is significant factor which impact to Burmese' employee engagement so, if the organization can provide the balance to their employee, this will benefit to both employees and organization.

Researcher suggests SCG to focus on three influencing factors to POS and develop interventions in order to improve employees' perception. In order to improve relationship with supervisor, leadership development program should be implemented to create coaching culture among Thai supervisor and Burmese staffs. Also, Thai supervisor should understand their Burmese subordinate well enough not only for working purpose but also for personal life support. Also, since corporate image is another influencing factor, this is the obligation for SCG Myanmar management team to continuously concern about corporate image and social responsibility with various activities to maintain staff's satisfying status. Moreover, SCG should encourage Burmese staffs' involvement to company social responsibility activities as another engagement intervention. Lastly, SCG has room for improvement in work-life balance issue, Thai supervisor should review

task allocation and workload to each Burmese staffs by aiming at balancing their work and personal life according to staffs' lifestyle.

Limitations of the study

There are some limitations which can be categorized in to three main areas which 1) previous study limitation 2) sampling limitation and 3) questionnaire adjustability. Since the existing study of employee engagement in Myanmar is quite limited and there are very few direct related researches. Besides, amount of collecting data is quite small due to the fact that it is difficult to reach Thai company located in Myanmar. This could results in homogeneity of the data because all respondents come from SCG Myanmar, therefore; the research findings may not represent Burmese staffs in other Thai companies. Finally, since this is a team research, hence, questionnaire is standardized and difficult to be adjusted to suit with context in each country.

Recommendation for further study

This research is based on qualitative study so the result interpretation is able to describe trend and relationship of the studying factors. In order to understand deeper for the reason behind the numerical data, quantitative research is needed. Focus group interview is recommended to conduct to gain more understanding for better intervention designing.

The study focuses on a group of Burmese employees who work for SCG Myanmar only. In order to gain more precise and generalize results which represent Burmese employees in Thai companies located in Myanmar, more study from other Thai companies need to be conducted.

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