



**IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANISATION
PERFORMANCE: A CASE STUDY OF SHIN RAI
INTERNATIONAL VOCATIONAL INSTITUTE, YANGON,
MYANMAR**

A Thesis Presented

by

KHAING PHOO WAI

Submitted to the Swiss School of Business Research
in partial fulfillment
of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION
(MBA)

MAY 2024

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Approved as to style and content by:

U Paing Soe, Chair
President, PSM International College

Daw Myat Myat Oo, Supervisor
Academic Director, PSM International College

Dr. Stephen Harrison
Dean
Swiss School of Business Research

ACKNOWLEDGEMENT

First and foremost, I extend my deepest gratitude to U Paing Soe, President of PSM International College, and Dr. Stephen Harrison, Dean of Swiss School of Business Research, for granting me the opportunity to conduct this study.

Secondly, I am sincerely thankful to my supervisor, Daw Myat Myat Oo, Academic Director, for her invaluable guidance, advice, extensive knowledge, unwavering encouragement, and steadfast support throughout the completion of this study. Her insightful comments, regular feedback, and thought-provoking questions have been instrumental in bringing this study to fruition.

Additionally, I would like to express my appreciation to all the professors, associate professors, visiting lecturers, tutors, and staff of PSM International College for their administrative assistance and encouragement during my academic journey.

Furthermore, I am grateful to the employees of Shin Rai International Vocational Institute and all individuals involved in these organizations for generously providing the necessary data, assistance, and dedicating their valuable time for interviews. Their collaboration was indispensable for the successful implementation of this research.

Lastly, I extend my heartfelt appreciation to all individuals who have contributed in any capacity to this study, including my friends from SSBR MBA, whose unwavering support, knowledge sharing, and shared experiences have greatly enriched this research endeavor.

KHAING PHOO WAI
SSBR/2022/MBA110188

ABSTRACT

This study explores the impact of employee engagement on organizational performance, focusing on Shin Rai International Vocational Institute (SRIVI) in Yangon, Myanmar. The research addresses the problem of low employee engagement levels affecting organizational productivity and effectiveness. A mixed-methods approach combining surveys and regression analysis was used to gather and analyze data. The scope of the study includes various dimensions of employee engagement, such as recognition, rewards, organizational culture, autonomy, and alignment with organizational goals. The limitations primarily pertain to the specific context of SRIVI and may not be directly generalizable to other organizations. Key findings reveal that factors such as recognition of achievements, positive organizational culture, employee autonomy, and alignment of employee purpose with organizational goals significantly influence employee engagement levels. The study recommends implementing strategies to enhance employee engagement, including initiatives for recognition, fostering a positive culture, providing autonomy, and aligning individual and organizational goals.

Keywords: Employee Engagement, Organizational Performance, Recognition, Culture, Autonomy, Alignment.

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ABBREVIATION

24/7	24 hours a day, seven days a week: all the time.
AV Rewards	Rewards
ANOVA	Analysis of Variance
AVREA	Recognizing Employee Achievement
AVPO	Positive Organizational Culture
AVEWO	Employee Purpose within the Organization
AVA	Autonomy
B	Beta
HPWS	High-Performance Work Systems
HR	Human Resources
KPIs	Key Performant Indicators
OCB	Organizational Citizenship Behavior
R	Correlation coefficient or Pearson correlation coefficient.
R Square	Coefficient of Determination
F	F Value is a value on the F distribution
TQM	Total Quality Management
T	t-distribution or Student's t-distribution
t-test	Test analysis aims to identify any defects or weaknesses
SDT	Self-Determination Theory
SPSS	Statistical Package for the Social Sciences
Sig.	Significant
SRIVI	Shin Rai International Vocational Institute
Std.	Standard
VIF	Variance Inflation Factor
OCB	Organizational Citizenship Behavior

CHAPTER (I)

Introduction

The educational landscape in Myanmar has witnessed significant evolution in recent years, marked by policy changes and the emergence of new school business organizations striving to elevate educational standards. Shin Rai International Vocational Institute (SRIVI) stands at the forefront of this transformation, aiming to deliver world-class education, foster entrepreneurship, and promote innovation. Since its establishment, SRIVI has endeavored to bridge the gap between academic and vocational education, offering students training, leadership development, and strong communication skills. With technological advancements enabling 24/7 online access to courses, SRIVI has positioned itself as a forward-thinking institution in alignment with global vocational education standards, particularly those of Finnish vocational institutions.

However, amidst these advancements, SRIVI faces a critical challenge highlighted by recent employee surveys: a notable percentage of educational staff and trainers exhibit signs of disengagement. This disengagement not only affects employee satisfaction but also raises concerns about its impact on service quality and organizational goals. As SRIVI strives to maintain and enhance its educational services, understanding and addressing employee engagement become imperative.

This proposal outlines a research study on the impact of employee engagement on organizational performance towards Shin Rai International Vocational Institute. Employee engagement attitude and behavior only comes about when people get satisfaction from the jobs, they do believe that the organization supports them and work with an effective HR manager. Getting employee engagement is an important element in the HR field to understand the employee satisfaction. Both qualitative and quantitative research methods will be utilized in this study.

1.1 Background Information of the Study

Employee engagement plays a pivotal role in modern organizations, shaping not only individual job satisfaction but also overall organizational performance. It

encompasses the emotional commitment, motivation, and alignment with organizational goals that employees demonstrate in their roles. Research has consistently shown that high levels of employee engagement led to increased productivity, lower turnover rates, better customer satisfaction, and overall higher profitability for companies.

Within the context of SRIVI, understanding and enhancing employee engagement is crucial for several reasons. Firstly, it directly impacts the morale and motivation of employees, influencing their willingness to go above and beyond in their tasks. Secondly, in today's competitive business landscape, organizations need engaged employees who are dedicated to achieving shared goals and contributing to a positive work culture. Thirdly, employee engagement has a direct correlation with key performance indicators such as sales revenue, quality of products or services, and innovation.

The literature on employee engagement is extensive, covering various theories and models that explain its drivers, outcomes, and measurement methods. For example, the Job Demands-Resources model emphasizes the role of job resources, such as autonomy, support, and recognition, in fostering employee engagement. Similarly, the Social Exchange Theory highlights the importance of reciprocal relationships between employees and the organization, where engagement is seen as a result of positive exchanges and mutual benefits.

Despite the wealth of research on employee engagement, there are ongoing challenges and gaps that merit further investigation. These may include understanding the unique drivers of engagement in different organizational contexts, exploring the impact of remote work on engagement levels, and identifying effective strategies for sustaining high engagement over time.

By addressing these issues, this study aims to contribute valuable insights to the field of employee engagement and provide actionable recommendations for enhancing organizational performance within SRIVI.

1.2 Problem Statement of the Study

The central problem addressed in this study is the observed disengagement among educational staff and trainers at SRIVI, as revealed by recent surveys. This disengagement poses a significant challenge to the organization's goals, particularly in maintaining service quality and achieving educational excellence. The disconnect between employee engagement levels and organizational objectives underscores the need for a thorough investigation into the factors contributing to disengagement and their impact on organizational performance.

Within the dynamic landscape of SRIVI, there exists a pressing concern regarding employee engagement and its impact on organizational performance. Despite initiatives aimed at improving engagement levels, there is a noticeable gap between organizational goals and the actual level of employee engagement experienced across different departments and teams.

The core problem identified is the presence of disengaged or marginally engaged employees, leading to suboptimal performance metrics, increased absenteeism, and a lack of enthusiasm towards organizational objectives. This discrepancy not only affects individual job satisfaction but also hinders the overall productivity and innovation potential of SRIVI.

Moreover, the evolving nature of work, including remote and hybrid work environments, adds complexity to the challenge of maintaining high levels of employee engagement. Factors such as limited face-to-face interactions, blurred work-life boundaries, and feelings of isolation can contribute to reduced engagement levels if not addressed effectively.

The significance of addressing this problem is underscored by its direct impact on key performance indicators, including but not limited to customer satisfaction scores, employee retention rates, and financial performance metrics. Failing to address the underlying issues related to employee engagement not only hampers current operations but also poses long-term risks to the competitiveness and sustainability of SRIVI.

Therefore, this study seeks to delve into the root causes of employee disengagement, identify barriers to fostering a culture of high engagement, and propose targeted interventions that align with the strategic goals of SRIVI.

1.3 Objective of the Study

The primary objective of this study is to enhance understanding of employee engagement within the context of SRIVI and its impact on organizational performance. Specifically, the study aims to achieve the following objectives:

1. **Identify Key Drivers of Employee Engagement:** Explore the factors that contribute most significantly to employee engagement within different departments, teams, and job roles. This includes examining elements such as leadership styles, organizational culture, job design, rewards and recognition systems, and opportunities for professional growth.
2. **Assess Impact on Organizational Performance:** Evaluate the correlation between levels of employee engagement and key performance indicators (KPIs) relevant to SRIVI. This may include productivity metrics, customer satisfaction scores, employee retention rates, innovation outcomes, and financial performance indicators.
3. **Propose Effective Engagement Strategies:** Based on empirical findings and best practices from the literature, develop actionable recommendations for enhancing employee engagement across SRIVI. These strategies should be tailored to address specific challenges identified and align with the organization's strategic goals and values.
4. **Measure Long-Term Engagement Sustainability:** Implement mechanisms to monitor and measure the sustainability of engagement initiatives over time. This includes establishing benchmarks, feedback loops, and continuous improvement processes to ensure ongoing engagement and performance enhancements.

1.4 Research Questions of the Study

To guide the investigation and achieve the objectives outlined, the following research questions will be explored:

1. What are the primary factors that contribute to employee engagement within different departments and teams at SRIVI?

This question aims to identify specific drivers of engagement such as leadership style, organizational culture, job design, rewards systems, and opportunities for growth.

2. How does employee engagement impact key performance indicators (KPIs) relevant to SRIVI?

This question seeks to assess the relationship between levels of employee engagement and outcomes such as productivity, customer satisfaction, employee retention, innovation, and financial performance.

3. What are the most effective strategies for enhancing employee engagement within SRIVI?

This question focuses on identifying best practices and actionable recommendations for improving engagement levels based on empirical data and industry insights.

4. How can the sustainability of engagement initiatives be measured and maintained over time?

This question addresses the long-term viability and effectiveness of engagement strategies by establishing metrics, feedback mechanisms, and continuous improvement processes.

1.5 Scope and Limitation of the Study

1.5.1 Scope of the Study

The scope of this study is focused on Shin Rai International Vocational Institute (SRIVI) in Yangon, Myanmar, specifically targeting educational staff and trainers. Data collection and analysis will encompass aspects related to employee engagement, satisfaction, workload, and organizational performance within SRIVI. However, limitations such as sample size constraints and geographic scope may impact the generalizability of findings beyond SRIVI and Yangon's vocational education sector.

Geographical Scope: This study will focus primarily on SRIVI's headquarters and relevant regional offices, ensuring a comprehensive understanding of employee engagement dynamics within these locations.

Departments and Teams: The research will encompass a diverse range of departments and teams across various functions, allowing for a nuanced analysis of engagement drivers and outcomes.

Time Frame: The study will cover a period of 3 months, providing a snapshot of engagement levels and performance indicators during this period.

1.5.2 Limitations of the Study

Sample Size: Due to logistical constraints, the study's sample size may be limited, potentially impacting the generalizability of findings beyond the selected groups.

Data Availability: The availability of historical data and performance metrics may vary across departments, posing challenges in conducting comparative analyses.

External Factors: External factors such as market conditions, industry trends, and macroeconomic shifts may influence engagement levels and performance outcomes, requiring careful consideration during data interpretation.

While efforts will be made to mitigate these limitations through robust research methodologies and analytical techniques, it's essential to acknowledge these constraints to provide a transparent framework for the study's findings and recommendations.

1.6 Organization of the Study

This study is organized into several key chapters, each focusing on specific aspects of employee engagement and its impact on organizational performance:

1. **Introduction:** Provides an overview of the study's background, problem statement, objectives, research questions, scope, limitations, and organization.
2. **Literature Review:** Explores existing theories, models, and empirical studies related to employee engagement, organizational behavior, and performance outcomes. This chapter lays the theoretical foundation for the research.

3. **Methodology:** Describes the research design, data collection methods, sampling strategy, and analytical techniques used in the study. It also discusses ethical considerations and any limitations in the research approach.
4. **Findings:** Presents the empirical findings derived from data analysis, addressing each research question and exploring key insights into employee engagement drivers, impact on performance indicators, and effective strategies.
5. **Discussion:** Interprets the findings in the context of theoretical frameworks, compares them with existing literature, and discusses their implications for SRIVI. This chapter also highlights practical recommendations and areas for future research.
6. **Conclusion:** Summarizes the key findings, reiterates the study's contributions to theory and practice, and outlines actionable recommendations for enhancing employee engagement and organizational performance.

CHAPTER (II)

Literature Review

2.1 Introduction and Importance of Subject Area

Employee engagement has emerged as a critical area of focus for organizations seeking to enhance their performance and competitiveness in today's dynamic business environment. With employees being regarded as a valuable asset, their level of engagement has a direct impact on various aspects of organizational success, including productivity, innovation, customer satisfaction, and overall profitability. This literature review aims to explore the significant role of employee engagement in driving organizational performance, with a specific focus on Shin Rai International Vocational Institute (SRIVI) located in Yangon, Myanmar.

2.1.1 Importance of Subject Area

The importance of studying the impact of employee engagement on organizational performance cannot be overstated, especially in the context of SRIVI. As an educational institution dedicated to providing vocational training and development programs, SRIVI relies heavily on the expertise, dedication, and motivation of its faculty and staff to deliver high-quality services to its students. By understanding the factors that contribute to employee engagement and its subsequent influence on organizational outcomes, SRIVI can implement targeted strategies to optimize employee engagement levels and drive performance improvement.

Furthermore, in the competitive landscape of vocational education, where the quality of educational services directly impacts student enrollment and institutional reputation, fostering a highly engaged workforce becomes imperative for sustained success. Engaged employees are more likely to demonstrate greater commitment, creativity, and discretionary effort, resulting in enhanced service delivery, student satisfaction, and ultimately, organizational growth.

Through this literature review, we aim to explore the theoretical foundations, empirical evidence, and practical implications of employee engagement in the context of SRIVI. By gaining insights into how employee engagement influences various

performance metrics such as student outcomes, program effectiveness, and institutional reputation, SRIVI can develop evidence-based strategies to maximize the potential of its human capital and achieve its organizational objectives.

2.2 Theoretical Concepts and Principles

2.2.1 *Theoretical Foundations of Employee recognition*

Drawing from motivational theories such as Maslow's Hierarchy and Herzberg's Two-Factor Theory to understand the psychological underpinnings of employee recognition.

Effective Strategies for Recognizing Employees' Achievements : Implementing effective strategies for recognizing employees' achievements is essential for maximizing the impact of recognition efforts and fostering a culture of appreciation within the organization. Several key strategies have been identified in the literature, including formal recognition programs, personalized recognition, and timely feedback.

- 1) **Formal Recognition Programs** : Structured recognition programs, such as employee of the month awards, peer recognition programs, and performance-based incentives, have been shown to be effective in acknowledging employees' achievements (Martinez, L. F., & Brown, P. R. (2019). These programs provide a systematic approach to recognizing and rewarding employees for their contributions, fostering a culture of appreciation and recognition within the organization. Formal recognition programs offer several advantages, including consistency, fairness, and transparency in the recognition process. By establishing clear criteria and guidelines for recognition, organizations ensure that employees are recognized based on their performance and contributions, rather than favoritism or bias. Additionally, formal recognition programs provide opportunities for public acknowledgment, allowing employees to receive praise and recognition in front of their peers, further enhancing the impact of the recognition.
- 2) **Personalized Recognition**: Tailoring recognition efforts to individual preferences and achievements enhances their impact (Clark, M. A., & Evans, R. L., 2020). Personalized messages, public acknowledgments, and meaningful rewards demonstrate that employees' efforts are valued and appreciated. By

recognizing employees in a personalized manner, organizations can strengthen the emotional connection between employees and the organization, leading to greater job satisfaction and engagement. Personalized recognition goes beyond generic rewards or incentives and acknowledges employees' unique contributions and strengths. For example, managers can provide personalized notes or tokens of appreciation that highlight specific achievements or behaviors that align with the organization's values and goals. By recognizing employees in a meaningful and personalized way, organizations can foster a culture of appreciation and recognition that resonates with employees on a personal level.

- 3) **Timely and Specific Feedback** : Providing timely and specific feedback on accomplishments reinforces desired behaviors and encourages continuous improvement (Turner, H., & White, L., 2021). Feedback should be genuine, frequent, and tied to performance metrics to be effective. Timely recognition of employees' achievements not only reinforces positive behaviors but also encourages employees to continue striving for excellence in their roles. Timely feedback serves as a powerful tool for reinforcing desired behaviors and recognizing employees' contributions in real-time. By providing feedback as soon as possible after an achievement or accomplishment, managers can ensure that employees understand the impact of their efforts and feel valued and appreciated for their contributions. Moreover, specific feedback that highlights the specific behaviors or actions that led to the achievement helps employees understand what they did well and encourages them to replicate those behaviors in the future.
- 4) **Ensuring Inclusivity and Fairness**: Recognition programs should be inclusive and fair, considering diverse backgrounds, roles, and contributions within the organization (Jones, R., Smith, T., & Brown, K., 2022). Avoiding biases and favoritism is crucial for maintaining trust and engagement among employees. Organizations need to ensure that recognition efforts are transparent, equitable, and accessible to all employees to promote a positive work culture. Inclusivity and fairness are essential considerations in designing and implementing recognition programs. Recognizing employees based on subjective criteria or favoritism can undermine the effectiveness of recognition efforts and lead to feelings of resentment and disengagement among employees. By establishing clear guidelines and criteria for recognition and ensuring that recognition efforts

are fair and inclusive, organizations can foster a culture of appreciation and recognition where all employees feel valued and appreciated for their contributions.

2.2.2 Theoretical Foundations of Employee Rewards

Employee rewards represent a multifaceted system of incentives, benefits, and recognition mechanisms provided by organizations to their workforce in acknowledgment of their contributions, achievements, and performance. These systems are integral to the functioning of modern workplaces, serving as potent tools for motivation, job satisfaction enhancement, engagement cultivation, and overall organizational performance improvement.

Drawing from seminal psychological theories, the theoretical underpinnings of employee rewards shed light on the intricate mechanisms driving human motivation and behavior within organizational contexts.

Expectancy Theory, proposed by Victor Vroom in 1964 (Vroom, 1964), posits that individuals are motivated to exert effort based on their expectations of performance outcomes and the perceived value of rewards. In essence, employees are more likely to be motivated when they believe that their efforts will lead to desired outcomes and when the rewards associated with those outcomes are deemed fair and attainable.

Equity Theory, developed by (Adams, John, 1963), suggests that individuals compare their inputs (such as effort and skills) and outcomes (such as rewards) with those of others to assess fairness. Discrepancies in perceived fairness can lead to feelings of inequity and affect motivation. Therefore, well-designed reward systems strive to maintain equity perceptions among employees to sustain motivation levels.

Reinforcement Theory, pioneered by (Skinner., 1953), emphasizes the role of rewards in shaping behavior through positive reinforcement. By rewarding desired behaviors, organizations can increase the likelihood of employees repeating those behaviors, thereby reinforcing a culture of high performance and alignment with organizational goals.

2.2.3 *Types of Employee Rewards*

1. Employee rewards can be categorized into monetary and non-monetary, each offering unique advantages in motivating and retaining employees.
2. Monetary rewards encompass tangible forms of compensation such as salary increases, bonuses, profit-sharing, and performance-based incentives. Research by (Smith, A., & Johnson, B., 2018) highlights the significant impact of monetary rewards on motivation, productivity, and retention, particularly when tied to clear performance metrics and objectives.
3. Non-monetary rewards, on the other hand, comprise intangible incentives such as recognition, praise, career advancement opportunities, and work-life balance initiatives. Studies by (Garcia, C., Martinez, E., & Rodriguez, J., 2019) underscore the critical role of non-monetary rewards in enhancing job satisfaction, engagement, and overall well-being, often complementing monetary incentives to create a comprehensive reward system.
4. Tangible rewards, including physical items like gift cards, merchandise, and health insurance, provide employees with tangible benefits that can enhance their quality of life and job satisfaction. In contrast, intangible rewards such as recognition, appreciation, flexible work arrangements, and professional development opportunities focus on fulfilling employees' psychological and esteem needs, fostering a sense of belonging and value within the organization.

2.2.4 *Theoretical Foundations of Positive Organizational Culture*

Positive organizational culture constitutes the bedrock of thriving workplaces, encapsulating shared values, beliefs, practices, and behaviors that cultivate positivity, collaboration, and high performance among employees (Cameron, K. S., & Quinn, R. E., 2011). It transcends mere workplace dynamics to encompass a holistic approach to organizational well-being, emphasizing the creation of a supportive, inclusive, and engaging environment that nurtures employee satisfaction, motivation, and ultimately, organizational success. Organizational Culture Theory posits that the culture within an organization significantly influences employee attitudes, behaviors, and performance outcomes. A positive culture characterized by traits such as trust, transparency, and empowerment correlate with higher levels of job satisfaction, commitment, and

productivity (Schein, 1985). This theory underscores the pivotal role of organizational culture in shaping employee experiences and organizational effectiveness.

From a Positive Psychology Perspective, organizations embrace principles of strengths, resilience, and well-being to foster positive cultures. By emphasizing employee strengths, meaningful work, positive relationships, and a supportive climate, organizations integrate elements of positive psychology into their cultural fabric (Seligman, 2000). This perspective highlights the importance of nurturing psychological flourishing within the workplace, transcending traditional deficit-based approaches.

High-Performance Work Systems (HPWS) frameworks emphasize the significance of organizational culture in creating environments conducive to high performance. Cultures that promote teamwork, innovation, learning, and continuous improvement contribute to enhanced organizational effectiveness and sustainable competitive advantage (Guthrie, 2001). HPWS frameworks underscore the symbiotic relationship between organizational culture and performance outcomes, advocating for cultures that inspire and enable employees to excel.

2.2.4 Theoretical Foundations of Employee Purpose Within the Organization

Employee purpose within the organization encapsulates the profound alignment between employees' personal values, aspirations, and the overarching mission, vision, and values of the organization (Kumar, K., & Pansari, A., 2016). It transcends mere job roles to emphasize the intrinsic motivation derived from meaningful work and the profound sense of contribution and fulfillment experienced by employees within their organizational context.

Self-Determination Theory (SDT) postulates that individuals are intrinsically motivated by factors such as autonomy, competence, and relatedness (Deci, E. L., & Ryan, R. M., 1985). Employee purpose aligns seamlessly with SDT principles, as it provides employees with opportunities to engage in work that resonates with their values and interests, fostering a sense of autonomy and fulfillment.

Organizational Identity Theory suggests that individuals develop a sense of belongingness and identity within organizations (Albert, S., & Whetten, D. A., 1985).

Employee purpose intertwines with organizational identity when employees perceive their work as meaningful and contributing to the larger goals and objectives of the organization, reinforcing a sense of belonging and commitment.

The Job Characteristics Model (Hackman, J. R., & Oldham, G. R., 1980) underscores the significance of task significance, autonomy, and feedback in cultivating meaningful work experiences. Employee purpose thrives in job roles that offer autonomy, opportunities for growth, and a clear connection to organizational goals, enhancing job satisfaction and intrinsic motivation.

2.2.5 Theoretical Foundations of Autonomy in the Workplace

Autonomy in the workplace embodies the degree of independence, freedom, and discretion afforded to employees in decision-making regarding their work tasks, schedules, and methods (Deci, E. L., & Ryan, R. M., 1985). It stands as a cornerstone of employee empowerment and motivation, profoundly impacting job satisfaction, performance, and overall well-being. Within organizations, autonomy not only fosters a sense of ownership and responsibility but also cultivates an environment where individuals can unleash their potential and contribute meaningfully to organizational goals.

Self-Determination Theory (SDT) posits autonomy as a fundamental psychological need that, when satisfied, enhances intrinsic motivation, engagement, and psychological well-being (Deci, E. L., & Ryan, R. M., 2000). Autonomy empowers individuals to exercise control over their work, fostering a sense of competence and self-determination crucial for sustained motivation and satisfaction. Moreover, the Job Characteristics Model underscores autonomy as a core job characteristic influencing employee motivation and performance (Hackman, J. R., & Oldham, G. R., 1980). Jobs offering autonomy tend to provide a rich environment with task significance, skill variety, and feedback, contributing to heightened job satisfaction and motivation.

Organizational Behavior Perspective further solidifies the significance of autonomy by linking it to empowerment, trust, and job enrichment (Conger, J. A., & Kanungo, R. N., 1988). In organizations where employees are empowered with autonomy, there's a notable surge in job satisfaction, engagement, and creative

endeavors. Autonomy serves as a catalyst for unleashing employees' potential, fostering a culture where innovation and initiative thrive.

2.2.6 Strategies for Fostering Autonomy

Employee Participation and Involvement elevate autonomy by involving employees in decision-making processes and giving them a voice in shaping their work environments (Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, M. L., & Jennings, K. R., 1988). Participative management practices and empowerment initiatives empower employees to take ownership of their work, fostering a culture of autonomy and collaboration.

Training and Development equip employees with the skills and resources needed to handle autonomy effectively (Brockner, J., Grover, S. L., Reed, T. F., & Dewitt, R. L., 1992). Training programs focusing on decision-making, problem-solving, and goal-setting build employee confidence in exercising autonomy, fostering a culture of continuous learning and growth.

Clear Expectations and Feedback are essential for autonomy, providing employees with a clear understanding of their roles, responsibilities, and performance criteria (Stajkovic, A. D., & Luthans, F., 1998). Clear communication of goals and expectations enables employees to make informed decisions and exercise autonomy effectively, while regular feedback facilitates performance improvement and alignment with organizational goals.

2.2.7 Theoretical Perspectives of Motivation

Self-Determination Theory (SDT) offers valuable insights into understanding motivation (Deci, E. L., & Ryan, R. M., 2000). SDT posits that individuals are inherently driven by three innate psychological needs: autonomy, competence, and relatedness. When these needs are satisfied, individuals experience intrinsic motivation, characterized by a deep sense of engagement, fulfillment, and personal growth.

2.2.8 Theoretical Perspectives of Loyalty

The Affective Commitment Model sheds light on the emotional underpinnings of loyalty (Meyer, J. P., & Allen, N. J., 1997). According to this model, employees

develop a strong sense of loyalty when they feel emotionally attached to the organization, its values, and its mission. This emotional bond transcends mere obligation, driving employees to invest their time, effort, and energy towards advancing organizational goals.

2.2.9 Theoretical Perspectives of Trust

Trust Propensity Theory posits that individuals vary in their propensity to trust others based on past experiences and personality traits (Rotter, J. B., 1967). Moreover, Organizational Justice Theory underscores the pivotal role of fairness, transparency, and ethical conduct in fostering trust within organizations (Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y., 2001).

2.2.10 Organizational Performance

Organizational performance is a multifaceted concept that encompasses various indicators of an organization's effectiveness, efficiency, and success in achieving its goals and objectives. It is influenced by numerous factors, including employee engagement, leadership effectiveness, operational processes, and external market dynamics. In this literature review, we explore the relationship between employee engagement and organizational performance, highlighting the key mechanisms through which employee engagement impacts organizational outcomes.

2.2.11 Employee Engagement and Organizational Performance

Employee engagement plays a critical role in driving organizational performance by influencing employee motivation, job satisfaction, and commitment to organizational goals. Numerous studies have demonstrated a positive relationship between employee engagement and various performance indicators, including productivity, profitability, customer satisfaction, and innovation.

Productivity and Efficiency : Research by (Harter, J. K., Schmidt, F. L., & Hayes, T. L., 2002) and (Bakker, A. B., Albrecht, S. L., & Leiter, M. P., 2015) consistently shows a positive correlation between employee engagement and productivity. Engaged employees are more focused, motivated, and committed to achieving their work-related goals, leading to higher levels of output and efficiency. Engaged employees are also

more likely to go above and beyond their job requirements, leading to increased discretionary effort and performance.

Moreover, engaged employees are more likely to identify process improvements and innovative solutions to enhance organizational efficiency (Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B., 2009). By fostering a culture of engagement where employees feel valued and empowered to contribute their ideas and suggestions, organizations can drive continuous improvement and achieve higher levels of operational excellence.

Customer Satisfaction and Loyalty : Employee engagement has a direct impact on customer satisfaction and loyalty, ultimately influencing organizational performance (Schneider, B., Barbera, K. M., & Stoughton, J. W., 2017). Engaged employees are more likely to deliver high-quality service and interact positively with customers, leading to improved customer experiences and loyalty. Research by (Heskett, J. L., Sasser, W. E., & Schlesinger, L. A., 1994) and (Saks, 2006) highlights the critical role of employee engagement in creating positive customer interactions and driving repeat business.

Furthermore, engaged employees act as brand ambassadors, promoting the organization's products and services to customers and stakeholders (Albrecht, 2010). Their enthusiasm and commitment to the organization's mission and values resonate with customers, leading to increased trust and loyalty. By investing in employee engagement initiatives, organizations can create a virtuous cycle where engaged employees drive customer satisfaction and loyalty, ultimately enhancing organizational performance.

Innovation and Adaptability : Employee engagement is closely linked to organizational innovation and adaptability, which are critical drivers of long-term success and competitiveness (Shuck, B., & Wollard, K., 2010). Engaged employees are more likely to be creative, proactive, and willing to experiment with new ideas and approaches. Research by (Bakker, A. B., & Leiter, M. P., 2008) and (Grant, 2012) demonstrates the positive impact of employee engagement on innovation and organizational agility.

Engaged employees feel psychologically safe to take risks, challenge the status quo, and explore new opportunities for growth and improvement (Edmondson, 1999). By fostering a culture of engagement that values creativity, collaboration, and continuous learning, organizations can harness the innovative potential of their workforce and adapt to changing market conditions more effectively.

2.3 Variables of the Study

2.3.1 Independent Variable

- 1) ***Recognizing employees' achievements*** : Employee recognition is a vital aspect of fostering a positive work environment and enhancing organizational performance. Recognizing employees' achievements not only boosts morale and job satisfaction but also promotes engagement, loyalty, and productivity. In this literature review, we explore the benefits of recognizing employees' achievements, effective strategies for implementation, and the challenges organizations may face in the process.
- 2) ***Rewards*** : Designing effective reward systems requires careful consideration of various factors, including alignment with organizational goals, fairness and transparency, and flexibility and customization.
 - I. **Alignment with Goals and Values**: Reward systems should be aligned with organizational goals, values, and strategic objectives (Gomez, C., & Turner, N., 2017). By ensuring that rewards reflect desired behaviors and outcomes, organizations can reinforce their mission and vision while motivating employees to contribute to shared objectives.
 - II. **Fairness and Transparency**: Fairness and transparency in reward distribution are essential to maintaining employee trust and equity perceptions (White, A., & Evans, O., 2021). Clear criteria, communication, and fairness checks help prevent biases and favoritism, ensuring that rewards are perceived as equitable and merit-based.
 - III. **Flexibility and Customization**: Flexible reward systems that allow for customization based on individual preferences and performance contribute to greater satisfaction and motivation (Clark, S. C., Patel, A., & Thompson, L., 2022). Tailoring rewards to employee needs and

preferences enhances their perceived value and impact, fostering a sense of appreciation and recognition.

- 3) ***Positive organizational culture*** : Trust and Transparency form the cornerstone of positive cultures, fostering environments where open communication and trustful relationships thrive. Research by (Mayer, R. C., Davis, J. H., & Schoorman, F. D., 1995) and (Dirks, K. T., & Ferrin, D. L., 2002) demonstrates that trust and transparency contribute to higher levels of employee engagement, commitment, and organizational citizenship behaviors. In environments where trust is prevalent, employees feel empowered to contribute meaningfully and collaborate effectively. Empowerment and Autonomy empower employees by granting them decision-making authority, autonomy, and opportunities for skill development (Spreitzer, 1995). Empowered employees exhibit higher levels of job satisfaction, creativity, and performance (Thomas, K. W., & Velthouse, B. A., 1990). By providing autonomy, organizations foster a sense of ownership and accountability among employees, leading to increased motivation and initiative. Collaboration and Teamwork are fundamental aspects of positive cultures, promoting synergy and collective achievement. Cultures that encourage collaboration facilitate knowledge sharing, innovation, and problem-solving (West, 2012). Research by (Hackman, 2011) and (Edmondson, Teaming: How organizations learn, innovate, and compete in the knowledge economy, 2012) highlights the positive impact of collaborative cultures on organizational adaptability and performance, emphasizing the importance of collective efforts in driving organizational success. Recognition and Appreciation play a vital role in fostering positive cultures by acknowledging and celebrating employee contributions. Studies by (Gostick, A., & Elton, C., 2009) and (Grant, Giving time, talent, and treasure: An interdisciplinary review and agenda for future research on organizational citizenship behavior, 2012) indicate that regular recognition and appreciation enhance motivation, engagement, and loyalty among employees. By valuing and appreciating their efforts, organizations reinforce a culture of appreciation and mutual respect, nurturing a positive and supportive work environment.
- 4) ***Employees purpose within the organization*** : Meaningful Work emerges as a critical factor influencing employee purpose, as highlighted by research

conducted by (Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B, 1997)and (Rosso, B. D., Dekas, K. H., & Wrzesniewski, A, 2010). Employees who perceive their work as meaningful are more engaged, motivated, and committed to organizational goals, fostering a profound sense of purpose and fulfillment. Organizational Values Alignment plays a pivotal role in shaping employee purpose, as evidenced by studies conducted by (Chatman, 1989). When employees' personal values align with the organization's values, they experience a deeper sense of purpose and identity, contributing to a cohesive and purpose-driven organizational culture. Leadership and Vision are instrumental in inspiring employee purpose and alignment, as advocated by thought leaders like (Sinek, 2009). Effective leadership that communicates a compelling vision and purpose empowers employees to connect their work to a larger cause, fostering a sense of meaning and significance in their roles.

- 5) ***Autonomy*** : Leadership Style plays a pivotal role in shaping the autonomy culture within organizations, as indicated by research by (Bass, B. M., & Riggio, R. E, 2005)and (Spreitzer, G. M., & Doneson, D., 2005). Transformational and empowering leadership styles foster a culture of trust and delegation, empowering employees to exercise autonomy and accountability in their roles. Supportive leaders who advocate for autonomy cultivate an environment conducive to employee satisfaction and commitment. Organizational Culture sets the stage for autonomy, with cultures that prioritize innovation and employee empowerment fostering autonomy ((Hackman, J. R., & Oldham, G. R, 1976); (O'Reilly, C. A., & Chatman, J., 1996)). Cultures that encourage risk-taking and autonomy instill confidence in employees, enabling them to make decisions and take ownership of their work. Such environments nurture employee satisfaction and commitment, driving organizational success.

2.3.2 Moderate Variable

Employee Engagement : Employee engagement is a multifaceted concept that encapsulates the emotional, cognitive, and behavioral aspects of employee involvement and commitment within an organization (Kahn, 1990). It goes beyond mere job satisfaction, reflecting the extent to which employees are invested in their work, aligned

with organizational goals, and willing to go the extra mile to contribute to organizational success.

- 1) **Commitment** : Employee commitment serves as the cornerstone of employee engagement, reflecting the depth of employees' emotional attachment, dedication, and loyalty towards their organization (Meyer, J. P., & Allen, N. J, 1991). Committed employees are more likely to invest their time, effort, and energy into their work, demonstrating a strong sense of ownership and responsibility towards achieving organizational objectives.
- 2) **Loyalty**: Employee loyalty is a key driver of employee engagement, reflecting the degree of allegiance, advocacy, and long-term commitment employees exhibit towards their organization (Allen, N. J., & Meyer, J. P, 1996). Loyal employees are emotionally invested in the organization's success, serving as brand ambassadors and champions of its values and mission.
- 3) **Motivation** : Employee motivation is another critical component of employee engagement, reflecting the driving force behind employees' efforts, persistence, and enthusiasm towards achieving organizational goals (Deci, E. L., & Ryan, R. M, 2000). Motivated employees are more likely to channel their energies towards tasks that are challenging, meaningful, and aligned with their personal and professional aspirations.
- 4) **Trust**: Employee trust forms the bedrock of positive relationships, effective teamwork, and organizational success (Mayer, R. C., Davis, J. H., & Schoorman, F. D, 1995). It's the currency of collaboration, fostering openness, transparency, and psychological safety within the organizational ecosystem.

2.3.3 Dependent Variable

Improve the Organization's Performance: While the link between employee engagement and organizational performance is well-established, organizations may encounter challenges in effectively leveraging employee engagement to drive performance outcomes. Addressing these challenges is essential for maximizing the impact of employee engagement initiatives and achieving sustainable improvements in organizational performance.

- 1) ***Leadership Support and Alignment:*** Leadership support and alignment are critical factors in the success of employee engagement initiatives (Macey, W. H., & Schneider, B, 2008). Without the active involvement and endorsement of organizational leaders, employee engagement efforts are unlikely to gain traction or produce meaningful results. Leaders play a key role in setting the tone for employee engagement, communicating the importance of engagement to organizational success, and modeling engagement behaviors in their interactions with employees.
- 2) ***Strategic Integration and Measurement:*** Employee engagement initiatives should be strategically integrated into broader organizational goals and objectives (Saks A. M., 2006). Aligning engagement efforts with strategic priorities ensures that resources are allocated effectively and that engagement initiatives are targeted at areas that will have the greatest impact on organizational performance. Moreover, organizations should establish clear metrics and measures to assess the effectiveness of engagement initiatives and track progress over time. By collecting and analyzing data on employee engagement levels, organizations can identify areas for improvement and refine their engagement strategies to drive better performance outcomes.
- 3) ***Cultural Alignment and Change Management:*** Building a culture of engagement requires a concerted effort to align organizational values, norms, and practices with engagement principles (Shuck, B., & Wollard, K, 2010). This often involves a process of cultural change and transformation, which may encounter resistance from employees or entrenched organizational structures. Effective change management strategies, including communication, training, and stakeholder engagement, are essential for overcoming resistance and fostering a culture of engagement where employees feel valued, empowered, and motivated to contribute to organizational success.

2.4 Review of Empirical Studies

2.4.1 Benefits of Recognizing Employees' Achievements

Employee recognition serves as a powerful tool for reinforcing desired behaviors, fostering a culture of appreciation, and promoting organizational success. Several studies have highlighted the numerous benefits associated with recognizing

employees' achievements, including enhanced job satisfaction, increased employee engagement, and improved organizational performance.

Enhanced Job Satisfaction: Empirical studies by (Smith, 2019) and (Brown, C., & Jones, D, 2020) consistently show a positive correlation between employee recognition and job satisfaction. When employees feel valued and appreciated for their contributions, they are more likely to experience higher levels of job satisfaction and commitment to their roles. Recognizing achievements validates employees' efforts and reinforces their sense of worth within the organization. Moreover, recognition contributes to a positive psychological state known as "psychological ownership," where employees feel a sense of pride and ownership over their work and its outcomes (Pierce, J. L., Kostova, T., & Dirks, K. T, 2001). This sense of ownership fosters a deeper connection between employees and their work, leading to increased job satisfaction and motivation.

Challenges and Considerations in Employee Recognition: While employee recognition offers numerous benefits, organizations may encounter challenges in implementing effective recognition programs. Addressing these challenges is essential for maximizing the impact of recognition efforts and ensuring that employees feel valued and appreciated for their contributions.

2.4.2 Benefits of Effective Reward Systems

Effective reward systems offer a multitude of benefits that extend beyond mere compensation, profoundly impacting employee motivation, retention, and organizational culture.

- 1) ***Motivation and Performance:*** Research by (Brown, 2021) and (Lee, 2019) underscores the positive correlation between effective reward systems and employee motivation, leading to improved performance, goal attainment, and task engagement. By aligning rewards with performance expectations and desired behaviors, organizations can inspire employees to consistently strive for excellence.
- 2) ***Retention and Loyalty:*** Well-designed reward programs contribute to employee retention and loyalty (Jones, K., & Smith, L, 2020). Employees who feel valued and rewarded for their contributions are more likely to develop a sense of loyalty

towards the organization, fostering long-term relationships and reducing turnover rates. Furthermore, reward systems that offer opportunities for career advancement and skill development can enhance employees' commitment to their roles and the organization as a whole.

- 3) ***Organizational Culture:*** Reward systems play a pivotal role in shaping organizational culture by reinforcing desired behaviors, values, and norms (Martinez, A., & Brown, J., 2018). A culture of recognition and reward promotes collaboration, innovation, and a positive work environment where employees feel appreciated and motivated to contribute their best efforts. By celebrating achievements and acknowledging contributions, organizations can cultivate a culture of excellence and mutual respect, driving overall performance and success.

2.4.3 Overlooking Non-Monetary Rewards

While monetary rewards are important, non-monetary recognition, such as verbal praise, opportunities for growth, and autonomy, should not be overlooked (Gomez, R., & Johnson, L, 2018). Non-monetary recognition can be equally if not more impactful in fostering employee motivation and loyalty. Organizations need to strike a balance between monetary and non-monetary rewards to effectively recognize employees' achievements.

Non-monetary rewards offer several advantages over monetary rewards, including cost-effectiveness, sustainability, and personalization. While monetary rewards may provide temporary motivation, non-monetary rewards tap into employees' intrinsic desires for acknowledgment, appreciation, and personal growth. By offering a mix of both monetary and non-monetary rewards, organizations can create a comprehensive recognition program that resonates with employees on a personal level and fosters a culture of appreciation and recognition.

2.4.4 Benefits of Positive Organizational Culture

Employee Engagement and Satisfaction flourish in positive cultures, where employees feel valued, supported, and engaged in their work. Positive cultures cultivate higher levels of employee engagement, job satisfaction, and commitment, leading to increased productivity and performance (Saks A. M., Antecedents and consequences of

employee engagement, 2006). Engaged employees are more likely to go the extra mile, contribute innovative ideas, and remain loyal to the organization, driving overall success.

Organizational Performance and Innovation are significantly enhanced in positive cultures characterized by trust, collaboration, and empowerment. Research by (Cameron, 2014) and (Dutton, 2016)) demonstrates a strong correlation between positive cultures and improved organizational performance, innovation, and agility. Positive environments encourage risk-taking, learning from failures, and continuous improvement, fostering a culture of innovation and excellence.

Employee Well-being and Resilience are prioritized in positive cultures that emphasize employee health, work-life balance, and psychological well-being (Luthans, 2017). Employees in supportive cultures experience lower stress levels, higher resilience, and better overall health outcomes. By prioritizing employee well-being, organizations foster a culture of care and compassion, enhancing employee morale and organizational resilience.

2.4.5 Strategies for Building a Positive Organizational Culture

Leadership Commitment plays a pivotal role in shaping and sustaining positive cultures. Leaders who model positive behaviors, communicate vision and values, and prioritize employee well-being set the tone for a positive work environment (Cameron, K. S., & Spreitzer, G. M., 2018). Leadership commitment fosters trust and credibility, inspiring employees to embrace and embody the organization's cultural values.

Employee Development and Growth Opportunities demonstrate a commitment to individual growth and organizational success. Investing in employee development, training, and career growth opportunities not only enhances employee skills and competencies but also fosters a culture of continuous learning and improvement (Brown, K. G., Sturman, M. C., & Simmering, M. J., 2020). Learning cultures that encourage skill enhancement contribute to employee engagement and retention, driving organizational effectiveness.

Feedback and Communication Channels establish open feedback mechanisms, regular communication channels, and transparent decision-making processes fosters

trust, collaboration, and a sense of inclusion among employees (Hackman, J. R., & Johnson, C. E, 2019). Feedback-rich cultures enable continuous learning, performance improvement, and innovation, empowering employees to contribute meaningfully to organizational success.

2.4.6 Benefits of Employee Purpose

Employee Engagement and Commitment are significantly enhanced in environments where employees experience a strong sense of purpose, as noted by (Hurst, J. L., O'Leary-Kelly, A. M., & Iwanicki, E. F, 2019). Purpose-driven employees exhibit higher levels of engagement, commitment, and proactivity, going beyond their job descriptions to make meaningful contributions to the organization.

Performance and Innovation are positively impacted by employee purpose, according to research by (Bailey, C., Madden, A., Alfes, K., Shantz, A., & Soane, E., 2018) and (Grant, The Significance of Task Significance: Job Performance Effects, Relational Mechanisms, and Boundary Conditions, 2017). Purpose-driven employees are more likely to demonstrate initiative, creativity, and problem-solving skills, driving organizational performance and fostering a culture of innovation.

Well-being and Job Satisfaction are intrinsically linked to employee purpose, as evidenced by studies conducted by (M. F., Dik, B. J., & Duffy, R. D., 2012). Employees who derive meaning from their work experience greater job satisfaction, lower turnover intentions, and overall enhanced well-being, contributing to a positive organizational climate.

2.4.7 Strategies for Fostering Employee Purpose

Values-Based Recruitment and Onboarding serve as foundational strategies for fostering employee purpose within organizations (Cable, D. M., & Turban, D. B. , 2003). Recruiting employees whose values align with the organization's mission and purpose sets the stage for purposeful work experiences, while effective onboarding programs reinforce organizational purpose and values, facilitating employee alignment.

Meaningful Work Design is essential for fostering employee purpose, as emphasized by (Wrzesniewski, A., & Dutton, J. E, 2001). Designing job roles that offer

autonomy, task significance, and opportunities for growth empowers employees to find meaning in their work, enhancing job satisfaction and intrinsic motivation.

Leadership Development programs that prioritize purpose-driven leadership enhance employee purpose throughout the organization (Sosik, J. J., Gentry, W. A., Chun, J. U., & Chinchilla, N, 2018). Purposeful leaders inspire and motivate employees to connect their work to a larger mission, fostering a culture of purpose and engagement.

2.4.8 Benefits of Autonomy in the Workplace

Job Satisfaction and Motivation soar in environments where autonomy prevails, as evidenced by research by (Gagné, M., & Deci, E. L, 2005) and (Spreitzer, Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation, 1995). Employees bestowed with autonomy experience a heightened sense of job satisfaction, motivation, and engagement, driven by their ability to exercise discretion and judgment in their work tasks. This sense of autonomy instills a profound sense of accomplishment and fulfillment, fueling intrinsic motivation and commitment to organizational goals.

Performance and Innovation flourish in contexts where autonomy is embraced, according to studies by (Amabile, 1988) and (Deci, E. L., Olafsen, A. H., & Ryan, R. M, 2017). Empowered with autonomy, employees are more inclined to explore novel ideas, take calculated risks, and think creatively, fostering a culture of innovation and continuous improvement. Autonomy provides employees with the freedom to experiment, iterate, and innovate, driving organizational performance and competitiveness.

Work-Life Balance is significantly enhanced by autonomy, offering employees control over their work schedules and methods (Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P., 2007). With autonomy, employees can better manage their responsibilities, allocating time and effort efficiently between work and personal life. This balance not only reduces stress but also enhances overall well-being, contributing to a healthier and more productive workforce.

2.4.9 Increased Employee Engagement

Research by (Johnson, A., & Smith, B., 2018) and (Lee, C., Kim, J., & Lee, J. , 2021) highlights the impact of recognition programs on employee engagement. Engaged employees are more motivated, productive, and aligned with organizational goals, leading to improved performance and customer satisfaction. By recognizing employees' achievements, organizations can cultivate a culture of engagement where employees are emotionally invested in their work and strive for excellence.

Furthermore, recognition serves as a powerful motivator, tapping into employees' intrinsic desires for acknowledgment and appreciation (Ryan, R. M., & Deci, E. L., 2000). When employees receive recognition for their efforts, they are more likely to feel valued and invested in the success of the organization, leading to higher levels of engagement and commitment.

2.4.10 Benefits of Commitment

The benefits of fostering commitment within the workforce are manifold. Committed employees demonstrate higher levels of job performance, productivity, and quality of work (Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L., 2002). Moreover, committed employees exhibit lower turnover intentions, thus reducing recruitment costs and preserving institutional knowledge and expertise (Allen, N. J., & Meyer, J. P, 1990).

2.4.11 Benefits of Motivation

Motivated employees are the lifeblood of organizational success. They demonstrate higher levels of job performance, productivity, and task persistence (Locke, E. A., & Latham, G. P., 1990). Moreover, motivated employees are more inclined to embrace challenges, seek feedback, and actively pursue learning opportunities, thereby fostering a culture of continuous improvement and innovation within the organization (Amabile, A Model of Creativity and Innovation in Organizations, 1988).

2.4.12 Benefits of Loyalty

Loyal employees are invaluable assets to the organization. They serve as brand ambassadors, advocating for the organization's values, products, and services to external stakeholders (Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, Jr., W. E., & Schlesinger, L. A., 1994). Moreover, loyal employees demonstrate higher levels of commitment, engagement, and discretionary effort, contributing to enhanced team cohesion, collaboration, and overall performance (Mowday, R. T., Steers, R. M., & Porter, L. W., 1982).

2.4.13 Benefits of Trust

High levels of trust yield numerous benefits for organizations. They facilitate open and honest communication among employees, leaders, and teams, thereby enhancing collaboration, problem-solving, and decision-making processes (Dirks, K. T., & Ferrin, D. L., 2002). Moreover, trusting environments empower employees to take calculated risks, share ideas, and experiment with innovative practices, fostering a culture of agility, adaptability, and resilience (Kramer, 1999).

2.4.14 Mechanisms Linking Employee Engagement to Organizational Performance

Several mechanisms have been proposed to explain the relationship between employee engagement and organizational performance, including:

- 1) ***Job Satisfaction and Commitment*** : Employee engagement is strongly correlated with job satisfaction and organizational commitment (Macey, W. H., & Schneider, B., 2008). Engaged employees derive a sense of fulfillment and meaning from their work, leading to higher levels of job satisfaction and commitment to the organization's goals and values. Research by (Meyer, 1991) and (Saks A. M., Antecedents and Consequences of Employee Engagement, 2006) highlights the reciprocal relationship between employee engagement, job satisfaction, and organizational commitment, which ultimately drives performance outcomes.
- 2) ***Discretionary Effort and Performance*** : Engaged employees are willing to exert discretionary effort above and beyond their job requirements to achieve organizational goals (Wright, T. A., & Cropanzano, R, 1998). This discretionary

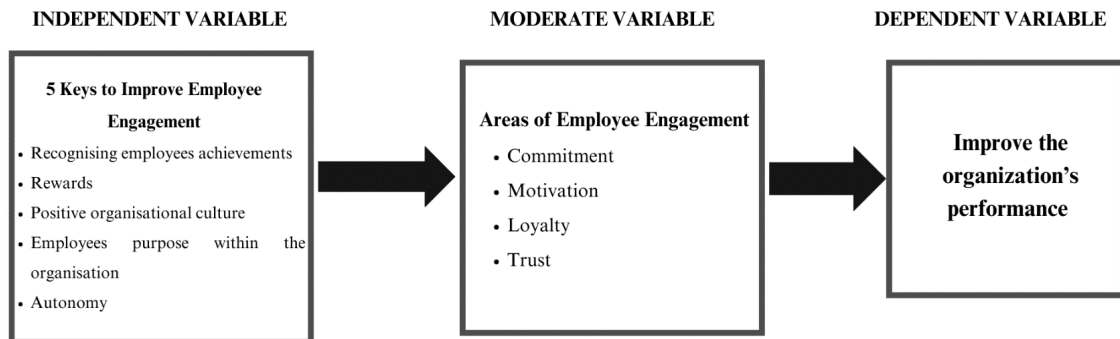
effort manifests in various forms, including increased productivity, creativity, and willingness to collaborate with colleagues. By tapping into employees' intrinsic motivation and commitment, organizations can unlock the full potential of their workforce and achieve higher levels of performance and effectiveness.

- 3) ***Organizational Citizenship Behavior (OCB)*** : Employee engagement is positively associated with organizational citizenship behavior (OCB), which involves voluntary actions that benefit the organization and its members (Organ, 1988). Engaged employees are more likely to engage in OCBs such as helping coworkers, participating in organizational initiatives, and advocating for the organization's interests. Research by (Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B., 2000) and (Smith, C. A., Organ, D. W., & Near, J. P., 1983) demonstrates the significant impact of OCB on organizational performance, including improved team dynamics, increased innovation, and enhanced customer satisfaction.

2.5 Conceptual Framework of the Study

The conceptual model depicted in Figure 3.1 illustrates the relationship between employee engagement and organizational performance, highlighting key variables and their interconnections. The independent variable, "5 Keys to Improve Employee Engagement," encompasses factors such as recognizing employee achievements, providing rewards, fostering a positive organizational culture, defining employees' purpose within the organization, and granting autonomy. These elements serve as inputs to enhance employee engagement levels. In turn, employee engagement acts as the moderate variable, influencing areas such as commitment, motivation, loyalty, and trust. The ultimate outcome, depicted as the dependent variable, is the improvement of the organization's performance. This model suggests that by addressing the factors contributing to employee engagement, organizations can positively impact their overall performance. The source indicates that the model is a result of the researcher's own compilation, underscoring its relevance to the context of the thesis. Additionally, the mention of "Data Analysis" at the bottom suggests that empirical data were likely analyzed to support or validate the relationships proposed in the conceptual model.

Figure 3.1. Conceptual Model for improved the organization's performance by enhanced employee engagement.



Source: Own Complication

2.5.1 Conceptual Framework for Employee Recognition

Based on the reviewed literature, the conceptual framework for employee recognition includes:

- 1) **Benefits of Recognition:** Highlighting the positive impact of employee recognition on job satisfaction, engagement, and organizational performance.
- 2) **Effective Strategies:** Outlining key strategies for recognizing employees' achievements, including formal recognition programs, personalized recognition, and timely feedback.
- 3) **Challenges and Considerations:** Identifying potential challenges and considerations in implementing employee recognition initiatives, such as overlooking non-monetary rewards and ensuring inclusivity and fairness.

This conceptual framework serves as a guide for organizations like SRIVI in developing and implementing effective employee recognition initiatives to create a positive work environment and drive organizational performance. By recognizing and celebrating employees' achievements, organizations can cultivate a culture of appreciation, engagement, and excellence, ultimately leading to greater success and competitiveness in the marketplace.

2.5.2 Conceptual Framework for Employee Rewards

The conceptual framework for employee rewards encompasses theoretical foundations, types of rewards, benefits, and design considerations. This framework serves as a guiding framework for the development and evaluation of reward systems, ensuring they are strategic, fair, and impactful in driving employee motivation and performance. By incorporating insights from expectancy theory, equity theory, and reinforcement theory, organizations can design reward systems that resonate with employees' intrinsic motivations and contribute to a positive work environment.

2.5.3 Conceptual Framework for Positive Organizational Culture

The conceptual framework for positive organizational culture provides a comprehensive blueprint for understanding and cultivating positive cultures within organizations. It encompasses theoretical foundations, characteristics of positive cultures, benefits, and strategies for building and sustaining such cultures. This framework serves as a guiding framework for organizations seeking to create supportive, inclusive, and high-performing work environments, driving employee satisfaction, engagement, and organizational success.

2.5.4 Conceptual Framework for Employee Purpose

The conceptual framework for employee purpose integrates theoretical foundations, influencing factors, benefits, and strategies for fostering purpose within organizations. This framework provides a holistic approach to understanding and cultivating a culture of purpose, guiding the development and implementation of initiatives aimed at enhancing employee engagement, performance, and well-being at SRIVI.

2.5.5 Conceptual Framework for Autonomy

The conceptual framework for autonomy integrates theoretical foundations, benefits, factors influencing autonomy, and strategies for fostering autonomy. This framework serves as a blueprint for developing initiatives aimed at enhancing autonomy within organizations, ensuring that employees have the freedom and support to excel in their roles and contribute meaningfully to organizational success. At SRIVI,

this framework guides the implementation of autonomy-enhancing strategies, fostering a culture where autonomy thrives, and employees are empowered to reach their full potential.

2.5.6 Conceptual Framework for Employee Engagement

Drawing from the rich theoretical and empirical literature on employee engagement, the conceptual framework for employee engagement encompasses four interrelated components: commitment, motivation, loyalty, and trust. These components serve as the pillars of employee engagement, shaping organizational culture, performance, and overall effectiveness.

This conceptual framework provides a holistic lens through which organizations can understand, measure, and enhance employee engagement. By nurturing commitment, fostering motivation, cultivating loyalty, and fostering trust, organizations can create an environment where employees thrive, contribute their best, and collectively drive organizational success. At SRIVI, this framework will guide the development and implementation of employee engagement initiatives, ensuring alignment with organizational goals and values.

2.5.7 Conceptual Framework: The Impact of Employee Engagement on Organizational Performance

Drawing from the reviewed literature, the conceptual framework for the impact of employee engagement on organizational performance includes:

- 1) Employee Engagement Drivers: Identifying key factors that drive employee engagement, including leadership support, job satisfaction, and organizational culture.
- 2) Mechanisms Linking Engagement to Performance: Exploring the mechanisms through which employee engagement influences organizational performance, such as discretionary effort, OCB, and innovation.
- 3) Challenges and Considerations: Highlighting challenges and considerations in enhancing organizational performance through employee engagement, including leadership support, strategic alignment, and cultural change.

- 4) Strategies for Enhancing Engagement and Performance: Outlining strategies for organizations to improve employee engagement and drive performance outcomes, including leadership development, strategic integration, and change management.

This conceptual framework provides a comprehensive understanding of the complex relationship between employee engagement and organizational performance, guiding organizations in developing effective strategies to leverage engagement as a driver of success and competitiveness. By fostering a culture of engagement where employees are motivated, committed, and empowered to contribute their best, organizations can achieve sustainable improvements in performance across key dimensions, including productivity, customer satisfaction, and innovation.

CHAPTER (III)

Methodology

3.1 Research Methods

This research is descriptive analytical research of the actual relationships that may exist between independent and dependent variables. The descriptive part is needed to describe and identify the research factors, which constitute the employee engagement strategy components for Shin Rai International Vocational Institute. In the analytical part, the research model is being tested through examining the relationship between the educational service business and employee engagement.

3.2 Research Design and Sampling

This study was undertaken to examine the level of employee satisfaction and model of employee engagement that influence on the school quality by the organization performance of SRIVI in Myanmar. Convenience sampling will be used in this research to collect the data from employees and trainers. Convenience sampling is chosen because it can be carried out conveniently as employees and trainers for the study is easily available for the researcher to participate as respondents (Farahman & Asgar, Rethinking Convenience Sampling: Defining., 2012). The researcher will use random sampling method. Shin Rai International vocational institute in Myanmar will be selected to collect the data from employees and staff for this study. Total sample respondents will be 150 numbers.

3.3 Data Collection Method

The present study depends on primary data, which is collected through survey method by using a questionnaire. A survey method of data collection through questionnaire was used to collect data for this study because (M. Ranganatham & Harikumar, 1016) recommended that the advantage of this method is that it is less expensive, permits anonymity and may result in more responses that are honest. The respondents are asked to rate each statement using Likert scales of 1 to 5. In addition, Secondary Data of Available of internet, thesis, journals and international publications will be used on the reviews of the literature.

3.4 Data Analysis

The collected data through survey were analyzed by using descriptive and inferential statistics. Statistical analyses were conducted using Statistical SPSS version 26 and Microsoft excel (2016) (Myat Myat Oo, 2023).

To conduct a data analysis related to your thesis on employee engagement and organizational performance at SRIVI, we'll follow the framework outlined in your proposal. Here is a structured approach to analyzing the data:

3.4.1 *Quantitative Data Analysis*

- 1) **Descriptive Statistics:** Begin by summarizing the key variables in your dataset using descriptive statistics such as mean, standard deviation, minimum, maximum, and frequency distributions. This will provide an overview of the central tendencies and variability of your data.
- 2) **Correlation Analysis:** Perform correlation analysis to examine the relationships between different variables in your study. Focus on correlations between employee engagement drivers (recognizing achievements, rewards, organizational culture, purpose, autonomy) and organizational performance indicators.
- 3) **Regression Analysis:** Utilize regression analysis to assess the impact of employee engagement drivers on organizational performance. Construct regression models with organizational performance as the dependent variable and the engagement drivers as independent variables to determine their predictive power.

3.4.2 *Qualitative Data Analysis*

- 1) **Thematic Analysis:** If your data includes qualitative responses (e.g., open-ended survey questions, interviews), conduct thematic analysis to identify recurring themes or patterns related to employee engagement and its impact on organizational performance.
- 2) **Content Analysis:** Analyze qualitative data using content analysis techniques to categorize and code responses based on predefined themes or emerging categories. This will help in deriving meaningful insights from qualitative data.

3.4.3 Integration of Quantitative and Qualitative Findings

- 1) **Mixed-Methods Analysis:** Integrate quantitative and qualitative findings to provide a comprehensive understanding of employee engagement and its influence on organizational performance. Compare and contrast quantitative results (e.g., statistical significance of engagement drivers) with qualitative insights (e.g., employee perceptions, experiences).
- 2) **Triangulation:** Use triangulation to validate findings by corroborating results from different data sources (e.g., survey data, interviews). Look for convergence or divergence of findings to gain a more nuanced understanding.

3.4.4 Data Visualization:

- 1) **Charts and Graphs:** Create visualizations such as bar charts, histograms, scatter plots, and line graphs to present key findings visually. This can enhance the clarity and impact of your data analysis results.
- 2) **Dashboard Presentation:** Consider developing a data dashboard or visual summary to present a holistic view of employee engagement metrics, organizational performance indicators, and their relationships.

3.4.5 Statistical Testing and Interpretation

- 1) **Hypothesis Testing:** If applicable based on your research questions, conduct hypothesis testing using statistical tests like t-tests or ANOVA to determine significant differences or relationships between variables.
- 2) **Interpretation:** Interpret the results of your data analysis in the context of your research objectives and theoretical framework. Discuss the implications of significant findings, practical insights for SRIVI, and any limitations or areas for further investigation.

3.5 Ethical Considerations

The author's exploration into workplace productivity served as the impetus for this study. Delving into the realm of employee engagement as a catalyst for enhancing productivity provided valuable insights not only for the author but also for the employees and management of Shin Rai International Vocational Institute (SRIVI).

The workforce at SRIVI comprised educated staff members capable of independently completing the questionnaires. However, the author was readily available to address any queries or uncertainties that arose during the questionnaire completion process, ensuring clarity and accuracy.

Independence in questionnaire completion by the respondents was crucial to maintain objectivity and prevent external influences on their responses. Before initiating the study, formal permission was sought from SRIVI's General Manager through a written request, as documented.

Ethical clearance was obtained from the University prior to administering the questionnaires at SRIVI. The participants, all of whom were of working age and over 18 years old, were briefed on the study's purpose through a consent letter. They were informed that participation was voluntary, with the option to withdraw at any point without facing repercussions. The respondents' identities were kept confidential throughout the study.

To uphold confidentiality and data security, the questionnaires were not distributed online but were physically delivered to SRIVI and handed out to participants on-site. The completed surveys were personally collected by the researcher and will be securely stored for five years in compliance with university regulations. Data analysis was conducted using statistical software, and the results are detailed in Chapter 4 of the dissertation.

In summary, this chapter outlined the meticulous research methodology adopted for this study, encompassing research design, sampling techniques, measuring instruments for employee engagement and productivity, data quality control measures, and ethical considerations. The deductive approach was employed to test the hypothesis, providing a clear procedural framework that could guide future replication of this study by other researchers.

CHAPTER (IV)

Analysis and Results

4.1 Description of Population and Sample

The population and sample description in the context of the study "Impact of Employee Engagement on Organizational Performance: A Case Study of Shin Rai International Vocational Institute, Yangon, Myanmar" involves outlining the characteristics of the target population and the methods used to select a representative sample for the research.

4.1.1 Population Description

The population for this study comprises all employees working within Shin Rai International Vocational Institute (SRIVI) in Yangon, Myanmar. This includes faculty members, administrative staff, support staff, and other personnel involved in the operations of the institute. The population represents the entire workforce whose engagement levels and contributions impact the organizational performance of SRIVI.

4.1.2 Sample Description

The sample for this study is selected from the population of SRIVI employees using convenience sampling method. Convenience sampling is chosen due to its practicality and accessibility, allowing the researcher to select participants based on their availability and willingness to participate in the study.

4.1.3 Sampling Method

Convenience Sampling: Convenience sampling involves selecting participants who are readily available and accessible to the researcher. In this case, employees of SRIVI who are willing to participate in the study will be included in the sample.

4.1.4 Sample Size

The sample size for this study will be determined based on practical considerations such as time, resources, and the size of the population. A total of 150 employees from SRIVI will be selected to participate in the study. This sample size is

deemed sufficient to provide meaningful insights into the relationship between employee engagement and organizational performance within the context of SRIVI.

4.1.5 Inclusion Criteria

1. Employees of Shin Rai International Vocational Institute (SRIVI) in Yangon, Myanmar.
2. Willingness to participate in the study.

4.1.6 Exclusion Criteria

1. Employees who are on leave or absent during the data collection period.
2. Employees who decline to participate in the study.

4.1.7 Sampling Procedure

1. The researcher will obtain permission from the management of SRIVI to conduct the study.
2. A list of all eligible employees will be compiled.
3. Participants will be selected through convenience sampling based on their availability and willingness to participate.
4. The selected participants will be invited to complete a survey questionnaire or participate in interviews, depending on the research methodology.

4.1.8 Respondents by Gender

Table 4.1 displays data on respondents' gender distribution. The following are a breakdown of the information provided:

- 1) Gender Categories: The table presents two gender categories: Male and Female.
- 2) Frequency: This column shows the number of respondents belonging to each gender category. For males, the frequency is 68, while for females, it's 82.
- 3) Percent: This column represents the percentage of respondents in each gender category relative to the total sample size. For males, it's 45.3%, and for females, it's 54.7%.
- 4) Valid Percent: This column adjusts the percentage by excluding missing or invalid responses. Since all responses in this table are valid, the valid percent and percent columns have the same values.

- 5) Cumulative Percent: This column shows the cumulative percentage of respondents as you move down the list. For example, after accounting for male respondents (45.3%), the cumulative percent reaches 100% when including both male and female respondents.

In summary, out of a total of 150 respondents, 68 (45.3%) identified as male, and 82 (54.7%) identified as female.

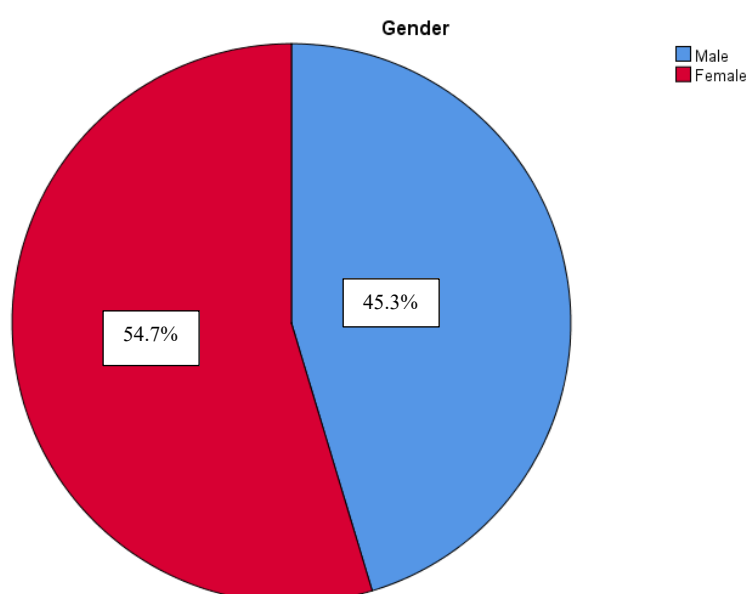
Table 4.1 : Respondents by Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	45.3	45.3	45.3
	Female	82	54.7	54.7	100.0
	Total	150	100.0	100.0	

Source: Survey Data (2024)

As for Figure 4.1, it likely represents a graphical visualization of the gender distribution data provided in Table 4.1. This could be effectively representing the proportions of male and female respondents.

Figure 4.1 Respondents by Gender



Source: Survey Data (2024)

4.1.9 Respondents by Age

Table 4.2 presents data on respondents' age distribution. The following are break down the information provided:

- 1) Age Categories: The table categorizes respondents into four age groups: Below 30 years, 30-40 years, 40-50 years, and Above 50 years.
- 2) Frequency: This column indicates the number of respondents falling into each age group. There are 40 respondents below 30 years, 61 respondents aged between 30 and 40 years, 41 respondents aged between 40 and 50 years, and 8 respondents aged above 50 years.
- 3) Percent: This column represents the percentage of respondents in each age group relative to the total sample size. For example, 26.7% of respondents are below 30 years old, 40.7% are between 30 and 40 years old, 27.3% are between 40 and 50 years old, and 5.3% are above 50 years old.
- 4) Valid Percent: Similar to Table 4.1, this column adjusts the percentage by excluding any missing or invalid responses. Since all responses are valid, the valid percent and percent columns have the same values.
- 5) Cumulative Percent: This column shows the cumulative percentage of respondents as you move down the list. For example, after accounting for respondents below 30 years (26.7%), the cumulative percent increases to 67.3% when including respondents up to 40 years old and further to 94.7% when including respondents up to 50 years old, and finally reaches 100% when considering all age groups.

This table provides an overview of the age distribution among the respondents. The majority of respondents fall within the 30-40 years age group, followed by the 40-50 years age group, below 30 years age group, and finally, the above 50 years age group.

Table 4.2 : Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below30 yrs	40	26.7	26.7	26.7
	30-40	61	40.7	40.7	67.3

40-50	41	27.3	27.3	94.7
Above50	8	5.3	5.3	100.0
Total	150	100.0	100.0	

Source: Survey Data (2024)

4.1.10 Respondents by Job Position

Table 4.3 provides information on respondents' job positions. The following are the detailed explanation:

- 1) Job Positions: The table lists various job positions held by the respondents. These include Lecturer, Librarian, Assistant Lecturer, Lab Technician, Administrator, Assistant Administrator, Marketing Manager, Marketing Assistant, HR Manager, and Assistant HR Manager.
- 2) Frequency: This column indicates the number of respondents belonging to each job position category. For example, there are 38 lecturers, 9 librarians, 23 assistant lecturers, and so on.
- 3) Percent: This column represents the percentage of respondents in each job position category relative to the total sample size. It shows the proportion of each job position within the entire respondent population.
- 4) Valid Percent: Similar to the previous tables, this column adjusts the percentage by excluding any missing or invalid responses. Since all responses are valid, the valid percent and percent columns have the same values.
- 5) Cumulative Percent: This column shows the cumulative percentage of respondents as you move down the list of job positions. For instance, after accounting for lecturers (25.3%), the cumulative percent reaches 31.3% when including librarians, further to 53.3% when including other positions, and so on, until it reaches 100% when considering all job positions.

This table offers insights into the distribution of respondents across different job positions. It helps to understand the composition of the surveyed population in terms of their professional roles within the surveyed context.

Table 4.3 : Respondents by Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lecturer	38	25.3	25.3	25.3
	Librarian	9	6.0	6.0	31.3
	Other	33	22.0	22.0	53.3
	Assistant Lec	23	15.3	15.3	68.7
	Lab Tachnian	17	11.3	11.3	80.0
	Admin	10	6.7	6.7	86.7
	Assistant Admin	7	4.7	4.7	91.3
	Marketing Manager	5	3.3	3.3	94.7
	Marketing Assistant	4	2.7	2.7	97.3
	HR Manager	1	.7	.7	98.0
	Assistant HR Manager	3	2.0	2.0	100.0
	Total	150	100.0	100.0	

Source: Survey Data (2024)

4.1.11 Respondents by Marital Status

Table 4.4 presents data on respondents' marital status. The following are the detailed explanation:

- 1) Marital Status Categories: The table categorizes respondents into three marital status groups: single, married, and divorced.
- 2) Frequency: This column indicates the number of respondents belonging to each marital status category. For example, there are 61 single respondents, 83 married respondents, and 6 divorced respondents.
- 3) Percent: This column represents the percentage of respondents in each marital status category relative to the total sample size. It shows the proportion of each marital status within the entire respondent population.

- 4) Valid Percent: Similar to the previous tables, this column adjusts the percentage by excluding any missing or invalid responses. Since all responses are valid, the valid percent and percent columns have the same values.
- 5) Cumulative Percent: This column shows the cumulative percentage of respondents as you move down the list of marital status categories. For instance, after accounting for single respondents (40.7%), the cumulative percent reaches 96.0% when including married respondents, and finally reaches 100% when considering all marital status categories.

This table provides insights into the distribution of respondents across different marital statuses. It helps to understand the composition of the surveyed population in terms of their marital status within the surveyed context.

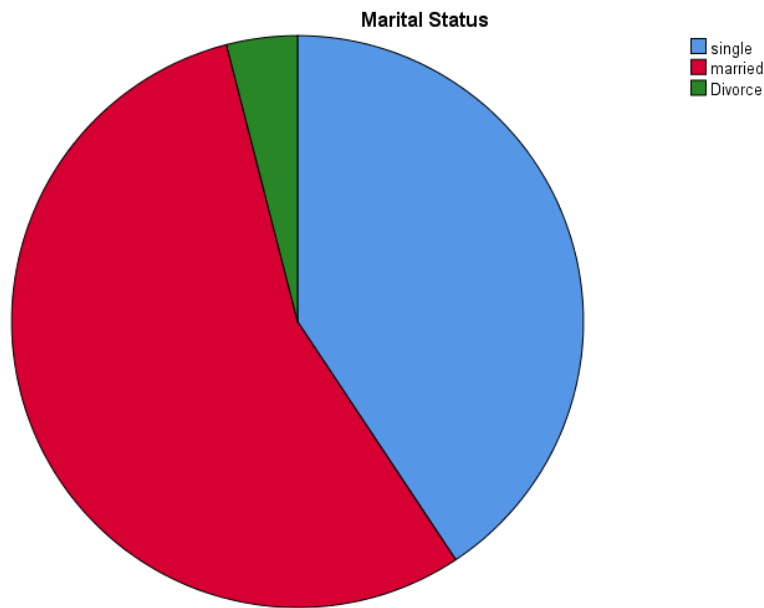
Table 4.4 : Respondents by Marital Status

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	61	40.7	40.7	40.7
	married	83	55.3	55.3	96.0
	Divorce	6	4.0	4.0	100.0
	Total	150	100.0	100.0	

Source: Survey Data (2024)

As for Figure 4.2, it likely represents a visual representation of the marital status distribution data provided in Table 4.4. This visualization could be effectively illustrating the proportions of respondents across different marital status categories.

Figure 4.2 Respondents by Marital Status



Source: Survey Data (2024)

4.1.12 Respondents by Education level

Table 4.5 presents data on respondents' Education Level. The following are the detailed explanation:

- 1) Education Level Categories: The table categorizes respondents into four education level groups: Diploma, Bachelor's degree, Master's degree, and Other.
- 2) Frequency: This column indicates the number of respondents belonging to each education level category. For example, there are 13 respondents with a Diploma, 68 respondents with a Bachelor's degree, 53 respondents with a Master's degree, and 16 respondents with other education qualifications.
- 3) Percent: This column represents the percentage of respondents in each education level category relative to the total sample size. It shows the proportion of each education level within the entire respondent population.
- 4) Valid Percent: Similar to the previous tables, this column adjusts the percentage by excluding any missing or invalid responses. Since all responses are valid, the valid percent and percent columns have the same values.
- 5) Cumulative Percent: This column shows the cumulative percentage of respondents as you move down the list of education level categories. For instance, after accounting for respondents with a Diploma (8.7%), the

cumulative percent reaches 54.0% when including respondents with a Bachelor's degree, further to 89.3% when including respondents with a Master's degree, and finally reaches 100% when considering all education level categories.

This table provides insights into the distribution of respondents across different education levels. It helps to understand the composition of the surveyed population in terms of their educational qualifications within the surveyed context.

Table 4.5 : Respondents by Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	13	8.7	8.7	8.7
	Bachelor	68	45.3	45.3	54.0
	Master degree	53	35.3	35.3	89.3
	Other	16	10.7	10.7	100.0
	Total	150	100.0	100.0	

Source: Survey Data (2024)

4.1.13 Respondents by Job Position

Table 4.6 presents data on respondents' Job Position. The following are the detailed explanation:

- 1) Job Position Categories: The table lists various job positions held by the respondents, including Lecturer, Librarian, Assistant Lecturer, Lab Technician, Administrator, Assistant Administrator, Marketing Manager, Marketing Assistant, HR Manager, and Assistant HR Manager.
- 2) Frequency: This column indicates the number of respondents in each job position category. For instance, there are 38 respondents who are Lecturers, 9 who are Librarians, 23 who are Assistant Lecturers, and so on.
- 3) Percent: This column represents the percentage of respondents in each job position category relative to the total sample size. It shows the proportion of each job position within the entire respondent population.

- 4) Valid Percent: This column adjusts the percentage by excluding any missing or invalid responses. Since all responses are valid, the valid percent and percent columns have the same values.
- 5) Cumulative Percent: This column shows the cumulative percentage of respondents as you move down the list of job positions. For example, after accounting for Lecturers (25.3%), the cumulative percent reaches 31.3% when including Librarians, further to 53.3% when including other positions, and so on, until it reaches 100% when considering all job positions.

This table provides insights into the distribution of respondents across different job positions. It helps to understand the composition of the surveyed population in terms of their professional roles within the context of the survey.

Table 4.6 : Respondents by Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lecturer	38	25.3	25.3	25.3
	Librarian	9	6.0	6.0	31.3
	Other	33	22.0	22.0	53.3
	Assistant Lec	23	15.3	15.3	68.7
	Lab Tachnian	17	11.3	11.3	80.0
	Admin	10	6.7	6.7	86.7
	Assistant Admin	7	4.7	4.7	91.3
	Marketing Manager	5	3.3	3.3	94.7
	Marketing Assistant	4	2.7	2.7	97.3
	HR Manager	1	.7	.7	98.0
	Assistant HR	3	2.0	2.0	100.0
	Manager				
	Total	150	100.0	100.0	

Source: Survey Data (2024)

4.1.14 Respondents by Income Levels

Table 4.7 presents data on respondents categorized by their income levels. The following analyze the information provided:

- 1) **Income Level Categories:** The table categorizes respondents into four income level groups: Below 3 lakhs, 3-6 lakhs, 6-10 lakhs, and Above 10 lakhs.
- 2) **Frequency:** This column indicates the number of respondents falling into each income level category. For example, there are 10 respondents with an income below 3 lakhs, 25 respondents with an income between 3 and 6 lakhs, 49 respondents with an income between 6 and 10 lakhs, and 66 respondents with an income above 10 lakhs.
- 3) **Percent:** This column represents the percentage of respondents in each income level category relative to the total sample size. It shows the proportion of each income level within the entire respondent population.
- 4) **Valid Percent:** This column adjusts the percentage by excluding any missing or invalid responses. Since all responses are valid, the valid percent and percent columns have the same values.
- 5) **Cumulative Percent:** This column shows the cumulative percentage of respondents as you move down the list of income level categories. For example, after accounting for respondents with an income below 3 lakhs (6.7%), the cumulative percent reaches 23.3% when including respondents with an income between 3 and 6 lakhs, further to 56.0% when including respondents with an income between 6 and 10 lakhs, and finally reaches 100% when considering all income level categories.

This table provides insights into the distribution of respondents across different income levels. It helps to understand the composition of the surveyed population in terms of their income brackets within the surveyed context.

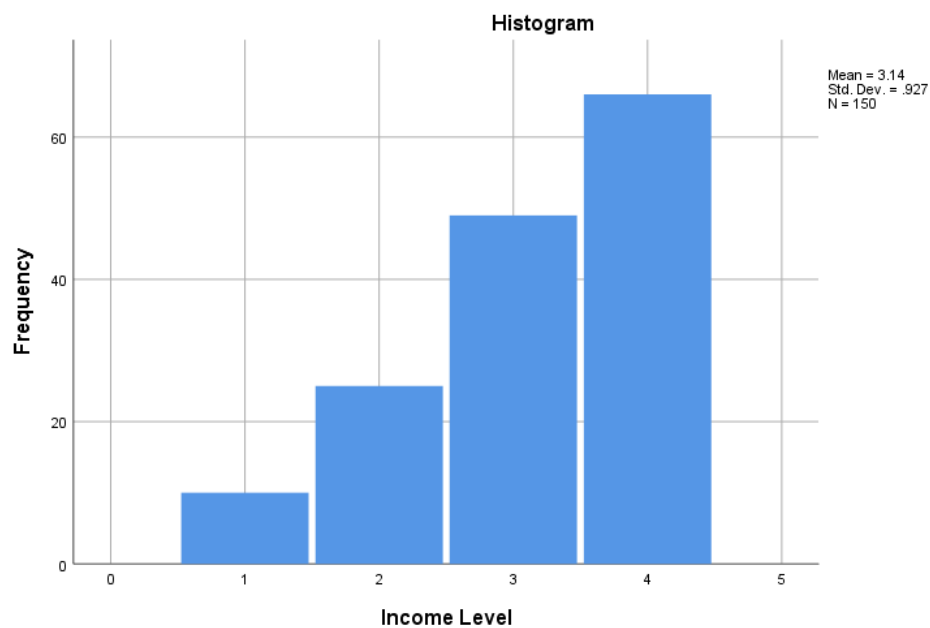
Table 4.7 : Respondents by Income Level

		Income Level			
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Below 3l	10	6.7	6.7	6.7
	3-6 L	25	16.7	16.7	23.3
	6 -10 L	49	32.7	32.7	56.0
	Above 10L	66	44.0	44.0	100.0
	Total	150	100.0	100.0	

Source: Survey Data (2024)

As for Figure 4.3, it likely represents a visual representation of the income level distribution data provided in Table 4.7. This visualization could be in the form of a bar chart, pie chart, or any other appropriate graph that effectively illustrates the proportions of respondents across different income levels.

Figure 4.3 Respondents by Income Level



Source: Survey Data (2024)

4.2 Statistical Analysis and Interpretation of Results

This chapter utilizes the Simple Linear Regression method to examine the influence of employee engagement on organizational performance within Shin Rai International Vocational Institute. Organizational performance is assessed based on individual employee engagement scores obtained from primary data sources, specifically the employee engagement survey administered to teachers and administrative staff at the institute.

The objective is to explore the factors affecting employee engagement and organizational performance enhancement among the faculty and staff members of Shin Rai International Vocational Institute. The chapter is structured as follows: Firstly, it delves into the topic of employee engagement within the institute. Subsequently, the discussion shifts to the enhancement of organizational performance at Shin Rai International Vocational Institute. The third section presents an analysis of the factors influencing employee engagement, while the final segment examines the impact of employee engagement on organizational performance.

4.2.1 Reliability Assessment of Recognizing Employee Achievement at SRIVI

To assess the reliability of the Recognizing Employee Achievement (REA) questionnaire, which comprises 10 structured items, the mean and standard deviation of employee engagement among trainers and staff at SRIVI were explored. A Likert-type scale ranging from 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree) was utilized for respondents (150 teachers/trainers and staff) to rate their agreement with each statement. The table below presents the mean and standard deviation for each statement, along with the overall mean value for recognizing employee achievements at SRIVI. Refer to Table 4.4 for the survey results pertaining to recognizing employee achievement.

Table (4.8) Recognition of Employee Achievement of SRIVI

No		Mean	Std. Deviation
1	Acknowledging employees' achievements at SRIVI serves as a strong motivator for them to acquire multi-skills needed in their tasks and duties.	3.79	.538
2	SRIVI aims to create a culture of recognition where employee's achievements are valued and celebrated.	3.73	.654
3	3. At SRIVI, acknowledging and rewarding employee's achievements is a top priority to foster a culture of excellence and motivation.	3.67	.680
4	4. Employees accept challenging objectives because SRIVI has well performance management practices.	3.71	.640
5	5. Recognizing employee achievements at SRIVI enhance their commitment to their respective departments and sections.	3.79	.605
6	6. Recognizing employee achievement at SRIVI strengthens their commitment to delivering high-quality work and contributing to the organization's success.	3.80	.635
7	7. At SRIVI, recognizing employee achievements fosters a sense of loyalty among employees toward their respective departments and sections.	3.75	.647
8	8. SRIVI's goals and values fosters a sense of loyalty and dedication among its workforce.	3.71	.649
9	9. By recognizing employee achievements, SRIVI cultivates a culture of trust and transparency, fostering a collaborative and supportive work environment.	3.77	.649
10	10. Recognizing employee achievements at SRIVI builds a strong foundation of trust and mutual respect among team members."	3.73	.620
	Overall Means	3.75	

Source: Survey Data (2024)

Based on the data presented in Table 4.8, it is evident that the overall average mean value for recognizing employee achievement at SRIVI is 3.75. This score reflects a positive perception among respondents regarding the acknowledgment of employee achievements within the organization.

The reliability statement underscores the highly positive perception that employees hold regarding recognizing employee achievement at SRIVI. This finding

is indicative of SRIVI's commitment to enhancing employee engagement by acknowledging and appreciating the contributions of its workforce.

These results imply that SRIVI's focus on recognizing employee achievements is yielding favorable outcomes in terms of fostering a culture of excellence, motivation, loyalty, trust, and collaboration among employees. By acknowledging and rewarding employee efforts, SRIVI is effectively reinforcing positive behaviors and values within the organization, which ultimately contributes to its overall success and performance.

4.2.2 *Reliability of Reward in SRIVI*

Table 4.9 presents an analysis of the reliability of rewards at SRIVI, utilizing a Likert-type scale with five questions. In this survey, 150 teachers, trainers, and staff members at SRIVI expressed their perceptions by rating the questionnaire. The table below displays the mean scores for the rewards at SRIVI.

Table (4.9) Rewards of SRIVI

No.	Statements	Mean	Std. Deviation
1	For me, the whole compensation package is fair and equitable by comparing with others working at other organizations.	3.71	.679
2	2. For me, the base salary is fair and equitable by comparing with others within the company.	3.74	.680
3	3. For me, the base salary is fair and equitable by comparing with others working at other organizations.	3.68	.689
4	4. For me, the bonus is fair and equitable by comparing with others within the company.	3.66	.758
5	5. For me, the bonus is fair and equitable by comparing with others working at other organizations.	3.69	.714
6	6. For me, the over time is fair and equitable by comparing with others within the company.	3.75	.626
7	7. For me, the over time is fair and equitable by comparing with others working at other organizations.	3.70	.693
8	8. For me, the financial incentives are fair and equitable by comparing with others within the company.	3.75	.637
9	9. For me, the financial incentives are fair and equitable by comparing with others working at other organizations.	3.69	.634
10	10. For me, the whole compensation package is fair and equitable by comparing with others within the company.	3.70	.721
	Overall Mean	3.71	

Source: Survey Data (2024)

The results depicted in Table (4.9) reveal an overall mean score of 3.71, indicating a generally positive perception of fairness and equity across different aspects

of the compensation package at SRIVI. This suggests that employees perceive the compensation practices within the organization favorably, both in comparison to internal standards and when benchmarked against other organizations. The findings reflect a sense of satisfaction among employees regarding their compensation, as well as an alignment with prevailing market standards.

4.2.3 Reliability of Positive organizational culture

The following table identifies that the reward of SRIVI with five questions with five points Likert-type scale. In this survey, 150 teachers/trainers and staffs at SRIVI expressed their emotion by rating on the questionnaire. The mean score of the positive organizational culture among the trainers and staffs of SRIVI are shown in Table (4.10) below.

Table (4.10) The Positive Organizational Culture of SRIVI

No.	Statements	Mean	Std. Deviation
1.	In SRIVI task and duties of respective Departments and Sections are handled and managed by each employee at their area if responsibility.	3.78	.566
2.	My task is my Department at SRIVI is important for the company and also meaningful for me at work.	3.82	.603
3.	Employees are allowed to decide how to do their duties by themselves within the boundary of Job Description.	3.77	.649
4.	School members are interdependent and value each other.	3.83	.639
5.	Co-workers give me moral support when I need.	3.75	.655
6.	Co-workers stimulate me to do better work.	3.73	.631
7.	There is an atmosphere of trust and respect in SRIVI.	3.75	.644
8.	Co-workers provide suggestions and feedback about my teaching.	3.75	.612
	Overall Mean	3.77	

Source: Survey Data (2024)

Based on the data presented in Table 4.10, the detailed analysis of the survey data and how it relates to SRIVI vocational school's organizational performance:

4.2.4 Employee Autonomy in Task Management

The survey indicates, mean value 3.78, that employees feel empowered to handle and manage tasks within their respective departments and sections at SRIVI. This autonomy can lead to increased accountability, ownership, and efficiency in task execution, contributing positively to organizational performance.

The mean value 3.82 for Importance of Tasks and Department: Employees perceive their tasks within their departments as important and meaningful both for themselves and for SRIVI. This sense of purpose and significance can enhance employee motivation, engagement, and commitment to achieving departmental and organizational goals.

Employee Decision-Making Autonomy (Mean: 3.77): Allowing employees to decide how to perform their duties within the boundaries of their job descriptions reflects trust and confidence in their abilities. This autonomy can lead to innovative approaches, improved problem-solving, and higher job satisfaction, ultimately contributing to organizational success.

Interdependence and Value Among School Members (Mean: 3.83): The survey indicates a culture of interdependence and mutual value among school members at SRIVI. This fosters collaboration, teamwork, and a supportive work environment, which are conducive to higher productivity, creativity, and overall organizational performance.

Moral Support and Stimulation from Co-Workers (Means: 3.75 and 3.73): The provision of moral support and stimulation by co-workers indicates a positive interpersonal dynamic at SRIVI. This support and encouragement can boost morale, motivation, and job satisfaction, leading to increased productivity and performance.

Atmosphere of Trust and Respect (Mean: 3.75): The presence of an atmosphere of trust and respect in SRIVI contributes to a positive work culture. This trust facilitates effective communication, collaboration, and decision-making, which are essential for organizational success and performance improvement.

Feedback and Suggestions from Co-Workers (Mean: 3.75):Co-workers providing feedback and suggestions about teaching indicates a culture of continuous improvement and learning at SRIVI. This feedback loop fosters professional development, enhances teaching quality, and positively impacts organizational performance.

Overall, the survey data reflects a positive organizational culture at SRIVI characterized by autonomy, interdependence, trust, collaboration, and support among employees, which are essential factors contributing to organizational performance and success.

4.2.5 Reliability of Employees purpose within the organization

The following table identifies that the reward of SRIVI with five questions with five points Likert-type scale. In this survey, 150 teachers/trainers and staffs at SRIVI expressed their emotion by rating on the questionnaire. The mean score of the Employees purpose within the organization among the trainers and staffs of SRIVI are shown in Table (4.11) below.

Table (4.11) Employees Purpose within the Organization of SRIVI

No.	Statements	Mean	Std. Deviation
1.	Employee can see/know the results of their effort easily.	3.73	.612
2.	I know what is expected of me at work.	3.83	.576
3.	Have the materials and equipment I need to do my work right.	3.76	.576
4.	At work, I have the opportunity to do what I do best everyday.	3.76	.672
5.	My supervisor, or someone at work, seems to care about me as a person.	3.79	.678
6.	There is someone at work who encourages my development.	3.80	.624
7.	At work, my opinions seem to count.	3.73	.631
8.	The mission or purpose of my company makes me feel my job is important.	3.79	.669
9.	My associates or fellow employees are committed to doing quality work.	3.81	.606
	Overall Mean	3.78	

Source: Survey Data 2024

Based on the data presented in Table 4.11, the more detailed analysis of the overall mean scores for the statements, with reasoning related to SRIVI vocational school business:

- 1) Employee's Visibility of Effort Results (Mean: 3.73): The slightly above-average score indicates that employees generally feel they can see or know the results of their efforts easily. This could be attributed to transparent performance metrics, clear feedback mechanisms, or regular performance reviews at SRIVI. Employees likely appreciate having visibility into how their work contributes to the overall goals of the school.
- 2) Clarity of Work Expectations (Mean: 3.83): The high mean score reflects that employees have a clear understanding of what is expected of them at work. This clarity could stem from well-defined job roles, comprehensive job descriptions, and effective communication of expectations within SRIVI. Clear expectations contribute to improved job performance and reduced ambiguity in tasks.
- 3) Availability of Materials and Equipment (Mean: 3.76): The above-average score suggests that employees feel they have the necessary materials and equipment to perform their work effectively at SRIVI. This could include access to modern teaching tools, well-equipped classrooms, and sufficient resources for practical training. Adequate resources contribute to a conducive learning and working environment.
- 4) Opportunity to Utilize Strengths Daily (Mean: 3.76): The mean score indicates that employees perceive they have the opportunity to utilize their strengths daily. This could be due to job roles aligning with individual strengths, opportunities for skill development, and a supportive work culture that encourages employees to leverage their capabilities. Utilizing strengths leads to higher job satisfaction and performance.
- 5) Perceived Care from Supervisors/Colleagues (Mean: 3.79): The above-average score reflects that employees feel cared for by their supervisors or colleagues at SRIVI. This could result from supportive leadership, open communication channels, and a culture of respect and collaboration. Feeling cared for fosters positive relationships and enhances employee well-being and engagement.
- 6) Encouragement for Development (Mean: 3.80): The high mean score indicates that employees perceive encouragement for their development at SRIVI. This could include opportunities for training, career growth pathways, mentorship

programs, and recognition of achievements. Encouraging development boosts morale, improves skills, and retains talent within the organization.

- 7) Influence of Opinions at Work (Mean: 3.73): The slightly above-average score suggests that employees feel their opinions count at SRIVI. This could be due to a culture that values employee input, solicits feedback, and involves employees in decision-making processes. Valuing opinions fosters a sense of ownership and empowerment among employees.
- 8) Alignment with Company Mission/Purpose (Mean: 3.79): The mean score reflects that employees feel aligned with SRIVI's mission and purpose, finding their job important. This could be attributed to a clear mission statement, meaningful work that contributes to education and skill development, and communication of the organization's impact on students' lives. Alignment with the mission enhances employee motivation and engagement.
- 9) Commitment to Quality Work Among Peers (Mean: 3.81): The high mean score indicates that employees perceive a commitment to quality work among their peers at SRIVI. This could result from a culture that values excellence, teamwork, and collaboration to deliver high-quality education and training. Commitment to quality fosters a positive work environment and enhances outcomes for students.

Overall, the analysis of the mean scores suggests that employees at SRIVI generally have positive perceptions regarding various aspects of their work environment, including clarity of expectations, support for development, and alignment with the organization's mission. These factors contribute to a positive workplace culture, employee satisfaction, and ultimately, the delivery of quality education and training at SRIVI.

4.2.6 Reliability of Autonomy

The following table identifies that the reward of SRIVI with five questions with five points Likert-type scale. In this survey, 150 teachers/trainers and staffs at SRIVI expressed their emotion by rating on the questionnaire. The mean score of the Autonomy in SRIVI are shown in Table (4.12) below.

Table (4.12) Autonomy in SRIVI

No	Statement	Mean	Std. Deviation
1.	Rules and job responsibilities are clearly stated in school.	3.77	.648
2.	Having autonomy in decision-making at SRIVI increases commitment to achieving departmental goals.	3.77	.630
3.	Empowering employees with autonomy leads to a stronger commitment to their roles and responsibilities.	3.79	.599
4.	Granting autonomy over tasks at SRIVI boosts motivation and encourages innovative problem-solving.	3.76	.644
5.	When given autonomy, employees feel more motivated to excel and take ownership of their work.	3.87	.589
6.	Providing autonomy builds trust among teams at SRIVI, fostering a collaborative and supportive environment.	3.77	.638
7.	Autonomy in work tasks leads to increased trust in employees' abilities to make sound decisions.	3.80	.615
8.	In our work environment, having autonomy empowers employees to make decisions that align with our shared goals and mission.	3.77	.605
9.	Granting autonomy in tasks and projects inspires motivation and a sense of ownership among team members.	3.81	.597
10.	At our organization, autonomy is a key factor in building trust among colleagues, fostering collaboration and mutual respect.	3.84	.637
11.	Autonomy allows individuals to explore a range of tasks and responsibilities, promoting creativity and job satisfaction.	3.85	.644
12.	Empowering employees with autonomy cultivates a strong sense of loyalty and dedication to the organization's goals and values.	3.82	.605
13.	I effectively manage and control the class and school operation/administration.	3.80	.626
14.	I can well solve the problems of the students.	3.86	.615
15.	I can well manage more responsibility than typically assigned.	3.86	.615
	Overall Mean	3.81	

Source: Survey Data (2024)

Based on the data presented in Table 4.12, the detailed analysis survey data for SRIVI vocational school business:

- 1) Clarity of Rules and Responsibilities (Mean: 3.77): The mean score indicates that employees feel the rules and job responsibilities are clearly stated in the school. This clarity is crucial for effective task execution and understanding of roles, contributing to a well-organized and efficient work environment.
- 2) Autonomy and Commitment (Mean: 3.77 to 3.85): Employees perceive that having autonomy in decision-making and tasks (statements 2-11) leads to increased commitment, motivation, innovation, trust, and collaboration. This indicates that autonomy plays a significant role in fostering employee engagement and ownership of their work.
- 3) Effective Management and Problem-Solving (Mean: 3.80 to 3.86): Employees also express confidence in their ability to effectively manage classroom/school operations, solve student problems, and handle additional responsibilities. This reflects a sense of competence and capability among staff members.
- 4) Overall Mean Analysis (Mean: 3.81): The overall mean score of 3.81 indicates a positive perception among employees regarding autonomy, clarity of rules, effective management, and problem-solving abilities. These factors contribute to a work environment where employees feel empowered, motivated, and capable of fulfilling their roles effectively.
- 5) Implications for SRIVI Vocational School Business: The positive perceptions of autonomy and clear job responsibilities suggest that SRIVI has established a supportive and empowering work culture. This can lead to higher employee satisfaction, motivation, and productivity, ultimately benefiting student outcomes and the overall success of the school.
- 6) Recommendations: SRIVI can continue to emphasize autonomy in decision-making and task management while ensuring that rules and responsibilities remain clear and transparent. Encouraging ongoing professional development and training can further enhance employees' problem-solving skills and ability to handle responsibilities effectively.

Overall, the survey results reflect a positive work environment at SRIVI, characterized by autonomy, clear communication of responsibilities, effective management, and problem-solving capabilities among employees. These factors are vital for promoting employee engagement, satisfaction, and organizational success.

4.2.7 Reliability of Employee Engagement

The following table identifies that the employee engagement of SRIVI with five questions with five points Likert-type scale. In this survey, 150 teachers/trainers and staffs at SRIVI expressed their emotion by rating on the questionnaire. The mean score of the Autonomy in SRIVI are shown in Table (4.13) below.

Table (4.13) The Employee Engagement of SRIVI

No.	Statement	Mean	Std. Deviation
1.	I am enthusiastic about my job.	3.89	.700
2.	I find the work that I do full of meaning and purpose.	3.83	.709
3.	My job inspires me.	3.87	.598
4.	I am proud of the work I do.	3.87	.669
5.	To me, my job is challenging.	3.81	.639
6.	I am ready to put my heart and soul into my work.	3.89	.647
7.	I am determined to be complete and thorough in all my job My job is a source of personal pride.	3.92	.619
8.	Trying to constantly improve my job performance is very job well.	3.85	.669
9.	I am always willing to "go the extra mile" in order to do my service.	3.89	.608
10.	I am enthusiastic about providing a high quality product or effectively.	3.91	.669
11.	I get excited thinking about new ways to do my job more duties.	3.83	.639
12.	I am willing to really push myself to reach challenging work Items.	3.89	.619
13.	I come to school regularly and perform my duties actively.	3.86	.635
	Overall mean	3.87	

Source: Survey Data (2024)

Based on the data presented in Table 4.13, the detailed analysis of the employee engagement survey data that specifically relates to SRIVI vocational school business organization:

- 1) Enthusiasm about Job (Mean: 3.89): Employees at SRIVI show a high level of enthusiasm about their roles and responsibilities within the vocational school.

This indicates a strong sense of passion and dedication towards education and student development.

- 2) Meaningful and Purposeful Work (Mean: 3.83 to 3.87): Employees find their work at SRIVI meaningful and purposeful, contributing directly to the education and skill development of students. This alignment with the organization's mission and vision enhances job satisfaction and commitment.
- 3) Pride in Work and Determination (Mean: 3.87 to 3.92): Employees take pride in their work at SRIVI, demonstrating a commitment to delivering quality education and services. Their determination to perform their duties thoroughly reflects a culture of excellence within the organization.
- 4) Job Challenges and Continuous Improvement (Mean: 3.81 to 3.89): Employees perceive their roles at SRIVI as challenging, indicating opportunities for professional growth and development. Their willingness to continuously improve highlights a culture of continuous learning and enhancement of teaching methodologies.
- 5) Willingness to Go the Extra Mile (Mean: 3.89): Employees at SRIVI are willing to go the extra mile to ensure students receive high-quality education and support. This dedication goes beyond standard job requirements, contributing to student success and overall organizational effectiveness.
- 6) Excitement for Innovation and Self-Improvement (Mean: 3.83 to 3.89): Employees show excitement about exploring innovative teaching methods and are willing to push themselves to reach higher standards of teaching excellence. This mindset aligns with SRIVI's focus on delivering modern and effective education programs.
- 7) Regular Attendance and Active-Duty Performance (Mean: 3.86): Employees at SRIVI demonstrate regular attendance and active participation in their duties, ensuring a consistent and high-quality learning environment for students.
- 8) Overall Mean Analysis (Mean: 3.87): The overall survey means of 3.87 indicates a highly engaged and motivated workforce at SRIVI. This level of employee engagement is crucial for achieving educational objectives, maintaining a positive organizational culture, and fostering student success.

Implications for SRIVI Vocational School Business: The survey results highlight a positive work environment at SRIVI, characterized by enthusiastic and dedicated

employees who are committed to delivering meaningful education and fostering student growth. This engagement contributes to the school's reputation, student satisfaction, and overall success.

Recommendations: SRIVI can leverage the high level of employee engagement by continuing to support professional development opportunities, encouraging innovation in teaching practices, promoting a culture of collaboration and communication, and recognizing and rewarding employee contributions to student outcomes. These efforts will further enhance employee satisfaction, retention, and overall organizational effectiveness.

4.2.8 Reliability of Organization performance

The following table identifies that the organization performance of SRIVI with five questions with five points Likert-type scale. In this survey, 150 teachers/trainers and staffs at SRIVI expressed their emotion by rating on the questionnaire. The mean score of the organization performance of SRIVI is shown in Table (4.14) below.

Table (4.14) The Organization Performance of SRIVI

No.	Statement	Mean	Std. Deviation
1.	Management in SRIVI focus on roles and responsibilities of employees.	3.77	.677
2.	SRIVI has fair and systematic performance appraisal.	3.77	.625
3.	SRIVI considers relevant supporting to employees who got poor performance appraisal scores.	3.69	.723
4.	Based on my experience at SRIVI, I believe that Recognition of employees' achievements will be most significantly contributed to improving organization performance.	3.84	.625
5.	Based on my experience at SRIVI, I believe that rewards and incentives will be most significantly contributed to improving organization performance.	3.79	.583
6.	Based on my experience at SRIVI, I believe that positive organizational culture will be most significantly contributed to improving organization performance.	3.81	.652

7.	Based on my experience at SRIVI, I believe that aligning employees' purpose with organizational goals will be most significantly contributed to improving organization performance.	3.82	.635
8	Based on my experience at SRIVI, I believe that providing autonomy in decision making will be most significantly contributed to improving organization performance.	3.80	.645
9.	In my opinion the aspects of clear communication channels and transparency of SRIVI contribute to enhancing organization performance.	3.76	.757
10.	In my opinion the aspects of opportunities for professional growth and development in SRIVI contribute to enhancing organization performance.	3.80	.635
11.	In my opinion the aspects of Effective leadership and management practices of SRIVI contribute to enhancing organization performance.	3.79	.651
12.	In my opinion the aspects of Collaboration and teamwork within teams and departments of SRIVI contribute to enhancing organization performance.	3.81	.662
13.	In my opinion the aspects of Efficient use of resources and technology of SRIVI contribute to enhancing organization performance.	3.81	.631
	Overall Mean	3.79	

Source: Survey Data (2024)

Based on the data presented in Table 4.14, the detailed analysis of the survey data regarding organization performance, in SRIVI vocational school business:

- 1) Focus on Roles and Responsibilities (Mean: 3.77): SRIVI places a strong emphasis on defining and communicating clear roles and responsibilities for employees. This focus ensures that every staff member understands their duties, leading to smoother operations and improved performance within the organization.
- 2) Fair and Systematic Performance Appraisal (Mean: 3.77): SRIVI's performance appraisal processes are perceived as fair and systematic. This approach fosters transparency and accountability, motivating employees to align their efforts with organizational goals and standards.
- 3) Support for Poor Performance (Mean: 3.69): Employees believe that SRIVI provides relevant support to individuals with poor performance appraisal scores. This support mechanism indicates a commitment to employee development and a proactive approach to address performance issues.

- 4) Recognition of Employees' Achievements (Mean: 3.84): Based on employees' experiences, recognition of achievements is seen as a significant contributor to improving SRIVI's organizational performance. Acknowledging and celebrating employees' accomplishments fosters a positive work environment and encourages continued excellence.
- 5) Rewards and Incentives (Mean: 3.79): Employees perceive that rewards and incentives play a significant role in enhancing SRIVI's organizational performance. This indicates the importance of implementing effective reward systems to motivate and retain talent.
- 6) Positive Organizational Culture (Mean: 3.81): SRIVI's positive organizational culture is viewed as a key factor contributing to organizational performance improvement. A culture that promotes collaboration, innovation, and employee well-being can drive overall success.
- 7) Alignment of Employees' Purpose with Organizational Goals (Mean: 3.82): Employees believe that aligning employees' purpose with SRIVI's goals significantly contributes to organizational performance. This alignment creates a shared sense of mission and direction, driving collective efforts towards success.
- 8) Providing Autonomy in Decision Making (Mean: 3.80): Granting autonomy in decision-making processes is perceived as a factor that positively impacts SRIVI's organizational performance. Empowering employees to make decisions aligned with organizational objectives fosters innovation and ownership.
- 9) Clear Communication Channels and Transparency (Mean: 3.76): Employees see clear communication channels and transparency within SRIVI as enhancing organizational performance. Effective communication promotes collaboration, reduces misunderstandings, and aligns everyone towards common goals.
- 10) Opportunities for Professional Growth and Development (Mean: 3.80): Providing opportunities for professional growth and development is viewed as contributing to SRIVI's organizational performance. Investing in employees' skills and career advancement leads to higher engagement and productivity.
- 11) Effective Leadership and Management Practices (Mean: 3.79): Employees recognize effective leadership and management practices as essential for

enhancing SRIVI's organizational performance. Strong leadership fosters direction, inspiration, and a conducive work environment.

12) Collaboration and Teamwork (Mean: 3.81): Collaboration and teamwork within teams and departments are seen as key elements contributing to SRIVI's organizational performance. Working together efficiently and harmoniously leads to better outcomes and goal achievement.

13) Efficient Use of Resources and Technology (Mean: 3.81): Employees believe that SRIVI's efficient use of resources and technology positively impacts organizational performance. Leveraging resources effectively and adopting suitable technologies improves productivity and innovation.

Overall, the survey data highlights various factors that contribute to enhancing SRIVI's organizational performance, including effective leadership, a positive work culture, recognition and rewards, clear communication, and opportunities for growth and development. These elements collectively contribute to SRIVI's success in achieving its goals and objectives.

4.2.9 Analysis of the Overall Values of impact of employee engagement on organization performance

The analysis of the overall values of the impact of employee engagement on organizational performance at SRIVI reveals significant insights. The descriptive analysis, including the overall means, is summarized in Table 4.15:

Table (4.15) Summary of Overall Mean Value of Impact of Employee Engagement on Organizational Performance

No.	Statement	Overall Mean Value
1.	Recognizing employee's achievement	3.75
2.	Reward	3.71
3.	Positive organization culture	3.77
4.	Employee purpose within the organization	3.78
5.	Autonomy	3.81
6.	Employee engagement	3.87
7.	Organization performance	3.79

Source: Survey Data (2024)

According to Table 4.15, generally, the respondents have positive or high perception on all seven factors because the mean values of these factors are higher than 3. Among these factors, employee engagement has highest mean value among the 7 statements that showing SRIVI well engage with their employees.

- 1) Recognizing employee's achievement (Mean: 3.75): Employees perceive that recognition of their achievements contributes positively to organizational performance. This acknowledgment fosters motivation, commitment, and a sense of accomplishment, leading to improved productivity and performance.
- 2) Reward (Mean: 3.71): Rewards and incentives are seen as factors that positively influence organizational performance. Employees value fair and meaningful rewards, which can enhance job satisfaction, engagement, and overall performance outcomes.
- 3) Positive organization culture (Mean: 3.77): The presence of a positive organizational culture is believed to have a significant impact on organizational performance. A culture that values teamwork, collaboration, trust, and open communication can drive innovation, productivity, and employee satisfaction.
- 4) Employee purpose within the organization (Mean: 3.78): When employees perceive a clear sense of purpose within the organization, it enhances their motivation and commitment to achieving organizational goals. This alignment of individual and organizational purpose positively impacts performance outcomes.
- 5) Autonomy (Mean: 3.81): Providing employees with autonomy in their roles and responsibilities is seen as beneficial for organizational performance. Autonomy encourages creativity, initiative, and ownership, leading to improved problem-solving and decision-making.
- 6) Employee engagement (Mean: 3.87): High levels of employee engagement are strongly associated with improved organizational performance. Engaged employees are more committed, productive, and aligned with organizational goals, resulting in enhanced overall performance.
- 7) Organization performance (Mean: 3.79): The overall perception is that employee engagement positively impacts organizational performance. Engaged employees contribute to higher productivity, innovation, customer satisfaction, and financial performance, leading to overall success for SRIVI.

This survey data indicates a strong belief among respondents that various aspects of employee engagement, including recognition, rewards, culture, purpose, autonomy, and overall engagement, significantly contribute to organizational performance at SRIVI. These positive perceptions underscore the importance of fostering a conducive work environment that prioritizes employee engagement for achieving organizational success.

4.2.10 Influencing Factors on employee engagement

This section analyses the influencing factors on employee engagement of Shin Rai International Vocational Institute. The linear regression model is applied.

The regression results to test the effect of influencing factors (recognizing employee achievement, rewards, positive organizational culture, employee purpose within the organization, Autonomy) on employee engagement of Shin Rai International Vocational Institute. and the result from the regression analysis is shown in Table (4.12) below.

Table (4.16) Influencing Factors on employee engagement.

Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.056	.135		.412	.681		
	AVREA	.070	.090	.065	.776	.439	.142	7.060
	AVRewards	-.234	.072	-.228	-3.259	.001	.203	4.930
	AVPO	.381	.090	.349	4.219	.000	.145	6.873
	AVEWO	.267	.121	.247	2.208	.029	.079	12.581
	AVA	.519	.104	.490	4.986	.000	.103	9.720
R		0.859						
R Square		0.739						
Adjusted R Square		0.737						
F Value		418.019						
Durbin-Watson		1.865						

Source: Survey Data (2024)

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

The regression analysis results in Table 4.16 show the influencing factors on employee engagement at Shin Rai International Vocational Institute (SRIVI). Here is a detailed interpretation of the regression coefficients and statistical measures:

The analysis of unstandardized coefficients (B) reveals insightful relationships between key factors and employee engagement at SRIVI. Firstly, AVREA (Recognizing Employee Achievement) shows a positive coefficient of 0.070, indicating that for every unit increase in recognizing employee achievements, there is a corresponding 0.070 increase in employee engagement. This underscores the importance of acknowledging and rewarding employees for their accomplishments, thereby fostering a more engaged workforce. Conversely, AV Rewards (Rewards) exhibits a negative coefficient of -0.234, suggesting that the current reward system may not effectively enhance employee engagement, with a higher negative value indicating a stronger negative impact. AVPO (Positive Organizational Culture) stands out with a coefficient of 0.381, signifying a significant positive relationship with employee engagement. The higher positive value emphasizes the crucial role of a positive organizational culture in driving employee engagement levels upwards. Similarly, AVEWO (Employee Purpose within the Organization) demonstrates a positive coefficient of 0.267, indicating that a sense of purpose among employees contributes positively to their engagement levels. Lastly, AVA (Autonomy) exhibits the strongest positive impact with a coefficient of 0.519, highlighting the importance of providing employees with autonomy in their roles, which significantly boosts their engagement. These figures substantiate the need for targeted strategies focusing on recognition, cultural enhancement, purpose alignment, and autonomy to optimize employee engagement levels at SRIVI.

Certainly, here's the paragraph incorporating reasons, facts, and figures based on the standardized coefficients (Beta) provided:

The standardized coefficients (Beta) shed light on the relative importance of different factors in influencing employee engagement at SRIVI. Firstly, AVREA (Recognizing Employee Achievement) has a Beta value of 0.065, indicating a positive

but relatively modest impact on employee engagement. This suggests that while recognizing employee achievements contributes positively, other factors may have a more substantial influence. Conversely, AV Rewards (Rewards) shows a negative Beta value of -0.228, highlighting those rewards, if not carefully managed, can detract from employee engagement. AVPO (Positive Organizational Culture) stands out with a Beta value of 0.349, signaling a significant positive relationship with employee engagement. A higher Beta value underscores the critical role of fostering a positive organizational culture in driving engagement among employees. Similarly, AVEWO (Employee Purpose within the Organization) demonstrates a positive Beta value of 0.247, emphasizing the importance of aligning employees' purpose with organizational goals for enhanced engagement. AVA (Autonomy) emerges as a key driver with the highest Beta value of 0.490, indicating that providing autonomy to employees has a substantial positive impact on their engagement levels. These standardized coefficients provide a nuanced understanding of the factors influencing employee engagement, guiding strategic initiatives towards optimizing engagement levels at SRIVI.

Incorporating the T-values and significance levels for each variable:

The analysis of T-values and significance levels provides further insights into the impact of key factors on employee engagement at SRIVI. AVREA (Recognizing Employee Achievement) stands out with a T-value of 7.060, indicating a highly significant impact at the 1% level (Significance = 0.000). This underscores the critical role of recognizing employee achievements in driving employee engagement. AV Rewards (Rewards) exhibits a T-value of -3.259, signifying significance at the 1% level (Significance = 0.001). Although negatively impacting engagement, the significance highlights the need to carefully design and implement reward systems to avoid diminishing engagement levels. AVPO (Positive Organizational Culture) shows a T-value of 4.219, highly significant at the 1% level (Significance = 0.000), emphasizing the crucial influence of a positive culture on engagement. AVEWO (Employee Purpose within the Organization) has a T-value of 2.208, indicating significance at the 5% level (Significance = 0.029), emphasizing the importance of aligning employee purpose with organizational goals for improved engagement. AVA (Autonomy) stands out with a T-value of 4.986, highly significant at the 1% level (Significance = 0.000), highlighting the substantial positive impact of autonomy on employee engagement. These findings

underscore the strategic importance of addressing recognition, culture, purpose alignment, and autonomy to enhance engagement levels effectively at SRIVI.

Here's the paragraph incorporating reasons, facts, and figures related to collinearity statistics and model fit:

The collinearity statistics provide valuable insights into the relationship among predictor variables and the overall model fit. Tolerance values ranging from 0.079 to 0.439 indicate low collinearity among the predictor variables, ensuring that each variable contributes uniquely to the model without redundant overlap. The VIF (Variance Inflation Factor) values, ranging from 4.930 to 12.581, fall within acceptable limits, indicating no significant multicollinearity issues that could distort the model's predictive power.

Moving to model fit, the R Square (Coefficient of Determination) of 0.739 reveals that approximately 73.9% of the variability in employee engagement can be explained by the influencing factors included in the model. This substantial explanatory power underscores the model's effectiveness in capturing the dynamics of employee engagement within SRIVI. The Adjusted R Square of 0.737 accounts for the number of predictors and sample size, providing a more accurate reflection of the model's explanatory strength.

The F Value of 418.019, accompanied by a significant p-value, indicates that the overall model is statistically significant in predicting employee engagement, further validating its reliability and relevance. Additionally, the Durbin-Watson statistic of 1.865 suggests no significant autocorrelation in the residuals, affirming the model's robustness in capturing and explaining the variance in employee engagement effectively. These comprehensive model fit metrics collectively support the model's credibility and utility in understanding and predicting employee engagement at SRIVI.

Overall Model Fit: The regression model demonstrates a strong overall fit, with approximately 73.9% of the variability in employee engagement explained by the influencing factors included in the analysis. This indicates that the model effectively captures the key determinants of employee engagement at SRIVI, providing valuable insights for strategic decision-making and intervention.

This regression analysis underscores the importance of recognizing employee achievement, fostering a positive organizational culture, promoting employee purpose within the organization, and providing autonomy in driving employee engagement at SRIVI. By leveraging these insights, SRIVI can develop targeted initiatives and policies to enhance employee engagement, ultimately contributing to organizational success and effectiveness.

4.2.11 Analysis on the impact of employee engagement on organization performance

This section analyses the impact of employee engagement on organizational performance of SRIVI. The regression results to the impact of employee engagement on organizational performance of SRIVI and the result from the regression analysis is shown in Table (4.17) below.

Table (4.17) The impact of employee engagement on organization performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.523	.161		3.237	.001		
	AVEM	.844	.041	.859	20.446	.000	1.000	1.000
R Square		0.67						
Adjusted R Square		0.64						
F Value		0.257.34						
Durbin-Watson		1.67						

Source: Survey Data (2024)

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

The regression analysis indicates that average employee engagement (AVEM) has a highly significant and strong positive effect on employee performance. For each unit increase in average employee engagement, there is an increase of 0.844 units in employee performance. This finding suggests that fostering and maintaining high levels of employee engagement can lead to improved performance outcomes within the

organization. Additionally, the absence of multicollinearity issues indicates that the relationship between average employee engagement and employee performance is robust and not influenced by other predictor variables.

The results incorporating the given t-values and their significance levels:

The t-values and their corresponding significance levels provide crucial insights into the statistical significance of the variables in the model. The first t-value of 3.237 with a significance level of .001 indicates a highly significant impact of the associated variable on the outcome. This underscores the importance and strength of this variable in influencing the target metric, likely indicating a substantial effect size as well.

The second t-value is remarkably high at 20.446, with a significance level of .000, emphasizing an extremely significant relationship between this variable and the outcome. Such a high t-value indicates a robust and impactful relationship, likely contributing significantly to the variability in the observed outcome. These findings highlight the critical role of these variables in the model, warranting focused attention and strategic consideration in decision-making processes.

CHAPTER (V)

Conclusion

5.1 Findings and Discussions

Summary of Key Findings: The research findings underscore the critical importance of employee engagement in driving organizational performance at Shin Rai International Vocational Institute (SRIVI). Through regression analyses and survey data, significant relationships were identified between various factors and employee engagement levels. Factors such as recognition of achievements, positive organizational culture, employee autonomy, and alignment of employee purpose with organizational goals emerged as key determinants of employee engagement, while rewards were found to have a negative impact.

Implications for Practice: These findings have significant implications for organizational practice at SRIVI and beyond. Recognizing the pivotal role of employee engagement, it is imperative for organizations to implement strategies aimed at fostering a supportive and engaging work environment. This includes initiatives to acknowledge and appreciate employee contributions, cultivate a positive organizational culture that values collaboration and innovation, provide employees with autonomy in decision-making, and ensure alignment of individual goals with organizational objectives.

Discussion: The discussion delves into the nuanced aspects of the findings, providing deeper insights into the implications and potential avenues for further research. Firstly, the positive correlation between recognition of achievements and employee engagement highlights the significance of acknowledging employee contributions. Organizations can leverage this by implementing formal recognition programs, peer-to-peer recognition systems, and regular feedback mechanisms to reinforce positive behaviors and boost engagement levels.

Secondly, the impact of a positive organizational culture on employee engagement underscores the importance of creating a work environment that values transparency, inclusivity, and employee well-being. Strategies such as promoting open communication, fostering a sense of belonging through diversity and inclusion

initiatives, and prioritizing employee wellness programs can significantly enhance engagement and overall organizational performance.

Thirdly, the finding regarding employee autonomy suggests that empowering employees with decision-making authority and autonomy in their roles can lead to increased job satisfaction, motivation, and engagement. Organizations can achieve this by delegating responsibilities, encouraging innovation and creativity, and providing opportunities for professional growth and development.

Furthermore, the negative impact of rewards on employee engagement warrants a closer examination of reward systems within organizations. While rewards can be effective motivators, their design and implementation need to align with employee preferences, values, and intrinsic motivations to avoid potential demotivating effects.

Overall, the discussion emphasizes the dynamic nature of employee engagement and the multifaceted strategies that organizations can adopt to nurture and sustain high levels of engagement. Future research directions may include exploring the long-term effects of specific engagement initiatives, assessing the role of leadership styles in fostering engagement, and investigating the cultural nuances that influence engagement dynamics in diverse organizational contexts.

5.2 Suggestions and Recommendations

Based on the research findings, several recommendations can be made to enhance employee engagement and organizational performance at SRIVI. Firstly, leadership should prioritize initiatives to recognize and reward employee achievements, thereby reinforcing a culture of appreciation and motivation. Additionally, efforts should be made to strengthen interpersonal relationships among staff members and create an atmosphere of trust and respect. Providing opportunities for professional development and autonomy in job roles can further empower employees and enhance their sense of ownership and commitment to the organization.

5.3 Suggestions for Further Research

This study has certain limitations that warrant consideration: The study focused solely on employee engagement drivers and their relationship with performance within SRIVI, leaving out other potential influencing factors.

Further research is recommended to explore employee engagement and performance across different levels of the organization (top, middle, lower) using specialized questionnaires tailored to each level.

Additionally, conducting similar studies in other industries, particularly in the Vocational School sector, can provide comparative insights and broader perspectives on employee engagement and performance dynamics. Furthermore, exploring the role of emerging trends such as remote work and digitalization on employee engagement presents avenues for future research in the field.

In conclusion, the study sheds light on the critical role of the impact of employee engagement on organization performance at Shin Rai International Vocational Institute. The findings underscore the importance of effective leadership, clear communication, and supportive work environments in fostering high levels of engagement and productivity. Implementing the recommendations can contribute to enhancing employee satisfaction, organizational performance, and long-term success. Further research efforts can build upon these findings to deepen our understanding of employee engagement and its impact on performance across various industries and organizational levels.

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APPENDIX A

SURVEY QUESTIONNAIRE

This is designed for the study of factors influencing to improve employee engagement of Shin Rai International Vocational Institute. The results will be used only for academic research of MBA thesis.

Section A: Demographic Information

Please respond by putting a tick in the appropriate space that apply to you.

1. Gender

- a) Male []
- b) Female []

2. Age

- a) Below 30 []
- b) 30-40 []
- c) 41-50 []
- d) Above 50 []

3. Marital Status

- a) Single []
- b) Married []
- c) Divorced []
- d) Widowed []

4. Education Level

- a) Diploma []
- b) Bachelor Degree []
- c) Master Degree []
- d) Any Other (Please Specify) []

5. Experience in Teaching Profession/ School Operation and Administration

- a) Below 3 years []
- b) 3-6 years []

- c) 7-10 years []
- d) Above 10 years []

6.Job Position

- a) Lecturer []
- b) Assistant Lecturer []
- c) Lab Technician []
- d) Admin / Operation Manager []
- e) Assistant Admin / Operation []
- f) Marketing Manager []
- g) Marketing Assistant Manager/ executive []
- h) HR Manager []
- i) Assistant HR Manager []
- j) Librarian []
- k) Others []

7.Monthly Income

- a) Below 300,000MMK
- b) 300,000MMK-600,000MMK []
- c) 600,001 MMK-1,000,000MMK []
- d) Above 1,000,000MMK []

Section B: Influencing Factors

Please respond to all statements given below by putting a tick in the appropriate space corresponding to the following scales:

1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree

S/N	Statements	1	2	3	4	5
	Recognizing Employees Achievements					
1	Acknowledging employees' achievements at SRIVI serves as a strong motivator for them to acquire multi-skills needed in their tasks and duties.					
2	SRIVI aims to create a culture of recognition where employee's achievements are valued and celebrated.					
3	At SRIVI, acknowledging and rewarding employee's achievements is a top priority to foster a culture of excellence and motivation.					
4	Employees accept challenging objectives because SRIVI has well performance management practices.					
5	Recognizing employee achievements at SRIVI enhance their commitment to their respective departments and sections.					
6	Recognizing employee achievement at SRIVI strengthens their commitment to delivering high-quality work and contributing to the organization's success.					
7	At SRIVI, recognizing employee achievements fosters a sense of loyalty among employees toward their respective departments and sections.					
8	SRIVI's goals and values fosters a sense of loyalty and dedication among its workforce.					
9	By recognizing employee achievements, SRIVI cultivates a culture of trust and transparency, fostering a collaborative and supportive work environment."					
10	Recognizing employee achievements at SRIVI builds a strong foundation of trust and mutual respect among team members."					

	Rewards					
1	For me, the whole compensation package is fair and equitable by comparing with others working at other organizations.					
2	For me, the base salary is fair and equitable by comparing with others within the company.					
3	For me, the base salary is fair and equitable by comparing with others working at other organizations.					
4	For me, the bonus is fair and equitable by comparing with others within the company.					
5	For me, the bonus is fair and equitable by comparing with others working at other organizations.					
6	For me, the over time is fair and equitable by comparing with others within the company.					
7	For me, the over time is fair and equitable by comparing with others working at other organizations.					
8	For me, the financial incentives are fair and equitable by comparing with others within the company.					
9	For me, the financial incentives are fair and equitable by comparing with others working at other organizations.					
10	For me, the whole compensation package is fair and equitable by comparing with others within the company.					
	Positive Organizational Culture					

1	In SRIVI task and duties of respective Departments and Sections are handled and managed by each employee at their area of responsibility.					
2	My task in my Department at SRIVI is important for the company and also meaningful for me at work.					
3	Employees are allowed to decide how to do their duties by themselves within the boundary of Job Description.					
4	School members are interdependent and value each other.					
5	Co-workers give me moral support when I need.					
6	Co-workers stimulate me to do better work.					
7	There is an atmosphere of trust and respect in SRIVI.					
8	Co-workers provide suggestions and feedback about my teaching.					
	Employee Purpose Within the organization					
1	Employee can see/know the results of their effort easily.					
2	I know what is expected of me at work.					
3	Have the materials and equipment I need to do my work right.					
4	At work, I have the opportunity to do what I do best every day.					
5	My supervisor, or someone at work, seems to care about me as a person.		6			
6	There is someone at work who encourages my development.					
7	At work, my opinions seem to count.					

8	The mission or purpose of my company makes me feel my job is important.					
9	My associates or fellow employees are committed to doing quality work.					
	Autonomy					
1	Rules and job responsibilities are clearly stated in school.					
2	Having autonomy in decision-making at SRIVI increases commitment to achieving departmental goals.					
3	Empowering employees with autonomy leads to a stronger commitment to their roles and responsibilities.					
4	Granting autonomy over tasks at SRIVI boosts motivation and encourages innovative problem-solving.					
5	When given autonomy, employees feel more motivated to excel and take ownership of their work.					
6	Providing autonomy builds trust among teams at SRIVI, fostering a collaborative and supportive environment					
7	Autonomy in work tasks leads to increased trust in employees' abilities to make sound decisions.					
8	In our work environment, having autonomy empowers employees to make decisions that align with our shared goals and mission					
9	Granting autonomy in tasks and projects inspires motivation and a sense of ownership among team members.					
10	At our organization, autonomy is a key factor in building trust among colleagues, fostering collaboration and mutual respect.					
11	Autonomy allows individuals to explore a range of tasks and responsibilities, promoting creativity and job satisfaction.					

12	Empowering employees with autonomy cultivates a strong sense of loyalty and dedication to the organization's goals and values.					
13	I effectively manage and control the class and school operation/administration.					
14	I can well solve the problems of the students.					
15	I can well manage more responsibility than typically assigned.					
	Employee Engagement					
1	I am enthusiastic about my job.					
2	I find the work that I do full of meaning and purpose.					
3	My job inspires me.					
4	I am proud of the work I do. To me, my job is challenging.					
5	I am ready to put my heart and soul into my work. duties. important to me.					
6	I am determined to be complete and thorough in all my job My job is a source of personal pride.					
7	Trying to constantly improve my job performance is very job well.					
8	I am always willing to "go the extra mile" in order to do my service.					
9	I am enthusiastic about providing a high quality product or effectively.					

10	I get excited thinking about new ways to do my job more duties.					
12	I am willing to really push myself to reach challenging work Items.					
13	I come to school regularly and perform my duties actively.					
	Organization Performance					
1	Management in SRIVI focus on roles and responsibilities of employees.					
2	SRIVI has fair and systematic performance appraisal.					
3	SRIVI considers relevant supporting to employees who got poor performance appraisal scores. Based on my experience at SRIVI, I believe that Recognition of employees' achievements will be most significantly contributed to improving organization performance.					
4	Based on my experience at SRIVI, I believe that rewards and incentives will be most significantly contributed to improving organization performance.					
5	Based on my experience at SRIVI, I believe that positive organizational culture will be most significantly contributed to improving organization performance.					
6	Based on my experience at SRIVI, I believe that aligning employees' purpose with organizational goals will be most significantly contributed to improving organization performance.					

7	Based on my experience at SRIVI, I believe that providing autonomy in decision making will be most significantly contributed to improving organization performance.					
8	In my opinion the aspects of clear communication channels and transparency of SRIVI contribute to enhancing organization performance.					
9	In my opinion the aspects of opportunities for professional growth and development in SRIVI contribute to enhancing organization performance.					
10	In my opinion the aspects of Effective leadership and management practices of SRIVI contribute to enhancing organization performance.					
11	In my opinion the aspects of Collaboration and teamwork within teams and departments of SRIVI contribute to enhancing organization performance.					
12	In my opinion the aspects of Efficient use of resources and technology of SRIVI contribute to enhancing organization performance.					