



**ANALYSIS OF THE RELATIONSHIP BETWEEN JOB
CHARACTERISTICS MODEL AND EMPLOYEE ENGAGEMENT IN
ASIA ENERGY PETROL**

A Thesis Presented
by
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ABSTRACT

This study attempts to identify Job Characteristic Model in Asia Energy Petrol Station and the effect of Job Characteristics Model on Employee Engagement. The sample size is selected 100 filling attendances (50%) of total population 200 filling attendances from Asia Energy Petrol Company in Mandalay Region. The objectives of the study are to describe the job characteristics model and employee engagement of Asia Energy Petrol Station and to examine the effect of job characteristics factors on employee engagement of Asia Energy Petrol Station. Questionnaires are used to collect data by using simple random sampling method. This study uses the descriptive research method and regression analysis. Job Characteristics Model is applied in this study. This analysis expresses that autonomy and feedback factors has a significant positive relationship on employee engagement. Based on the result of the study, Asia Energy Petrol Station should give employees a chance of expressing their opinions freely and making disagreement with their supervisors with having a fear of getting in trouble. The company should also provide the opportunity for independence thought and action. the company should form research team to get advice or feedback from employees regarding their opinions and suggestions. The company should also provide the useful and constructive feedback that can help employees improve their performance. Asia Energy Petrol Station should give more autonomy to employees in doing their jobs and provide frequent constructive, development and useful feedback to employees.

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CHAPTER I

INTRODUCTION

Employees are very important inputs in the service industry. Their skills, roles and satisfaction at the work place influence the competitive edge of the firm within the industry. For employee to play their part effectively, it is important that they are satisfied, motivated and managed in a way that enhances their level of engagement with the employer. The engagement of employee is the competitive advantage of the organization. Employee engagement was firstly introduced by the that "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance". Employee engagement can be defined as a set of positive attitudes and behaviors enabling high job performance of a kind which is in tune with the organization's mission (Song, Judith A, Lee, & Kim, 2012) This definition is carefully constructed to reflect the fact that engagement in the sense is different from job satisfaction, which on its own may not be relate to high performance. Employee engagement has become an area of interest over the last number of years; it has become a widely used and popular term (Padmakumar & Gantasala V, 2011) This can be seen to be down to the economic climate, as the current business environment has become unstable and is characterized by change and renewal.

Valuable employees are important than other resources ever for business success. "Success in business is all about people. Whatever industry a company is in, its employees are its biggest competitive advantage" (Barney & Wright, 1998). These saying points out that today organizations must try to develop the role of engagement in the workplace. Valuable employee just can only to perform the potential of organization. They are required to need the enthusiasm for demonstrating the good future for the organization.

The opposite side of engagement is burnout. Burnout is defined by (Maslach & Jackson, 1981) as a syndrome of emotional exhaustion and cynicism'. Burnout can take place when individual is placed under too much pressure to perform. It is sometimes called disengagement. Workaholics who put themselves under too much pressure can suffer burnout. Engaged employees free from the effect of burnout and they can create the active workplace. Engaged employees are the real values against other things in organization ever.

This proposal outlines a research study on the relationship between job characteristics model and employee engagement. Job characteristics model is an important element in HR field to understand the employee engagement. Both qualitative and quantitative research methods will be utilized in this study.

1.1 Background of the Study

Employee engagement is the key business driver for organizational success. If the employees have no engagement, the high performance of the employee cannot be expected. If the employee engagement is high, they will perceive that their work provides a chance to grow personally and professionally through participation in work activities. Engaged employees experience high levels of energy and strong identification towards their work which translates to a more sustainable workplace in terms of both individual health and organizational performance (Francis Mugo & Wario, 2014).

Asia Energy petrol station started operations in 2009 in Myanmar after the formal approval of the National Privatization Commission for private distribution of diesel and petroleum products in the local market. According to the privatization policy, the National Privatization Commission had handed over a number of twelve (12) petrol kiosks that was once state-owned. In the same line of privatization, the Myanmar Economic Commission also transferred two (2) petrol kiosks to Asia Energy Co, Ltd for private ownership and distribution. Asia Energy Co, Ltd has its own various products marketed at the petrol kiosks include: Diesel, 92 Ron Octane, Petroleum, Gasohol, Premium Diesel and Lubricants. With full utilization of diesel tug-boats or CBs, diesel and other related products from Padauk Chaung Port and Mandalay Shwe-Kyet-Yet Port are transported or sold to work sites operated by Asia Energy company and to other private companies and individual businesses on a wholesale basis. Company is fulfilling the energy requirements of motor vehicles through across the breadth and length of Mandalay in order to improve the growth of motor vehicles transportation, to achieve customers' satisfaction and loyalty, as well as to enhance the growing economy of Myanmar. Asia energy company believes that organization success is totally depend on employee engagement. By engaging their employees, they can improve levels of productivity, job satisfaction, motivation, commitment, and reduce turnover rates (Rothmann, 2010) Today, most organizations become noticed that loyal, satisfied, or engaged employees are genuinely the fuel to achieve the goals of organization.

The most common variables in job characteristics model are (skill variety, task identity, task significant, autonomy and feedback) were introduced by to (Bulter, 2007), Skill variety; the number of diverse activities that compose a job and the number of skills used to perform it. Task Identity; the degree to which an employee performs total job with recognizable beginning and ending. Task Significance; the degree to which the job is perceived as important and having impact in the company or consumers. Autonomy; the degree to which the worker has freedom,

discretion, and the self-determination in planning and carrying out tasks. Feedback; the extent to which doing the job provides information back to the employee about his or her performance.

1.2 Rationale of the Study

Today, the energy consumption is more expanded and energy requirement is become important more than ever before. So, competition for achieving market share also becomes stronger in the energy market. This effect has impact on Myanmar energy market and created strong market competition. Asia Energy petrol station is also one of the players of energy market competition in Myanmar. Asia Energy Company has the ownership of over 10 filling stations through the length in Mandalay, operating with 200 employees.

When Asia Energy Co, Ltd is not able to offer the positions that require different activities with different skills and talents (skill variety), and/or the outcomes of the assigned tasks are not clearly visible (task identity) or significant (task significance) for the job holders, employees may see meaningless to those positions and the tasks assigned to them, as a consequence, they do not engage in their jobs and with their assignments. In addition, if management does not commit sufficient empowerment or provide enough authority (autonomy) to different levels of employees in doing their jobs, employees may feel they are not fully accountable or responsible for their results and the organization cannot expect to receive epic engagement from their employees. These situations lead hardship for an organization not only to retain its employees but also to attract new talents so that the five core job characteristics; skill variety, task identity, task significance, autonomy and feedback are very important for organization to create and provide to enhance their engagement.

To maintain its success and develop competitive advantage, the company has to foster their job characteristics and their employee's engagement. Asia Energy Company needs to possess engaged employees to enhance their success over its competitors. Engaged employees are the pieces of successful organization and have a stronger relationship with the organization. Top management realized that customer satisfaction is very necessary to maintain sales volume. The research proposal aims to explore the analysis of job characteristics model and employee engagement.

1.3 Objectives of the Study

The main objective of this study is focus on;

- a. To describe the job characteristics model and employee engagement of Asia Energy Petrol Station.
- b. To examine the effect of job characteristics factors on employee engagement of Asia Energy Petrol Station.

1.4 Research Questions of the Study

1. What are job characteristics and employee engagement of mobile network of Asia Energy Petrol Station?
2. What is the effect job characteristics factors on employee engagement of Asia Energy Petrol Station?

1.5 Scope and Method of the Study

The present study will give an insight employee engagement of Asia Energy Petrol station. The sample size is limited, as the study will target only 100 employees from the 50 percent of total population 200. The data will be collected from employees who are working in head office and other branches in Mandalay. Questionnaires are used to collect data by using simple random sampling method. From this sample the study would get necessary information by using 5point Likert-scale questionnaires. Moreover, the researcher tries to include concrete ideas and suggestions on how job characteristics factors affect employee engagement using mean value and multiple regression model.

1.6 Limitation of the Study

It would have been appropriate if the study could cover the petrol station industry in Myanmar as a whole, but due to time and financial constraints, the researcher chose to concentrate the study on the analysis of job characteristics model and employee of Asia Energy petrol station. Consequently, the conclusion may not be the same as other petrol station.

1.7 Organization of the Study

The arrangement of the final research paper was organized into five chapters; The first chapter deal about background of the study, statement of the problem, research question, research objectives, significant of the study, definition of key terms, Limitation and Scope of the study and organization of the study. The second chapter of the study was concerned on presenting the review of the related literatures. The third chapter was focused on research design and methodology. The fourth chapter was devoted to data presentation, analysis and interpretation and finally the fifth chapter deals with the summary, conclusion and recommendation of the study.

CHAPTER II

LITERATURE REVIEW

In this chapter includes the concepts of Job Characteristics and Employee Engagement. Job Characteristics Model includes skill variety, task identity, task significant, autonomy and feedback.

2.1 Concepts of Job Characteristics Model

Scholars have argued that one way to increase employee performance and personal outcomes is by enriching the job. Both employee performance and personal outcomes, employee satisfaction, can be improved through job enrichment by giving greater opportunity to the individual for developing personal achievement. Job characteristics model refers to the behavioral approach, and concept that increases the importance of jobs by designing the job that emphasizes on its suitability and appropriateness that is measurable. The basic idea of this concept is that job characteristics will lead to high level of work motivation, satisfaction and performance. Additionally, it also takes into consideration different responses of employees on different jobs. The relationship between job objective and the employees' responses to their jobs. Turner and Lawrence had developed a measurement tool called RTA Index based on the 6 characteristics of jobs, which are skill variety, autonomy, the level of requirement and interactive for task accomplishment, chance of social interaction, the required knowledge and skills for job, and the level of job responsibility (Turner & Lawrence, 1965). Both researchers believed that the higher the level of six characteristics a job has, the higher of job satisfaction and attention level to the job the employees will be. However, when they actually worked on the research based on this index, the positive relationship only shows in the groups of factory employees who working in small towns. The researchers explained the result of their findings that it resulted from the differences of subculture.

Job characteristics theory was developed where the theory has emphasized on the objective characteristics of employees' jobs. The main concept is to create the conditions into jobs for higher work motivation, satisfaction, and performance. Furthermore, different employees will differently react to the same job. This theory deals with job features to create the positive motivational incentives for employees (Hackman & Oldham, 1980). By increasing the level of responsibility, meaningfulness, and feedback to the job, we can enhance the

working motivation. Therefore, job characteristic theory is an individual motivation theory (Hackman & Oldham, 1980).

When jobs are suitable for employees, it is not necessary to force, coerce, or trick them to work hard or try to perform the job well. Employees do well as they are doing so; they can feel self-rewarding and satisfaction. This feeling is called as an intrinsic motivation. It will occur when employees have knowledge about the actual results from their work activities, employees experience responsibility from their work outcomes, and their experienced on the meaningfulness of their work.

All three of these factors are labeled as critical psychological states. The core job dimensions influence on the critical psychological states and when one of the three factors is removed, the intrinsic motivation will drop. Conversely, if all three factors are presented, the intrinsic motivation will be very high (Hackman & Oldham, 1980). The five job characteristics that, concern on the employees' motivation and satisfaction toward their job (Parker & Wall, 1998) has formed up the three psychological states and enhance the intrinsic work motivation, which are skill variety, task identity, task significance, autonomy, and job feedback. Skill variety, task identity and task significance contribute to the perception of work meaningfulness, which autonomy contributes to the feeling of responsibility on the work outcomes, and job feedback contributes to the knowledge of results. If the skill variety, task identity and task significance are high, it means that employees will perceive the meaningful of work. Though one or two of job characteristics are low, employees may still regard the work as meaningful. Moreover, if a given job is autonomous, individuals tend to feel more responsible and are more willing to accept the accountability of work outcomes. The last job characteristic is feedback. Knowledge of the actual results of the work activities is directly affected by the job feedback. Therefore, motivation at work may depend on how tasks are designed and managed. When employees do not appreciate with the meaningfulness of their work and tend to have little responsibility for outcomes of the work, or have no feedback from the work activities, they are likely to show the "motivational problems" at work (Hackman & Oldham, 1980).

According to the job characteristics theory, the overall motivating potential of a job to prompt self-generated motivation is at the highest, when all of the following are true: a) skill variety, task identity, and task significance are high, b) autonomy of the job is high, and c) job feedback is high. The motivating potential score (MPS) is the degree to which these three conditions are met (Ilgen & Hollenbeck, 1991). MPS is the average of skill variety, task

identity, task significance multiplied by autonomy and feedback. The model of overall motivating potential of a job is as follows:

$$\text{MPS} = (\text{Skill variety} + \text{Task identity} + \text{Task significance})/3 \times \text{Autonomy} \times \text{Job feedback}$$

If the motivating potential score is high, at least one from the three job characteristics that contributes to the experience of meaningfulness is high not only the autonomy, but the feedback is also high. It should be noted that motivating potential of a job has not necessarily caused the employees to be internally motivated, to perform well or to be satisfied in the job. It still depends on the employee's behavior to determine the effectiveness. If motivating potential score is high, it means the job only creates the favorable conditions to the motivation of employees (Hackman & Oldham, 1980).

Job Characteristic Model is used to motivate employees to improve their working outcome that can be regarded as Designing Motivating Jobs as well. It is a part of Contemporary Theories of Motivation, which is regarded as a framework or a guideline for jobs analyses and design. There are five basic aspects. The first one is skill variety, or the skill required to use with the particular jobs, where some of the job requires only on specific skills, and the others required more than one. Secondly, task identity is when a job is broken down into tasks and only requires some tasks to be done, some of the job requires to do a small part, some requires to do a major part, or some asks to get the entire task done. The third one is task significance that is the level of job effects on other employees or jobs. The fourth one is autonomy which refers to the level of employees' freedom towards their job and decisionmaking process related to their job. Lastly, feedback is the level in which a job performer get the returning information about the job success, or the effectiveness from that particular job. When skill variety, task identity, and task significance are taken into consideration at the designing stage of a job, high performance of the job is then created. This is because the job performer will feel that their job is important, valuable and worth more. At the same time, a job that contains autonomy will allow the job performer to feel that they are directly responsible for the success and achievement of their job. While for the job that has feedback allows the performer to receive the actual result of their performance.

In the sense of motivation, the job performer will receive job satisfaction through the internal reward from their psychological states. This means that they tend to feel that their jobs are meaningful, and they have been assigned fully to take responsibility of this specific job and know the feedback of their job performance. The more the job design contains these three

aspects, the higher internal working motivation, quality of work performance, satisfaction with work they will have and the lower absenteeism and turnover they will become.

It consists of five core dimensions of job characteristics: Skill variety is a job characteristic in which workers are required to perform a variety of skills to achieve in the assigned work. Task identity is job characteristic in which workers perform their job from the start until the end of the process and know their operation output. Task significance is a job characteristic that important for life including the existence of an organization. Autonomy is the job characteristic that allow workers the freedom to control and make decision about their work processes. Job feedback is a job characteristic that allows the workers to have insights about the feedback of their performance. The more feedback the work provides to the worker, the more feelings of knowledge the worker experiences psychologically.

2.2 Concepts of Employee Engagement

Employee engagement has been defined in many different ways and the definitions and measures often sound like other better known and established constructs like organizational commitment and organizational citizenship behavior (Ariani, 2013). Most often it has been defined as emotional and intellectual commitment to the organization or the amount of discretionary effort exhibited by employees in their jobs (Gupta & Sharma, 2016). In the academic literature, a number of definitions have been provided. Kahn (1990) defines personal engagement's the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Personal disengagement refers to "the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances". Thus, according to Kahn (1990, 1992), engagement means to be psychologically present when occupying and performing an organizational role. Saks (2006) also defines engagement as psychological presence but goes further to state that it involves two critical components: attention and absorption. Attention refers to "cognitive availability and the amount of time one spends thinking about a role" while absorption "means being engrossed in a role and refers to the intensity of one's focus on a role." LI & Ling (2007) define engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." They further state that engagement is not a momentary and specific state, but rather, it is "a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior".

Therefore, analyzing both academic and practitioner understandings of employee engagement could add to the knowledge of how employee engagement is understood as well as whether or not employee engagement is a meaningful concept and warrants further academic research to strengthen its theoretical foundations and practical application. Employee engagement has been defined differently by different researchers as well as human resources practitioner and scholars. Each definition reflects the author's conceptualization of the construct.

Kahn found that people draw upon themselves to varying degrees while performing work tasks and they can commit themselves physically, cognitively, and emotionally in the various roles they perform. Or, they may choose to withdraw and disengage from their work roles and work tasks. Results of Kahn's study suggest that there are three psychological conditions that shape how people perform their roles; meaningfulness, safety, and availability. Kahn's identification of the three psychological conditions now serves as a framework for the study of employee engagement. Specifically, Kahn (1990) describes the state of meaningfulness as one in which workers feel worthwhile, useful, and valuable, and that they are making a difference and are appreciated for the work they do. Safety is described as an environment in which people feel an ability to act as what would be normal for the individual without fear of negative consequences. Safety is found in situations in which workers trust that they will not suffer because of their engagement to their work and where they perceive the climate to be one of openness and supportiveness. Availability is defined by Kahn (1990) as the sense of having the personal physical, emotional, and psychological means with which to engage with their job tasks at any particular moment.

Employee Engagement is defined as the level of commitment, involvement and passion as a 'positive, fulfilling work related state of mind that is characterized by vigor, dedication and absorption' (Shaufeli, 2013). Saks (2006) defines engagement as being psychologically present in both job and organization roles. This follows on from Kahn (1990) conceptualization of engagement as being psychologically present, however Saks (2006) does not explain what he mean by psychological presence.

As researcher understand from the definition given by several scholars there is overlap between engagement and an others constructs like job satisfaction, job involvement, organizational commitment and organizational citizenship behavior. According to Kahn (1990) Engagement is more than simple job satisfaction. It can best be described as a harnessing of

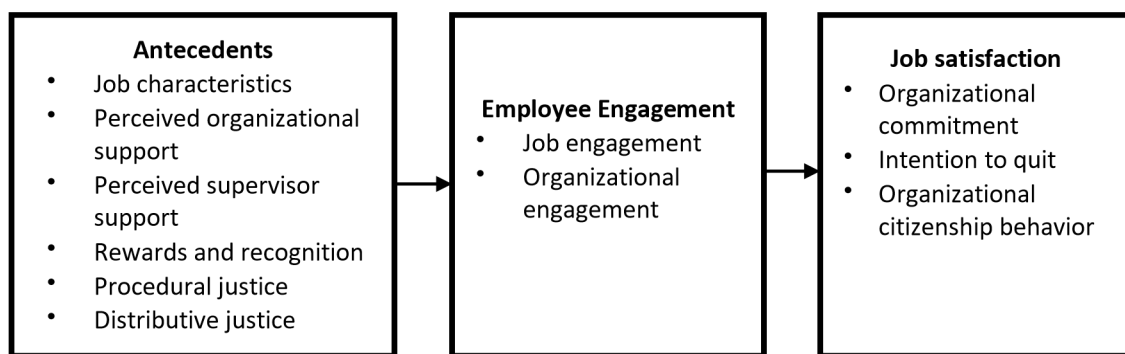
one's self to his or her roles at work. In engagement, people express themselves cognitively, physically, and emotionally while performing their work roles (Kahn, 1990).

2.4 Previous Research Studies

(a) Antecedents and Consequences of Employee Engagement

Alan M. Saks, (2014) had a study on an antecedents and consequences of employee engagement, and his study was conceptualized as shown in Figure (3.1).

Figure (2.1) Antecedents and Consequences of Employee Engagement



Source: Alan M. Saks, 2014

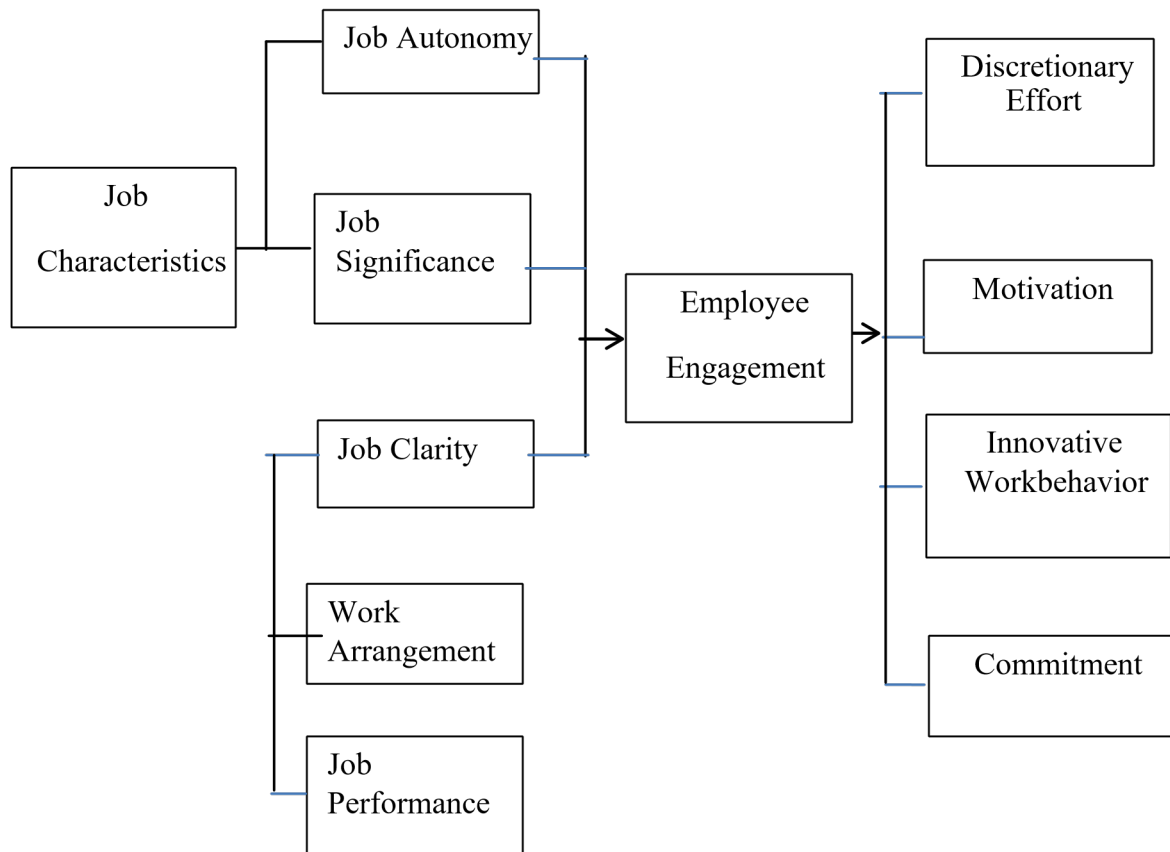
This study is to make a distinction between job and organization engagement and to measure a variety of antecedents and consequences of job and organization engagement. Results indicate that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior.

(b) Relationship between Job Characteristics and Employee Engagement

This study was conducted by Kangure, Francis Mugo. In this research, four main dimensions of job characteristics were studied: job clarity, job autonomy, job significance and

job performance. The objective of this study was to investigate the relationship between job clarity, job autonomy, job significance, job performance, work arrangement and employee engagement among state corporations in Kenya.

Figure (2.2) Job Characteristics and Employee Engagement

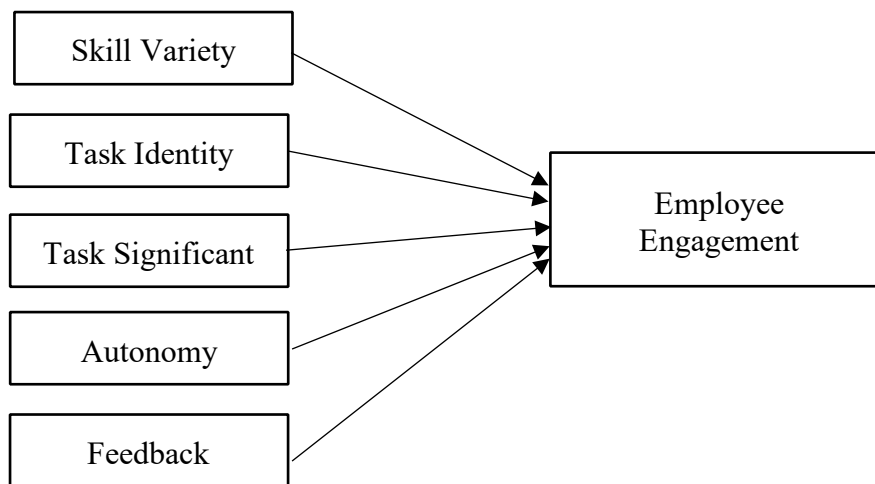


Source: Alan M. Saks&Mugo, F. 2014

2.4 Conceptual Framework of the Study

Conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Richel and Ramey, 1987). This paper takes a cautionary stance to the impact of marketing mix on customer satisfaction. The conceptual framework of this study is as shown in Figure (2.2).

Figure (2.1) Conceptual Framework of the study



Source: Own Complication

According to conceptual framework, skill variety, task identity, task significant, autonomy and feedback are the factors that influence on employee engagement. In this model, the independent variables are skill variety, task identity, task significant, autonomy, and feedback. The dependent variable is employee engagement. The framework is about the analysis of the relationship between job characteristics model and employee engagement.

CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

This chapter explains the methodology that was used in the entire study. It looked at the study research design, target population, sampling design and procedures, research instruments, data collection procedures, data analysis and presentation, piloting of research instruments, validity of research instruments, reliability of research instruments and the ethical issues that were taken into consideration during the study.

3.1 Research Design

This study used descriptive research design which seeks to portray an accurate profile of persons, events or situations (Burns & Grove, 2010). This design was used to examine associative relationships. In a descriptive study, no attempt is made to change behavior or conditions for things are measured as they are and the state of affairs are described as they are. This design was selected since it required demonstration on how job characteristics influenced performance of employees (Cooper & Schindler, 2003). Questionnaires were used to gather information.

3.2 Target Population

The target population involved filling attendances from Asia Energy Petrol Company in Mandalay. Asia Energy Petrol Company have a total of 100 filling attendances who formed the target population for this study.

3.3 Sampling Design and Procedure

The Study focused on all 100 filling attendances of Asia Energy Petrol Company in Mandalay. The questionnaires had similar items targeting all the respondents in the organizations. The number of filling attendances at Asia Energy Petrol Company was established and this formed the whole sample of 100 used in the study.

3.4 Data Collection Instruments

Questionnaires were used to collect primary data. The research used a 5-point rating questionnaire as a tool for data collection. The questionnaire was structured into two sections; section A and B. Section A constituted demographic information while section B constituted job design variables. In this study, questionnaires composing of structured and unstructured items were made use of. The structured questions were put in manner likely to grasp all the responses from the respondents. The questions that were not structured allowed the respondents to be free to give information that is rich and adverse.

3.5 Reliability of Data Collection Instruments

According to Kothari (2004), reliability illustrates that the operation of the research work such as the data collection processes can be redone and acquire the same results. Reliability is mainly about the capability of a research instrument to measure consistently. Since the questionnaire used in this study was to measure the effect of job characteristics on employee engagement with specific reference to filling attendances of Asia Energy Petrol Company in Mandalay, the responses were considered similar or closely related. On reliability, the questionnaire was tested using Cronbach Alpha coefficient. This checks the relationship between the several responses and the higher the relationship the higher the reliability of the research items. Additionally, a Cronbach alpha value of 0.7 to 1 is an acceptable reliability but below the threshold, the scale would be considered unreliable (Nunnally, 1978). The cut-off for Cronbach alpha was taken as a value of 0.7

3.6 Data Analysis and Presentation

In this section, the researched discusses the techniques which were used to analyze the data and test the variables. Before processing the responses, the data preparation was done on the completed research tool, being the questionnaire, by editing, coding, entering and cleaning up the data. The descriptive statistical tools helped in describing the data and assess the respondents' level of agreement with various research statements under each variable. Data analysis was then carried out with the aid of the software SPSS and Microsoft Excel. The study also used descriptive analysis.

In descriptive statistics, mainly, measures of central tendency (mean), measures of dispersion (standard deviation). Descriptive statistics were used to summarize the

characteristics of all variables in the administered questionnaires in order to present the data in a more meaningful way, which will allow simpler interpretation of the data. Regression analysis was carried out whereby hypotheses tests were done in the study because it required the researcher to establish whether the regression results met requirements raised by the key assumptions.

Keiser-Meyer-Oklin Measure (KMO) and the Bartlett's Test of Sphericity tests were done to decide the adequacy of the research information. KMO measure fluctuates in the vicinity of 0 and 1, where the qualities which are more like one are better with a suggested limit of 0.5. As per Williams, Brown and Onsman (2012) KMO of 0.5 is a worthy degree for examining amplexness. The test of sphericity by Bartlett checks the invalid speculation that the relationship grid is a character network; that is, it examines if the specimens are from populations with equivalent variance.

The study also tested the data to ensure that the assumptions of collinearity were fulfilled (Field, 2005; Hair, Anderson, Tatham, and Black, 1995). The researcher used the Variance Inflation Factor (VIF) to ascertain multicollinearity. Landau and Everitt (2004) suggest that VIFs of at least 10 or tolerances of at most 0.1 indicate presence of multicollinearity. In this study, $VIF \geq 10$ and tolerances ≤ 0.1 which correspond to $R^2 \geq 0.90$, was adopted for detecting the existence of multicollinearity. Homogeneity of variance was tested using Levene's statistic where if the test is not significant ($P\text{-Value} \geq 0.05$), the two variances are not significantly different hence fail to reject the null hypothesis (Gastwirth, Gel and Miao, 2009). The P-Value of 0.05 was utilized as the threshold for testing homogeneity of variance.

CHAPTER IV

ANALYSIS OF THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS MODEL AND EMPLOYEE ENGAGEMENT

This chapter presents the profile of the employees and the relationship between job characteristics model and employee engagement in Asia Energy Petrol Station. In this chapter, survey results are presented with frequency, percentage and mean scores based on facts and figures of findings.

4.1 Demographic Characteristics of Respondents

This study identifies the demographic characteristics of respondents of Asia Energy Petrol Station. Profile data include gender, service year, education level, position and monthly income. The findings are shown in frequency and percentage based on 100 employees in Table (4.1).

Table (4.1) Demographic Profile of Respondents

Sr. No	Particular	No. of Respondents	Percentage
	Total	100	100.0
1.	Gender: Male	63	63.0
	Female	37	37.0
2.	Service Year: Under 1 years	18	18.0
	1 – 5	61	61.0
	6 – 10	9	9.0
	Over 10	12	12.0
3.	Education Level: Under High School Level	1	1.0
	High School Level	50	3.0
	Under Graduate Level	46	50.0
	Graduate Level	3	46.0
4.	Position: Filling Attendance	100	100.0

Source: Survey data, 2023

According to Table (4.1), among 100 respondents, the majority of the respondents are male. Most respondents have service years of between 1 and 5 years followed by people who have under 1 year service experience. It is found out that most of the respondents have high school level while other respondents have under graduate level. Regarding the position, all respondents are filling attendance.

4.2 Analysis on Determinants of Employee Engagement

This part is the Section B of structured questionnaire and which is analysis on determinants of employee engagements. Factors of employee engagement are five core job characteristics. Job characteristics are skill variety, task identity, task significance, autonomy and feedback. Respondents were asked about these factors and responses are presented as follows:

4.2.1 Skill Variety

Skill variety level of respondents was studied fill stations are provided products and services, and it needs specific skills to provide highly quality products and services. The respondents were asked about level of usage of skill variety which sated by five factors. These are shown in Table (4.2).

Table (4.2) Skill Variety Level of Respondents

Sr. No	Statement	Mean Score
1.	The job gives me the opportunity to do a number of different things.	3.45
2.	The job requires me to use a number of complex or high-level skills.	3.70
3.	The job is repetitive.	4.10
4.	I have a chance to do different things from time to time.	3.76
5.	I have a chance to do something that make use of my abilities.	3.84
	Overall Mean	3.77

Source: Survey data, 2023

According to Table (4.2), the respondents indicate that their work is repetitive, which means they have little chance of doing something new. The majority of respondents have an

opportunity to do something, but usually have to follow the procedures from head office. The respondents also have the opportunity to do something using their abilities and different things from time to time. Moreover, the job of respondents requires the use of a range of complex or high-level skills. In addition, the job offers the respondents the opportunity to carry out a variety of activities. According to the overall mean, the respondents are satisfied with their skill variety level.

4.2.2 Task Identity

The task identity level of respondents was studied because of the need of specific and details job content. The respondents were asked about the level of task identity which stated by five factors. These factors are shown in Table (4.3).

Table (4.3) Task Identity Level of Respondents

Sr. No	Statement	Mean Score
1.	I know exactly what kind of task that I need to do.	4.32
2.	I need to do other tasks before I finish my first task.	3.65
3.	I have a chance to do the job from beginning to end by myself.	3.15
4.	I know thoroughly the purpose of my job.	4.34
5.	I know how my job is related to others functions.	3.51
	Overall Mean	3.8

Source: Survey data, 2023

According to Table (4.3), the majority of respondents indicate that they have high level on knowing the purpose of their jobs. Besides, they know exactly what to do. In addition, before completing the first task, respondents need to do other tasks and know how their jobs relate to other functions. The respondents also have the option to do the work themselves from start to finish, but have fewer opportunities. According to overall mean, the respondents are satisfied with their task identity level.

4.2.3 Task Significance

The task significance level of respondents was studied because of filling stations are providing a wide range of products and services. The respondents were asked about the level of task significance which stated by seven factors. These factors are shown in Table (4.4).

Table (4.4) Task Significance Level of Respondents

Sr. No	Statement	Mean Score
1.	The job itself is important for other related function.	3.54
2.	The job itself makes me feel proud to be.	3.98
3.	I do not feel that the work I do is appreciated by my colleagues.	3.36
4.	I do not feel that the work I do is appreciated by customer.	3.30
5.	The task I responsible is relatively significant in the organization.	4.33
6.	I have a chance to be somebody in the society of my job.	4.11
7.	I have a chance to be somebody in the society because of my job.	3.80
	Overall Mean	3.77

Source: Survey data, 2023

According to Table (4.4), the research reveals that the responsible tasks of the respondents in the organization are relatively significant. Moreover, they have a chance to be someone in the society of their jobs. Besides, the respondents feel proud of doing their jobs because the job is important to other related functions. In addition, the majority of respondents sometimes feel that their work is appreciated by their colleagues and their customers. According to overall mean, the respondents are satisfied on their task significant level.

4.2.4 Autonomy

The autonomy level of respondents was studied to know the freedom on their works. The respondents were asked about autonomy which stated by five factors. These factors are shown in Table (4.5).

Table (4.5) Autonomy Level of Respondents

Sr. No	Statement	Mean Score
1.	I can do my own when performing my job.	3.17
2.	The company provides the opportunity for independence thought and action.	3.58
3.	The company gives me considerable opportunity for independence and freedom in how I do my work.	3.80
4.	I can disagree with my supervisor without fear of getting in trouble.	3.80
5.	I can share comfortably my opinions at work.	3.48
	Overall Mean	3.56

Source: Survey data, 2023

According to Table (4.5), the survey result of the respondent shows that they can disagree with their supervisors without being afraid. Besides, the respondents are given significant opportunities for independence and freedom in carrying out their work. Respondents are also given the opportunity to think and act independently. Additionally, they can comfortably express their opinions at work and express their own opinions while doing their jobs. According to overall mean, the respondents are satisfied with autonomy level.

4.2.5 Feedback

The level concerned with feedback of respondents was studied because Asia Energy Petrol does performance appraisal of employees regularly. The respondents were asked about feedback which stated by five factors. These factors are shown in Table (4.6).

Table (4.6) Engagement Level on Feedback

Sr. No	Statement	Mean Score
1.	The job itself provides me plenty of clues about whether or not am I performing well.	4.18

2.	My supervisor provides me with the opportunity to find out what I am doing.	4.12
3.	I got the appreciation not only from my supervisor but also from my coworkers when I am performing well.	3.92
4.	I receive useful and constructive feedback from my supervisor.	4.09
5.	I receive feedback that helps me improve my performance.	3.61
	Overall Mean	3.98

Source: Survey data, 2023

According to Table (4.6), the largest mean indicates that the job gives the respondents a lot of clues as to whether they do the job well or not. Moreover, the respondents receive support from their supervisors by giving them the opportunity to find out about their actions. The respondents reveal that they receive useful and constructive feedback from their supervisors. They also received recognition for good performance not only from their supervisor but also from their co-workers. Additionally, the respondents improve their performance through the feedback they receive from their supervisors. According to overall mean, the respondents are satisfied on their feedback level in the workplace.

4.2.6 Analysis on Employee Engagement Level compared with Job Characteristics

This section is intended to analyze the level engagement compared with job characteristics. This section also includes constructed questionnaire for the level of engagement of respondents on the workplace. This questionnaire is formed with eight factors. These factors are shown in Table (4.7).

Table (4.7) Employee Engagement Level on the Workplace

Sr. No	Statement	Mean Score
1.	I feel like a family member in the workplace.	4.02
2.	Satisfied always when works are well done.	4.11
3.	I proud of myself because of being a member of the organization.	4.11
4.	I feel myself as the part of the organization.	4.19
5.	I feel comfortable doing my job as I think myself as an engaged employee.	3.97

6.	There is effectiveness in doing my job because of the support of working system and process.	3.86
6.	I give reference other people my organization as a good one.	3.93
7.	I feel the organization has a career development for me.	3.52
	Overall Mean	3.96

Source: Survey data, 2023

According to Table (4.7), it is found that the majority of the respondents feel themselves as the part of the organization and are proud to be a member of the organization. Moreover, the respondents are also satisfied when they have worked well. They also feel like a family member in the workplace. Besides, they also feel comfortable doing their job because they think themselves as an engaged employee. It is also found out that they also describe their organization as a good one to other people. Because of the support of working system and process, they can do their jobs effectively. The average mean score 3.96 indicates that respondents have high level of engagement.

4.3 Analyzing the Effect of Job Characteristics factors on Employee Engagement

In this study, the five types of the job characteristics are used to measure the employee engagement of Asia Energy Petrol Station. To analyze the effect, multiple regression analysis is applied.

Table (4.8) Regression Result of Level of Job Characteristics Model on Employee Engagement

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.395	.305		1.293	.199
Skill Variety	.080	.126	.081	.632	.529
Task Identity	.094	.114	.089	.828	.410
Task Significance	.072	.127	.061	.571	.569
Autonomy	.278(***)	.104	.302	2.680	.009
Feedback	.327(***)	.111	.330	2.932	.004

R Square	.591
F value	27.139

Source: Survey data, 2023

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

According to Table (4.6), the value of R^2 is 59.1 percent thus this specified model could explain about the variation of marketing mix on customer satisfaction. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid.

Among five independent variables, autonomy has the expected positive sign and is strongly significant at 1 percent level. According to the regression result, positive relationship means that the increase in autonomy leads to more employee engagement. If there is an increase in autonomy by 1 unit, this will also raise the satisfaction of consumer by 0.278 unit.

Feedback has the expected positive sign and is significant at 1 percent level. According to the regression result, positive relationship means that the increase in feedback leads to more employee engagement. If there is an increase in product by 1 unit, this will also raise the employee engagement by 0.327 unit.

As the performance of regression model, the model can explain about 59.1% of the variation of the job characteristics model on employee engagement. Therefore, among the five factors of job characteristics model, feedback is key determinant of employee engagement.

CHAPTER V

CONCLUSION

This chapter presents the findings and discussions, suggestions and recommendations, and need for further research.

5.1 Findings and Discussions

This study finds out by surveying 100 respondents of Asia Energy Petrol Station. The results show that most respondents are male. They have service years of between 1 and 5 years and have high school level. Moreover, all respondents are filling attendance.

Regarding the skill variety, the job in Asia Energy Petrol Station is repetitive and the employees have little chance to do new things. However, the employees have the opportunity to do something using their abilities. The job in Asia Energy Petrol Station requires to use a range of complex or high-level skills.

Relating to task identity, the employees know thoroughly the purpose of their job and they know exactly what kind of task they need to do. Moreover, the employees know how their job is related to other functions in Asia Energy Petrol Station. However, the employees have less chance to do the job from beginning to end by themselves.

In term of task significance, the task that employees responsible in Asia Energy Petrol Station is relatively significant in the workplace and in the society. The employees are also proud of working in Asia Energy Petrol Station. Moreover, the employees sometimes feel that they are recognized and appreciated by their colleagues and customers.

In concern with autonomy, the employees have a chance of expressing their opinions freely and making disagreement with their supervisors with having a fear of getting in trouble. Asia Energy Petrol Station also provides employees considerable opportunity for independence and freedom in carrying out their work and provides them the opportunity to act and think independently.

Concerning feedback, the employees are given a lot of clues from the job itself as to whether they do the job well or not. Employees receive support from their supervisors by giving them the opportunity to find out what they are doing. They also get useful and constructive feedback, which helps them improve their performance, from their supervisors. The employees also get appreciation for their good performance not only from their supervisors but also from their co-workers.

Regarding employee engagement, employees feel themselves as the part of the organization and are proud to be a member of the organization. They also feel like a family member in the workplace and also feel comfortable doing their job. they also give reference Asia Energy Petrol Station as a good one to their friends and other people. Employees can do their jobs effectively as Asia Energy Petrol Station has an effective working system and process.

In concern with employee engagement, autonomy and feedback have a significant positive relationship on employee engagement. The increases in autonomy and feedback have a positive effect on employee engagement. It is found that the job characteristics model of autonomy and feedback have most influences on employee engagement of Asia Energy Petrol Station.

5.2 Suggestions and Recommendations

Concerning with the skill variety, management levels of Asia Energy Petrol Station should give the employees the opportunity to do a number of different things because repetitive working style leads to the sense of employees that there is no career development in the workplace. Asia Energy Petrol Station should give employees the job that need to use a number of complex or high-level skills.

In term of task identity, Asia Energy Petrol Station should give more chances to employees to do the job from beginning to end by themselves. The company should communicate employees to know how their job is related to other functions.

Regarding task significant, the company should recognize and appreciate the employees on their good performance. The company should also give employee that the task that is relatively significant in the workplace and in the society.

In concern with autonomy, the company should give employees a chance of expressing their opinions freely and making disagreement with their supervisors with having a fear of getting in trouble. The company should also provide the opportunity for independence thought and action because high level of autonomy can create employees not only to get high satisfaction level but also to be more engaged to the workplace.

In terms of feedback, the company should form research team to get advice or feedback from employees regarding their opinions and suggestions. The company should also provide the useful and constructive feedback that can help employees improve their performance. The supervisor should also give appreciation to employees for their good performance.

Regarding the engagement, the company should make employees feel comfortable doing their job. The company should also support effective working system and process to employee to be effective in doing their job. The company should also provide trainings and development to employees.

According to the regression analysis, autonomy and feedback are significant. This means that focusing on the job characteristics model of autonomy and feedback can lead to employee engagement of Asia Energy Petrol Station. Therefore, Asia Energy Petrol Station should give more autonomy to employees in doing their jobs and provide frequent constructive, development and useful feedback to employees.

5.3 Needs for Further Research

This study was carried out to determine the effect of job characteristics on the engagement of employees and specifically to determine the effect of skill variety, task identity, task significance, autonomy and feedback on the employee engagement. However, the study ignored the performance of the entire organization. Therefore, employee's engagement of entire organization should be studied for further research. Based on the findings of this study, job characteristics towards job satisfaction should be studied on further research. This study is only on Human Resource Management. Further studies should emphasize on Marketing, Leadership, Warehouse and Logistics.

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