# The Enhancement of Employee Engagement to Reduce Employee Turnover Intention and Improve Employee Job Satisfaction: An Action Research on Mirac Company in Yangon, Myanmar

**Khin Thet Htar Swe**

Assistant Director, Chemical Examination Office, Myanmar Police Force, Myanmar

**Lee Hsing Lu, Ph.D.**

Program Director, Ph.D. OD Program

Graduate School of Business, Assumption University of Thailand

## Abstract

This action research was conducted employing both quantitative and qualitative methods and aims to reduce employee turnover intention and improve employee job satisfaction through enhancement of employee engagement in a Myanmar-Japan joint venture local recruitment company, Mirac, with 36 employees. The objectives were to analyze the current situation of Mirac Company in terms of Employee Engagement, Employee Job Satisfaction and Employee Turnover Intention ; to develop and design appropriate ODIs to improve Employee Engagement, Employee Job Satisfaction and to lessen the Employee Turnover Intention; to determine the impact of organization development intervention (ODIs) on Employee Engagement, Employee Job Satisfaction and Employee Turnover Intention ; to assess the causal relationships between Employee Engagement and Employee Job satisfaction and to assess the causal relationship between Employee Engagement and Employee Turnover Intention ; to design a three year proposed Logical Framework for the organization to sustain the positive change.  Data collection was carried out through survey questionnaire, semi-structured interviews, focus group discussion and informal observations. OD interventions were designed with inputs from the employees and management. The impact of ODI was analyzed by using paired t tests and simple linear regression. The results indicate that a strong significant connection between employee engagement and job satisfaction as well as employee turnover intention (leaving) while prosocial motivation was identified as an additional driver of employee engagement.

*Key words*:  employee engagement, employee turnover intention (staying) and (leaving), sustaining positive change, employee job satisfaction, extrinsic, intrinsic and prosocial motivation

## Background

In the era of globalization and exponential change, every organization needs to adapt to the shifting environments, new technologies, the globalization of markets and the changing needs in order to remain competitive. Many organizations are finding ways to reduce employee turnover intention and create the work environment where employees are engaged and satisfied with their jobs, which in turn attracts the skilled employees and talent to stay long with the organization.

Although labor is abundant in Myanmar, the availability of the skilled labor is relatively low and certainly insufficient to meet the requirements of the employers. The competition among local and foreign companies resulted in high employee turnover rates. In the current situation, the role even employment agencies are facing the issue of high employee turnover. In order to gain insights into this growing problem, a local employment agency, Mirac Co. Ltd., located in Hledan Township, Yangon Region, was chosen as the focal company to conduct action research. It is a Japanese-Myanmar Joint-Venture established in 2011 and the Japanese partner has substantial recruitment expertise in Japan. The main business of the company is the local recruitment employment service for employers and jobseekers. Between 2014 and 2016, there were approximately 1300 jobseekers who obtained employment through the support of Mirac Company.

## Literature Review

Employee Engagement

William H. Kahn (Kahn, 1990), who first introduced the concept of employee engagement defined the employee engagement as devoting employee's physical, emotional and cognitive efforts and energies to the performance of the tasks. According to Perrin's Global Workforce Study (Perrin, 2003), engaged employees are willing to put discretionary effort into the company for its success on a sustainable basis. Gallup organization defined employee engagement as the employee involvement and enthusiasm in performing work tasks. Seijts & Crim (2006) explored the definition of employee engagement as employees' full involvement and passion on their tasks. Dernovesk (2008) and Frank et al (2004) have the same ideas as Gallup but they focus on employee engagement from the perspective of having positive emotional attachment and connection to their organization. According to the research of Barkhuizen & Rothmann (2006), Schaufeli & Bakker (2004), Bakker & Ten Cate (2013), employee engagement is related to individual achievement in terms of job satisfaction, a motivated workforce, employee well-being and less likelihood of leaving an organization.

Twenty distinct definitions of Employee Engagement have been identified in the literature. These definitions were adapted and synthesized into the specific working definition that suits the context and culture of the focal company. The drivers for employee engagement are extensively discussed in the literature. There are ten engagement drivers identified by IES (IES, 2003) and six identified by Aon Hewitt (Hewitt, 2015). These drivers informed the designs of questionnaires and Organization Development Interventions during Pre ODI, ODI and Post ODI stage. As for the engagement models in literatures, work engagement aspect of Sak's model was directly applicable in the focal company while the job characteristic and organizational support which are the antecedents of job engagement were presented to the management for the participatory design of Organization Development Interventions (Sak, 2006). Among the three measurement models of employee engagement, MSBP model is well suited to the

current situation of the focal company and it was adapted and expanded to form the basis for the data collection in quantitative and qualitative analysis at Pre ODI, ODI and Post ODI stage. (Crum,et.al.,2008).

Employee Turnover Intention

Many researchers proposed that turnover intention is the best predictor of whether employees will quit from their jobs (Mobley et al., 1979; Arnold & Feldman, 1982; Steel & Ovalle, 1984; van Breukelen, van der Vlist, & Steensma, 2004, Hom & Griffeth, 1991; Griffeth, Hom & Gaertner, 2000). Employee turnover intention means the employees are intentionally thinking to leave the organization (Berry, 2010). Many researchers (Bluedorn, 1982; Kalliath & Beck, 2001; Kramer et al., 1995; Peters et al., 1981; Saks, 1996) have been trying to find out the possible antecedents of employee turnover intention. Job related factors in terms of job stress, lack of employee commitment and employee dissatisfaction are the factors which increase employee turnover intention (Firth et al, 2004). Carmeli & Weisberg (2006) defined the term turnover intentions as withdrawal thought process comprising three specific aspects (i.e., thoughts of leaving the job, the desire to search for a different job, and then intention to leave). Besides, Cotton and Turtle (1986) stated turnover intention as the possibility of the individual's opinion on working or leaving the organization they have been employed.

As employee turnover intention is the main issue of the focal company, the researcher reviewed many definitions in the literature to develop the customized definition that fits the critical issue of the focal company. The relationship between employee engagement and employee turnover intension have been studied for the effectiveness of the OD interventions. These definitions were adapted and synthesized into the specific working definition that suits the context and culture of the focal company. The drivers for employee engagement are extensively discussed in the literature. There are ten engagement drivers identified by IES and six identified by Aon Hewitt. (Weiss, et.al., 1967). These drivers informed the designs of questionnaires and Organization Development Interventions during Pre ODI, ODI and Post ODI stage. As for the engagement models in literatures, work engagement aspect of Sak's model was directly applicable in the focal company while the job characteristic and organizational support which are the antecedents of job engagement were presented to the management for the participatory design of Organization Development Interventions. Among the three measurement models of employee engagement, MSBP model is well suited to the current situation of the focal company and it was adapted and expanded to form the basis for the data collection in quantitative and qualitative analysis at Pre ODI, ODI and Post ODI stage.

Employee Job satisfaction

Job satisfaction was defined "as the degree to which individuals feel positively and negatively about their jobs" (Steyn & van Wyk, 1999). When Employees are

satisfied, they become more faithful to the organization and productive (Hunter & Tietyen, 1997), and this employee satisfaction can influence on the satisfaction of customers and the productivity of the organization (Potterfield, 1999). In addition, Nancy C. Morse (1977) stated employee job satisfaction as the level of fulfillment of one's needs, wants and desire based on what employees want from the world, and what they receive. Hence Mullins (2002) emphasized on job satisfaction as a multifaceted and multi-dimensional perception which is associated with the personal feelings of accomplishment both quantitatively and qualitatively.

Although the impact of Employee Engagement on Employee job satisfaction is not as critical as that of engagement on employee turnover intention, it is very important for individual employees to obtain their quality of work environment and prospects. Therefore, the researcher has defined the job satisfaction to suit the context, culture and issue of the focal company after the review of eighteen scholars' definition in the literature. Moreover, many factors influencing Employee Job Satisfaction have been mentioned and there are some similarities between the factors influencing Employee Engagement and Employee Job Satisfaction. Enhancing employee engagement can also be effective in the improvement of employee job satisfaction. Further, the relationship between employee engagement and employee job satisfaction have been shown as the theoretical basis for the theoretical and conceptual framework for this action research. Among several models of employee Job Satisfaction have been mentioned in the literature, Herzberg two factors model was the underpinning theory for this action research in which both extrinsic and intrinsic factors informed the development of OD interventions. (Herzberg, 1987). According to this theory, fulfilling these two factors can increase the employees job satisfaction and it also has a positive impact on the employee turnover intention. A comparison of three measurement models of employee job satisfaction, namely, the Job Descriptive Index, Minnesota Satisfaction Questionnaire and Job Satisfaction Survey, reveals that Job Satisfaction Survey (JSS) model is the best suited for the measurement of employee job satisfaction at the focal company. (Smith.,et.al.,1969)

Employee engagement and intention to quit

Engaged employees are likely to have a greater attachment to their organization and a lower tendency to leave their organization (Schaufeli & Bakker, 2004). Moreover, engaged employees are willing to portray a variety of behaviors that add to organizational success, namely commitment, participation, enthusiasm, initiative, honesty, advocacy and creativity. Employees are more engaged when they have good relationships with their line manager and colleagues. Respect, adequate leadership, meaningful work, recognition, and feeling valued and supported are contributing factors that make employees engaged. In this research, it revealed that Employee engagement is positively related with employee job satisfaction and negatively related with turnover intention.

Employee job satisfaction and intention to quit

As mentioned earlier, many studies proved that employee job satisfaction is a main predictor of employee turnover intention (Larrabee, Janney, Ostrow, Withrow, Hobbs, & Burant, 2003; Parry, 2008; Egan, Yang, & Bartlett, 2004; Wright & Bonett, 2007). Moreover, meaningful work, learning and development, future career prospects are the contributing factors that enable employees to stay long with the organization (Wright & Bonett, 1992). Vice versa pointed out that dissatisfied employees can generate negative outcomes such as labor turnover, absenteeism and workplace accidents (Griffeth, Hom, & Gaertner, 2000; Newstrom, 2007; Sousa-Poza & Sousa-Poza, 2007). When employees are dissatisfied with their jobs, they probably quit their job and bring their intellectual and experiences along with them leading to organization losses and inefficiency. Pay satisfaction is positively related to performance and negatively associated to employee turnover intention (Currall, Towler, Judge, and Kohn, 2005).

## Conceptual Framework

The conceptual framework was developed as shown in Figure 1 on the basis of SWOTAR, McKinsey 7's analysis and theoretical framework. This action research comprises three variables, with the independent variable (employee engagement) impacting on the two dependent variables (employee job satisfaction and employee turnover intention). Seven teen sub variables were employed: 6 for employee engagement, 10 for employee job satisfaction and 2 for employee turnover intention.
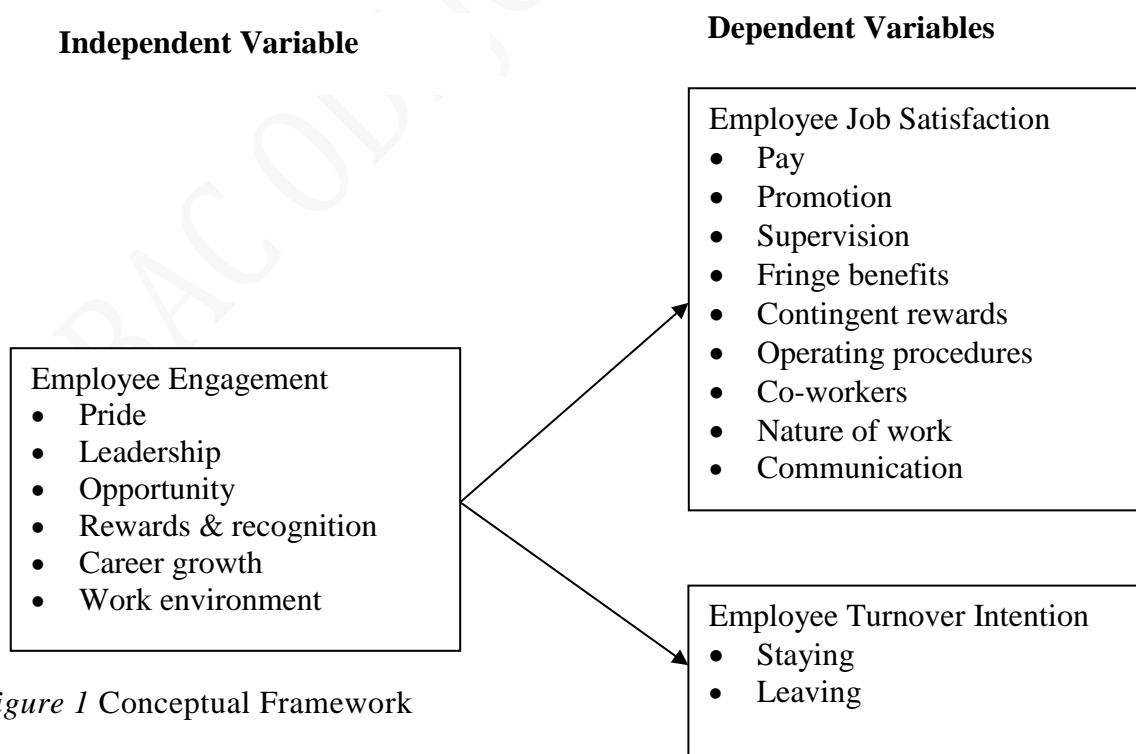
**Independent Variable**

**Dependent Variables**

Employee Job Satisfaction
- Pay
- Promotion
- Supervision
- Fringe benefits
- Contingent rewards
- Operating procedures
- Co-workers
- Nature of work
- Communication

Employee Engagement
- Pride
- Leadership
- Opportunity
- Rewards & recognition
- Career growth
- Work environment

Employee Turnover Intention
- Staying
- Leaving

*Figure 1* Conceptual Framework

Statement of Purpose

The purpose of the research is to investigate the impact of ODI on employee engagement to reduce employee turnover intention towards better employee job satisfaction. In order to stay competitive and improve performance, increasing employee discretionary effort is essential to maximize employee output and get the most out of employee resources which in turn improve employee job satisfaction and lessen employee turnover intention. Therefore, this research contributes to a better understanding of the positive effect of employee engagement may have on the employee job satisfaction and employee turnover intention and identifies various factors that fosters and enhance those variables in a recruitment company as a case study with possible applications to the whole industry in Myanmar.

Hypotheses

The evaluations on the research hypotheses have been made as follows.

Research Hypothesis 1:
H01: There is no significant difference between Pre-ODI and Post- ODI Employee Engagement.
Ha 1: There is a significant difference between Pre-ODI and Post- ODI Employee Engagement

Research Hypothesis 2:
H0 2: There is no significant difference between Pre- ODI and Post- ODI Employee Job Satisfaction.
Ha 2: There is a significant difference between Pre- ODI and Post- ODI Employee Job Satisfaction.

Research Hypothesis: 3
H0 3a: There is no significant difference between Pre- ODI and Post- ODI Employee Turnover Intention (Staying)
Ha 3a: There is a significant difference between Pre- ODI and Post- ODI Employee Turnover Intention. (Staying)
H0 3b: There is no significant difference between Pre- ODI and Post- ODI Employee Turnover Intention (Leaving)
Ha 3b: There is a significant difference between Pre- ODI and Post- ODI Employee Turnover Intention. (Leaving)

Research Hypothesis: 4
The single linear regression model was employed to determine the impact of Employee Engagement on Employee Job satisfaction at post ODI stage.
H0 4: There is no significant causal relationship between Employee Engagement and Employee Job Satisfaction.
Ha 4: There is a significant causal relationship between Employee Engagement and Employee Job Satisfaction.

Research Hypothesis: 5a
The simple linear regression model was employed to determine the impact of Employee Engagement on Employee Turnover Intention (Staying) at post ODI stage.
H0 5a: There is no significant causal relationship between Employee Engagement and Employee Turnover Intention (Staying)
Ha 5a: There is a significant causal relationship between Employee Engagement and Employee Turnover Intention (Staying)

Research Hypothesis: 5b
The simple linear regression model was employed to determine the impact of Employee Engagement on Employee Turnover Intention (Leaving) at post ODI stage.
H0 5b: There is no significant causal relationship between Employee Engagement and Employee Turnover Intention (Leaving)
Ha 5b: There is a significant causal relationship between Employee Engagement and Employee Turnover Intention (Leaving)

## Research Methodology

Participants

All 36 employees of Mirac Company from General Manager to driver (42% male and 58% female) participated in the study. Only the President, CEO and CFO did not participate.

Materials

Both quantitative and qualitative approaches (Mixed Methods) were used for this Action Research. Survey questionnaires were used for quantitative data collection whereas qualitative data was collected through semi structured interview, focus group discussion, observation, video and photo recording. During Pre and Post ODI stage, survey questionnaires featuring five-point Likert scale in all the items were administered to the respondents. Responses to the questionnaire items ranged from 5= strongly disagree to 1= strongly agree).

Three major variables were measured which are Employee Engagement, Employee Job Satisfaction and Employee Turnover Intention. All the instruments employed in this research were checked for the relevance of the objectives, its reliability and validity before collecting data from the sample population. Survey questionnaires were used to collect quantitative data collection of this research whereas interview, focus group discussion and follow up sessions were used to gather qualitative data for Pre and post ODI stage. A sample of 20 employees from another organization were used for pilot testing. In order to gauge the reliability of the questionnaires and all instruments, Cronbach's Alpha scales were used and the acceptable values were > 0.75 according to Nunnaly (1978). In this study, Employee Engagement was measured by using 24 items

from the literature that match the context of the focal company based on six sub variables: Pride, Leadership, Opportunity, Recognition, Career Growth and Work Environment. The validity and reliability of Employee Engagement questionnaire was tested and its Cronbach's Alpha value is 0.875.The researcher used 36 items of survey questionnaires adapted from Job Satisfaction Survey (JSS) (Spector, 1997) questionnaires for the measurement of employee job satisfaction. The reliability of JSS questionnaires was tested and its Cronbach's Alpha value is 0.848. To measure Employee Turnover Intention, the researcher employed a fourteen-item questionnaire revised from J. Roodt's Model of Employee Turnover Intention Scale (TIS) (Du Plooy & Roodt, 2010) and its Cronbach's Alpha value is 0.936.

Procedure

Action Research Model was employed in conducting this research which focused on studying the impact of ODI on Employee Engagement to improve Employee Job Satisfaction and to decrease Employee Turnover Intention. The process involved three stages: Pre-ODI , ODI and Post-ODI.

Pre- ODI stage (Diagnosis)

At this stage, the problem was clearly identified based on SWOTAR and McKinsey 7S analysis. Survey questionnaires were used to measure the perception of respondents on the current situation of employee engagement, employee job satisfaction and employee turnover intention and tailored ODIs were designed to address the problem in consultation with management and employees.

ODI stage

The specific OD interventions were developed based on the suggestions and comments from management and employees. This ODI stage was aimed to (1) propose and implement a variety of OD interventions to improve the level of Employee Engagement of Mirac Company and (2) to determine the impact of ODIs on Employee Engagement, Employee Job Satisfaction and Employee Turnover Intention. The organization-wide trainings and workshops were designed and implemented from October 2016 to March 2017 focusing on the enhancement of employee engagement which in turn improved employee job satisfaction and reduced employee turnover intention, consisting of the following.

- a three-hour meeting with the CEO, General Manager, departmental heads and employees to communicate the Vision, Mission of Mirac Company.
- a WBL (Whole Brain Literacy) training for the employees with the help of an external OD facilitator (Tayko & Talmo, 2010)
- a team building workshop aimed for the improvement of collaboration, employee engagement, communication, commitment, trust and improve the relationship between managers and the employees (Tuckman, 1965)

- a focus group discussion with the respondents to tackle the Employee Engagement and Employee Turnover Intention issues and foster good communication, teamwork and creative endeavor and enabled the participants to generate collective solutions through building social bonds and sharing collective discoveries among themselves
- a training session with the help of an external Coach who discussed with the respondents the mindset theory and the cultivation of the growth mindset to enhance employee engagement, psychological presence and analysis of setbacks. Then the researcher used Peter A. Heslin's role-play activity for practical growth mindset to help participants cultivate a growth mindset. (Heslin, 2010; Dweck , 2006)
- a leadership workshop which was facilitated by an external leadership trainer with the emphasis on improving the leadership and management skills of the respondents.
- a one-hour meeting with the management to discuss the findings and suggestions the employees proposed for the improvement of current situation of Mirac Company. Based on the feedback of the respondents and the findings from the qualitative analysis of focus group discussions, the researcher proposed to the management to provide a creative combination of extrinsic and intrinsic factors, such as remuneration adjustments, education assistance, bonus and allowance scheme, career advancement scheme, company outing and retreat. After that the researcher raised the issue of burdensome operating procedures and the General Manager agreed to explain their rationale and the need for standardization to be in line with the Head Office in Tokyo, Japan.

Post ODI stage

The impact of OD interventions on the targeted variables was measured to identify any changes in the focused variables in terms of Employee Engagement, Employee Job Satisfaction and Employee Turnover Intention. Data on pre and post ODIs as to the targeted variables was collected, analyzed and compared employing the same questionnaires used at Pre- ODI stage. The researcher presented the outcomes and the comparison of data between pre ODI and Post ODI to the management and employees. Open discussion and comments on the results of ODIs were set up and led by the researcher in order to enhance the mutual understanding among the management and the employees.

Statistical Procedure

During Pre and Post ODI, the engagement and satisfaction of all employees from each department were assessed and the impact of Employee Engagement on the Employee Job Satisfaction and Employee Turnover Intention of Mirac Company was measured and analyzed using statistics analytic software. Frequency distributions and percentages were employed to measure the demographic data. To measure and compare the improvement of Pre and Post intervention on the outcomes of each variable, mean,

medium and standard deviation together with paired sample t-tests were used to evaluate whether the variables were significantly improved between the Pre and Post Stages (Gosset, 1908). In order to figure out the impact of Employee Engagement on Employee Job Satisfaction and Employee Turnover Intention, regression statistics was employed (Yule, 1896). The significance level is predetermined at p<0.05, with the corresponding confidence level of 95%. For some cases, the significance level of p<0.10 is also considered, with the corresponding confidence level of 90%.

## Results

Quantitative findings

Employee Engagement

The overall mean score of Employee Engagement was 3.55 (M= 3.55, SD = 0.17) at Pre ODI stage and 3.81 (M= 3.80, SD= 0.16) at Post ODI stage. After the intervention, the opinions of respondents on "Pride" went up by 9.7 %, for "Leadership", it increased by 8.8%, for "Opportunity", it rose by 1 %, for "Rewards and Recognition", the growth was only 7.8%, for "Career Growth", it increased by 5.4%, for "Work Environment", its improvement was only 8.5%, and the overall Employee Engagement went up by 7.3% respectively at the Post ODI stage. Based on the outcomes, it can be concluded that a series of intervention program have a positive impact on Employee Engagement. The results of Paired sample t-test are shown in table 3.

Table 3

*Paired sample t-test of Employee Engagement at Pre and Post ODIs*

| | Pre- ODI | Post-ODI | Improved/Declined | Incremental | Paired |
| | Mean | Mean | | Rate (%) | Differences |
|---|---|---|---|---|---|
| Employee Engagement | 3.55 | 3.80 | 0.25 | 7.0% | t = 11.825 Sig= .000 |

According to the outcomes, there is statistically improvement in the scores between Pre- ODI (M=3.55) and Post- ODI (M=3.80) for employee engagement (t= 11.825, p<.05). This indicates that a series of OD intervention program effectively contribute to the improvement of employee engagement. Therefore, there is significant difference between pre and post ODI on Employee Engagement. This result rejected H0 and supported Ha of hypothesis 1.

Employee Job Satisfaction

The overall mean score of Employee Job Satisfaction was 3.77 (M= 3.77, SD = 0.14) at Pre-ODI stage and 4.03 (M= 4.03, SD=0.23) at Post ODI stage. After the interventions, the opinions of respondents on "Pay" went up by 9.8%, for "Promotion", it

increased by 9.6%, for "Supervision", it rose by 6%, for "Fringe Benefit", the increase was only 2%, for "Rewards", it increased by 10%, for "Operating Procedures", its improvement was only 2.3%, for "Coworker", it went up by 7%, for "Nature of work", it increased 10.1%, for "Communication", it grew by 5.9%, and the overall Employee Job Satisfaction went up by 6.9% at the Post ODI stage. Based on the outcomes, it can be concluded that a series of interventions have a positive impact on Employee Job Satisfaction. The results of Paired sample t-test are shown in table 4.

Table 4.

*Paired sample t-test of Employee Job Satisfaction at Pre and Post ODIs*

| | Pre- ODI Mean | Post-ODI Mean | Improved/Declined | Incremental Rate (%) | Paired Differences |
|---|---|---|---|---|---|
| Employee Job Satisfaction | 3.77 | 4.03 | 0.26 | 6.9% | t = 11.439 Sig= .000 |

According to the outcomes, there is statistically improvement in the scores between Pre- ODI (M=3.77) and Post- ODI (M=4.03) for employee job satisfaction (t= 11.439, p<.05). This indicates that a series of OD intervention program effectively contribute to the improvement of employee job satisfaction. As a result, there is significant difference between pre and post ODI on Employee job satisfaction. This result rejected H0 and support Ha of hypothesis 2.

Employee Turnover Intention

The overall mean and standard deviation of "Staying" was 3.37 and 0.18 at Pre-ODI stage and 3.57 and 0.15 at Post ODI stage whereas the overall mean scores and standard deviation of "Leaving" was 3.52 and 0.23 at Pre ODI stage and 3.39 and 0.29 at Post ODI stage. After the intervention, the opinions of respondents on "Staying" were 5.9 % improved and those on "Leaving" were 3.7% reduced. The results of Paired sample t-test are shown in table 5.

Table 5.

*Paired sample t-test of Employee Turnover Intention at Pre and Post ODIs*

| | Pre- ODI Mean | Post-ODI Mean | Improved/Declined | Incremental Rate (%) | Paired Differences |
|---|---|---|---|---|---|
| Employee Turnover Intention (Staying) | 3.37 | 3.57 | 0.20 | 5.9% | t = 6.201 Sig= 0.000 |

| Employee Turnover Intention (Leaving) | 3.52 | 3.39 | -0.13 | -3.7% | t= -4.984 Sig=0.000 |
|---|---|---|---|---|---|

According to the outcomes shown in Table 5, there is statistically improvement in the scores between Pre- ODI (M=3.37) and Post- ODI (M=3.57) for Employee Turnover Intention (Staying) (t= 6.201, p<.05).This indicates that a series of OD intervention program to improve Employee Engagement contributed to the improvement of employee turnover intention (staying).This result rejected the null hypothesis H03a and accepted Ha3a, as there is a significant difference between pre and post ODI on Employee Turnover Intention (Staying).

The paired sample t-test of Employee Turnover Intention (Leaving) was statistically significant reduction between Pre- ODI (M=3.52) and Post- ODI stage (M=3.39). Since the calculated t value was a negative sign (t=-4. 984, p<0.05), the mean value of Leaving for Post- ODI was lower than the Pre-ODI stage. It can be concluded that OD intervention programs effectively contributed to the reduction of Employee Turnover Intention ("Leaving"). Therefore, this result rejected the null hypothesis H03b and supported alternative hypothesis Ha3b.

The improvement of Employee Engagement has a considerable impact on the Employee Job Satisfaction of the employees at Mirac along with the Beta value of 0.374 at 0.025 significant level with 95% confidence interval. Based on the analysis result, the conclusion was that the more employees are engaged in their work, the more improved the level of employee job satisfactions it rejected the null hypothesis H04 and accepted the alternative hypothesis Ha4.

Qualitative Findings

Employee Engagement

Pride

From interview and focus group discussion, it has been observed that factors lowering the sense of pride at the pre ODI stage are working hours disproportionate with workload (17/36) , lack of brand awareness (7/ 36), lack of uniform (18/ 36), and unattractive sales commissions (10/ 36). In contrast, factors improving the sense of pride at the post ODI stage are the introduction of a yearly bonus based on tenure and full attendance, travel allowance, office uniform (32/36) and a sense of achievement from seeing someone gets employed through their service and effort (21/ 36).

Leadership

It has been observed that factors affecting on the leadership at pre ODI stage are out of touch and blame the employees (19/ 36), poor responsibility and accountability for their actions and results (5/ 36) poor collaboration and cooperation across the departments (27/36).It has been observed that factors improving the leadership at post ODI stage are supportive and providing more constructive feedback (29/ 36), good communication, good interactions, good relationship, high levels of cooperation and sense of collectivism (31/36).

Opportunities

It has been observed that factors affecting the opportunity at pre ODI stage are lack of fairness in providing assignments (12/36) , lack of awareness on how to calculate the commission percentage (15/36), not allowing employees to participate in decision making(10/36) and lack of empowerment in financial transaction (8/36). It has been observed that factors improving the opportunity at post ODI stage are having a chance to learn and co-execute the assignments with managers, (25/36) , showing commission incentives calculation and sales targets in a simple format (17/36) and paying more attention to employees' suggestion and providing more feedback on the tasks by manager (22/36).

Rewards and Recognition

It has been observed that factors affecting rewards and recognition at pre ODI stage are lacking monetary and non-monetary rewards (20/36), favoring those who speak Japanese language (10/36) and Rewarding only based on individual performance (13/36). It has been observed that factors improving rewards and recognition at post ODI stage are the introduction of monetary and non-monetary rewards (32/36) Appreciation reward and Best Employee of the year award (28/36) and team performance rewards (26/36).

Career Growth

It has been observed that factors affecting career growth at pre ODI stage are lack of non-technical training (14/36), poor explanation on the career ladder (15/ 36) and a chance to know the career growth only by senior employees (11/ 36). It has been investigated that factors enhancing career growth at post ODI stage are explanation the career advancement of the employees (21/36) , promotion based on tenure and experiences (27/36) and the development of several positions (30/36).

Work Environment

It has been observed that factors affecting work environment at pre ODI stage are not listening to or take into consideration employees' ideas and suggestions (15/36), poor cooperation and teamwork among the departments (18/36) and lack of fun activity, productive retreats, bonus and perks within the company (17/36). It has been found out

that factors enhancing work environment at post ODI stage are encouraging the employees to share their ideas and suggestions in the meeting (27/36), more cooperation and teamwork among the departments, taking employees ideas and opinions into consideration for integrated decision making (28/36) and company outing (26/ 36).

Employee Job Satisfaction

Pay

It has been observed that factors affecting pay at pre ODI stage are low pay rate (25/36), imposing high level of targeted goal (12/36), disproportion of pay rate and work load (17/36). It has been investigated that factors impacting pay at post ODI stage are the adjustment of the salary structure along with some allowances (22/36), the balance between workload and pay raise, pay rate based on the positions and employees' contribution.

Promotion

It has been observed that factors affecting promotion at pre ODI stage are little opportunity (20/ 36) and lack of criteria for promotions (21/36) and promotion based on performance and language (19/36). It has been investigated that factors enhancing promotion at post ODI stage are the development of several job positions and idea generation (23/36), employees with thinking shifted from negative to positive, putting extra effort in their jobs (21/36), appreciation of learning things from company including recruitment software and technology (25/36).

Supervision

It has been investigated that factors affecting supervision at pre ODI stage are GM 's interest in employees' suggestions and opinions (23/36), manager's lack of fairness in performance appraisal (15/36), miscommunication, misunderstanding, lack of teamwork and poor collaboration among the employees (25/ 36). It has been found out that factors improving supervision at post ODI stage are manager's willingness to listen to the employees' ideas and suggestions and acknowledge the improvements (27/36), employee's confidence in their own potential (6/ 36) and being receptive to manager's suggestions and comments on their actions (18/36).

Fringe benefits

It has been investigated that factors affecting fringe benefits at pre ODI stage are lack of attractive benefit package (23/36), lack of pension, bonus, education assistance, standard uniform, retreat, medical leave (20/36). It has been observed that factors improving fringe benefits at post ODI stage are bonus, travel expenses, education

assistance and exam fees (33/36) and standard uniform, retreat, travel allowance and medical leave for the motivation of employees (29/ 36).

Rewards

It has been investigated that factors influencing rewards at pre ODI stage are lack of monetary rewards on achievements and generation of new idea (22/36), rewards given to sales and marketing employees (16/36), rewards based on individual performance rather than team performance (23/36). It has been observed that factors improving rewards at post ODI stage are both monetary and non-monetary rewards (31/36) , monetary rewards based on the generation of ideas and inputs (19/36) and the introduction of team rewards (29/36).

Standard Operating Procedures

It has been investigated that factors influencing standard operating procedures are at pre ODI stage are red tape, preparing and processing paperwork (14/ 36), lack of empowerment in cash transactions (16/ 36) and the need to fill up many documents and write reports (21/36). It has been observed that factors improving standard operating procedures at post ODI stage are writing daily reports in detail and on schedule (19/36), explanation of the rationale and the need for standardization with the head office (17/36).

Coworkers

It has been investigated that factors influencing coworkers are at pre ODI stage are relationships with coworkers (30/36), lack of on-the-job training (11/36), failure to maintain a balance between task completion and consideration for employees (8/36). It has been found out that factors improving coworkers are the company outing, team building, role play and employees' unity (33/36), bridging employees values with the nature of their job, sharing experience with new comers, showing ways to accomplish tasks (24/36), improved communication, emphasis on role clarity and responsibilities based on the job description (22/36).

Nature of work

It has been observed that factors affecting nature of work at pre ODI stage are employee's enjoyment of every aspect of work (14/36), employees' good deeds and contribution to the community (31/36) , gaining skills and knowledge through recruitment operation (10/36). It has been found out that factors improving nature of work at post ODI stage are employees' sense of meaningfulness stemming from how their contribution has an impact on the community and society (28/36), manger's identification of what motivates employees (15/36), employees' realization of the alignment between their jobs and interests (29/36).

Communication

It has been observed that factors affecting communication at pre ODI are employees' perception of working in silos due to low collaboration and communication among departments (12/36), poor communication of company's vision, mission and goals (20/36), and manager's emphasis on short term goals rather than long term goals (11/36). It has been investigated that factors affecting communication at the post ODI stage are good relations, interactions, collaboration and communication among departments due to the group activity and teamwork (31/36), managers' sharing successful stories and experiences and communicating Mirac's vision and mission (28/36) and employees' realization of the common denominator that they have: the desire to help jobseekers find the best possible employment (29/36).

Employee Turnover Intention

Staying

It has been observed that factors affecting staying at pre ODI stage are the offer of attractive benefits from others' company (22/36), low salary that only covers employees' basic needs (16/36), lack of opportunities and professional development (14/36). It has been found out that factors influencing staying at post ODI stage are 15% Pay raise in addition to the provision of transportation allowances and education benefits (33/36), a sense of meaningfulness and purposefulness after reflection on their jobs, managers' awareness of what really makes people tick and the linkage between the employees' talents/interests and the nature of the recruitment job (19/36), fulfilment of both basic and personal needs of employees (27/36).

Leaving

It has been observed that factors affecting leaving at pre ODI stage are marketing job is stress and exhaustion involved in marketing job, lack of pay differentiation between senior and junior employees, burnout and manager's support to get their job done effectively (11/36), less chance to get financial rewards (not for marketing employees) (17/36), reading newspapers and job search papers (27/36). It has been figured out that factors influencing leaving at post ODI stage are lots of positive changes initiated such as the quarterly review of area rotation, interview program with clients and successful jobseekers (26/36), shifting employees' perception on Mirac from negative to positive due to positive changes (24,36), employees awareness of a shift in manager's behavior, perception and treatment (29/36).

## Conclusion

This research was conducted with the purpose of using OD interventions in the focal company to improve employee job satisfaction and reduce employee turnover

intention by enhancing the employee engagement level of Mirac. A series of interventions designed to enhance employee engagement, boost job satisfaction and reduce turnover intention were conducted: Cultivating Growth Mindset Training by Peter A Heslin's approach along with role play, Communicating Mirac's Vision and Mission , Managerial and Leadership Skills Training, Whole Brain Literacy Workshop, Team Building Workshop through Tuckman's 5 stages, Generating Collective Solutions to the Current Issues among others programs, Adjusting HR Policy and Practices, the Career Adjustment Scheme and the Company Retreat and Rewards. In this action research, all the findings show that OD interventions activities conducted in this research significantly improved Employee Engagement, Employee Job Satisfaction and Employee Turnover Intention, showing significant differences Pre and Post ODI. The quantitative and qualitative outcomes indicate a causal relationship between Employee Engagement and Employee Job Satisfaction as well as Employee Turnover Intention (Leaving). These ODIs effectively shaped and influenced the employees' mindset, perception, and the way they work. Positive changes observed in the Post ODI stage include a shift from fixed mindset to growth mindset, a better understanding of the linkage between the employees' contribution and Mirac's vision (how their work has impact on people lives due to their service), practicing the whole brain function and process, adjusting HR policy and practices, a change from the Authoritative Leadership style to Consultative and Participative style among middle managers, collaboration and teamwork practices. Overall, these positive changes contributed to the improvement of employee engagement and boosted employee job satisfaction which in turn lessened the employee turnover intention.

## Recommendations

According to many motivation theories, turnover and engagement models and concepts explored in literature reviews, Herzberg's motivation theory was used as an ideal and underpinning theory to address the current issues of the focal company. However, the flow of the action research process and the interactive inquiry with the respondents gave clear indications that employees will be somewhat engaged and satisfied if both hygiene and motivational factors are fulfilled. According to the outcomes of quantitative and qualitative in Post ODI stage, there were discrepancies between the planned outcomes and the real outcomes. Consequently, through the reflective process, the possibility for the employees to be highly engaged, just fulfilling both hygiene factors and motivators may not be enough in the context and culture of the focal company. Though Herzberg's motivational theory have been applicable, and it has been successful in achieving substantial improvements in engagement and motivational issues in the international contexts, it does not totally cover all the drivers of engagement in the Myanmar culture where focal company exists. This is the gap in this action research and the researcher reflected that an additional construct will be needed in this study to ensure sustainability and to obtain the satisfactory outcomes that were envisioned. Therefore, the researcher explored additional drivers compatible with the theory and literatures that have been used for this study, which can substantially improve the current situation. Based on

the quantitative and qualitative findings, the researcher considered the potential of the prosocial motivation and values, taking inspiration from the Public Service Motivation theory which was developed in the 1980s by James Perry originally to explain the motivation of public sector employees. (Perry, 2008)

Public sector motives may be observed in both the private sector and the nonprofit sector as well (Wise, 2000; Perry & Hondeghem, 2008). In the private sector, employees with public service motives may go beyond their job description to provide service to beneficiaries when the organizational culture encourages helping others and contributing to society (Steen, 2008). The following ideas were discussed and reflected on during a three-day workshop by the researcher, management and the respondents of Mirac Agency with the aim of finding ways to sustain this positive change and to institutionalize it to enhance employee engagement while maintaining its competitive advantage in today's ever-changing business environment.

- Like public service motivation, prosocial motivation can be found in public sector, private sector and nonprofit center (Brewer & Selden, 1998).
- Many psychologists have shown that employees with prosocial motivation and intrinsic motivation work for different purposes. Those with intrinsic motivation find their work interesting and enjoyable for its own sake. Those with prosocial motivation may or may not enjoy the work itself but make an effort to do it to benefit others (Ryan & Connell, 1989). So intrinsic motivation is for oneself (autonomous) while prosocial motivation is for others (introjected).
- Intrinsically motivated person enjoy the process and are focused on the present while prosocially motivated person look to the future and go through the process to achieve an outcome to benefit others.
- There is a strong belief in Myanmar culture, widely believed to originate from the teachings of various religions, that people who practise prosocial behaviour and who contribute to the common good get more merit than those who pay attention only to self-interest. Such people also tend to have a higher social standing in a group or a community as "elders".

Taking all mentioned points into account, the new knowledge generated from this action research is that long-term sustainable employee engagement can be achieved through instilling prosocial motivation and behavior among employees with the support and endorsement from Management of Mirac and a logical framework (Action Plan) was drafted for this purpose. This strategic Action Plan is organized under four focus areas and   primary outcomes.

Table 6

*Four Focus Areas of Logical Framework*

| 1. Selection and Recruitment Process for Employee Engagement through Prosocial Values | 2. A supportive engaged environment that strengthens intrinsic motivation and reinforces prosocial behaviour |
|---|---|
| 1.1 Priority to select employees who are interested in altruism or who have prosocial motivation<br><br>1.2 Orientation towards prosocial motivation<br><br>1.3 Technical knowledge, skills and abilities or aptitude for learning non-technical skills<br><br>1.4 Job – Person fit | 2.1 Building a sense of meaningfulness<br><br><br>2.2 Trust and Transparency<br><br><br>2.3 Results oriented and customer centric service<br><br><br>2.4 Two ways communication |
| **3. Capacity development for employees** | **4.Proactive Intervention Tool kit for employee turnover** |
| 3.1Train employees to be leading professionals in their respective fields through flexibility and adaptability to different circumstances<br><br>3.2 leadership for changing mindset is reinforced<br><br>3.3 Promote prosocial motivation through mindfulness training<br><br>3.4 Direct contact between employees and service beneficiaries | 4.1 Retain the employees<br><br><br><br>4.2 Connect employees to a greater sense of purpose<br><br>4.3 Providing employees the opportunities to get a sense of achievement<br><br>4.4 Nurturing Social Relationships |

Consequently, 2x2 solution matrix of potential interventions was also developed based on the logical framework, as a new solution for service companies to help address the similar issues of Employee Engagement, and Employee Turnover Intention. In this matrix, Employee Turnover Intention is on the X axis and Employee Engagement is on the Y axis.

Table 7

*2x2 Solution Matrix for Sustainability of Positive Change*

| Selection and Recruitment |
|---|

Employee Turnover Intention

| | Leaving | Staying |
|---|---|---|
| **Sustaining** | **Quadrant I**<br>• Build a sense of meaningfulness<br>• Trust and Transparency<br>• Results and customer centric service<br>• Two ways communication | **Quadrant II**<br>• Act as a Role Models in the company<br>• Journal Writing Analysts<br>• Interviewers for the selection and recruitment process |
| **Enhancing** | **Quadrant III**<br>• Job-Person Fit<br>• Retain the employees<br>• Connect employees to a greater sense of purpose<br>• Provide employees the opportunities to get a sense of achievement | **Quadrant IV**<br>• Train employees to be leading professionals in their respective field<br>• Leadership for mindset change<br>• Promote prosocial motivation<br>• Direct contact between employees and service beneficiary |

Employee Engagement (vertical axis label)

| Selection and Recruitment |
|---|

To employ the interventions that have been mentioned in the matrix for addressing employee engagement and turnover issues, the company needs to provide the extrinsic factors to its employees to a certain extent so that effective outcomes can be obtained along with positive change. For all the interventions to be effective and successful, selection and recruitment serves as the starting point by ensuring that the right people who fit with the organizational culture and values are chosen for the right positions.

# References

Abbasi, S., & Hollman, K. (2000). Turnover: The real bottom-line. *Public Personnel Management*, *29*(3), 333-342.

Amah, O. E. (2009). Job satisfaction and turnover intention relationship: The moderating effect of job role centrality and life satisfaction. *Research and Practice in Human Resource Management*, 17(1), 24-35.

Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, 67, 350-360.

Bakker, A.B., & Leiter, M.P. (2010). *Work engagement: A handbook of essential theory and research*. New York: Psychology Press.

Barkhuizen, E.N., & Rothmann, S. (2006). Work engagement of academic staff in South African higher education institutions. *Management Dynamics*, *15*(1), 38–48.

Bateman, T. S., &Snell, S. A. (1999). *Management – building competitive advantage. 4th Edition*. Boston: McGraw-Hill.

Berry, M. L. (2010). Predicting turnover intent: Examining the effects of employee engagement, compensation fairness, job satisfaction, and age (Doctoral dissertation). University of Tennessee, U.S.A.

Bhatla, N. (2011). To study the Employee Engagement practices and its effect on employee performance with special reference to ICICI and HDFC Bank in Lucknow, *International Journal of Scientific & Engineering Research*, 2(8). Retrieved from https://www.ijser.org/researchpaper/To-study-the-Employee-Engagement-practices-and-its-effect-on-employee-performance-with-special-reference-to-ICICI-and-HDFC-Bank-in-Lucknow.pdf

Bluedorn, A.C., 1982. A unified model of turnover from organizations. *Human Relations*, 35: 135-53.

Buckingham, M. C., & Coffman, C. (1999). *First, break all the rules: What the world's greatest managers do differently.* New York: Simon & Shuster.

Carmeli, A.,& Weisberg, J. (2006). Exploring turnover intentions among three professional groups of employees. *Human Resource Development International*, 9(2), 191-206.

Coffman, C., & Gonzalez-Molina, G. (2002). *Follow this path: How the world's greatest organizations drive growth by unleashing human potential*. New York: Warner Books Inc.

Cotton, J.L., & Tuttle, J.M. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of Management Review*, 11, 55-70.

Cranny. C. J., Smith, P. C., & Stone, E. F. (1992). *Job satisfaction: How people feel about their jobs and how it affects their performance*. New York: Lexington Books.

Crum, J., Nierle,D.,Ford,J. M.,&Shugrue, L. (2008).The power of federal employee engagement, U.S. Merit Systems Protection Board , A Report to the President and the Congress of the United States. Retrieved fromhttps://www.mspb.gov/netsearch/viewdocs.aspx?docnumber=379024&version=379721

Dernovsek,D. (2008). Creating highly engaged and committed employee starts at the top and ends at the bottom line.*Credit Union Magazine, May 2008*. Credit Union National Association, Inc.

Dweck, C. S. (2006). *Mindset:The new psychology of success*. New York: Random House.

Firth, L., Mellor, D. J., Moore, K. A., &Loquet, C. (2007). How can managers reduce employee intention to quit?*Journal of Management Psychology*, 19(2), 170-187.

Frank, F.D., Finnegan, R.P.,& Taylor, C.R. (2004). The race for talent: retaining and engaging.*Human Resource Planning,* 27(3), 2-25.

Gallup. (2013). State of the American workplace. Retrieved from Gallup: http://www.gallup.comstrategicconsulting/163007/state-american-workplace.aspx

Gibson, J.L., Donnelly, J. H.,& Ivancevich, J.M. (2000). *Organizations: Behavior, structure, processes. 10th ed.* Boston. McGraw Hill.

Gordon, J.R. (1999). *Organizational behaviour: A diagnostic approach.* New Jersey. Prentice Hall Inc.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, *26*(3), 463-488.

Harter, J.K., Schmidt, F.L. & Hayes, T.L. (2002). Business-unit level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis : *Journal of Applied Psychology*, 87, 268-79.

Herzberg, F. (1987,September-October). One more time: How do you motivate employees?. *Harvard Business Review*. Retrieved fromhttp://johncollinscareerdevelopmentplan.weebly.com/uploads/2/4/4/0/24401899/one_more_time_motivating_employees.pdf

Heslin, P. A. (2010). Mindsets and employee engagement: Theoretical linkages and practical interventions. In S. L. Albrect (Ed.), *Handbook of employee engagement: Perspectives, issues, research and practice* (pp. 218-226). Cheltenham: Edwin Elgar.

Hewitt, A. (2015). Aon Hewitt's model of employee engagement. Retrieved from https://www.aonhewitt.co.nz/getattachment/77046028-9992-4d77-868a-32fbf622fec6/file.aspx?disposition=inline

Hom, P. W., & Griffeth, R. W. (1991). Structural equations modeling test of a turnover theory: Cross-sectional and longitudinal analyses. *Journal of Applied Psychology*, 76, 350-366.

Hunter, W., & Tietyen, D. (1997). *Business to business marketing: Creating a community of customers*.Lincolnwood-Illinois, McGraw-Hill Professional.

IES (2003) Report Summary: The drivers of employee engagement.Retrieved from http://www.employment-studies.co.uk/report-summaries/report-summary-drivers-employee-engagement

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.

Kalliath, T. J., & Beck, A. (2001). Is the path to burnout and turnover paved by a lack of supervisory support? A structural equation test. *New Zealand Journal of Psychology*, 30, 72-78

Larrabee, J. H., Janney, M. A., Ostrow, C. L., Withrow, M. L., Hobbs Jr., G. R.& Burant, C. (2003). Predicting registered nurse job satisfaction and intent to leave. *Journal of Nursing Administration*, 33(5), 271-283.

Lertpunyaboobpha, P. & Kim, S. (2017).  Enhancing core leadership capacity, organization commitment through leadership building intervention an action research of AAA realty Co., Ltd. *, UTCC International Journal of Business and Economics 10(8), 119-138.*

Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *Society for Human Resource Management Quarterly,* 1(4), 1-11

Lu, L. H. (2015). "Soaring Towards Positive Change: Reflection on an Action Research Case in Double Loop Learning Process", *ABAC-ODI Journal, Vol. 2, Issue 2, July - Dec, 2015*

Lynn, N. & Lu, L. H. (2017): "Organization Redesign Process as ODI on organizational Factors and Human Dynamics", *ABAC-ODI Journal, Vol. 4, Issue 2, July - Dec, 2017*

Minnesota Satisfaction Questionnaire (MSQ) (1977) Retrieved from http://vpr.psych.umn.edu/sites/g/files/pua2236/f/msq_booklet_1977.pdf

Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin, 86*(3), 493-522.

Mobley, W.H. (1982). *Employee turnover: Causes, consequences and control.*Reading: Addison-Wesley.

Morrell, K., Loan-Clarke, J., & Wilkinson, A. (2001). Unweaving leaving: The use of models in themanagement of turnover. *International Journal of Management Reviews*, 3(3), 219-244. http://dx.doi.org/10.1111/1468-2370.00065

Morse, N. C.(1977).Satisfactions in the white-collar job. Retrieved from http://www.iosrjournals.org

Moyes, G. D., Shao, L. P., &Newsome, M. (2008). Comparative analysis of employee job satisfaction in the accounting profession. *Journal of Business & Economics Research*, 6(2), 65-81

Moynihan, D. P., & Pandey, S. K. (2007). The role of organizations in fostering public service motivation. *Public Administration Review*, 67, 40-53.

Mullins, L. J. (2002). *Management and organisational behaviour. 6<sup>th</sup> edition*. New Jersey: Prentice Hall.

Perez, M. (2008). *Turnover intent*(Diploma Thesis). University of Zurich, Zurich, Switzerland. Retrieved from www.hrm.uzh.ch/static/fdb/uploads/da_mylene_perez.pdf

Perrin, T. (2003). Working today: Understanding what drives employee engagement. Retrieved from http://www.keepem.com/doc_files/Towers_Perrin_Talent_2003%28TheFinal%29.pdf

Perry, J. L., & Hondeghem, A. (2008). *Motivation in public management: The call of public service*. Oxford: Oxford University Press.

Potterfield, T. (1999). *The business of employee empowerment: Democracy and ideology in the workplace*. Westport,Conn, Greenwood Publishing Group.

Price, J. L. (2001). Reflections on the determinants of voluntary turnover.*International Journal of Manpower*, 22(7), 600-624.

Richman, A. (2006). Everyone wants an engaged workforce:How can you create it?*Workspan*, 49, 36-39.

Robbins, S.P. (2003). *Organizational behavior*, New Jersey: Pearson Education International, Inc.

Ross, I. C., & Zander, A. (1957). Need satisfaction and employee turnover. *Personnel Psychology*, 10, 327-338.

Rue, L. W.,& Byers, L. L. (1994).*Human resource management (4<sup>th</sup>ed.)*. Burr Ridge, Ill: Irwin.

Randhawa, G. (2007). Relationship between job satisfaction and turnover intentions: An empirical analysis.*Indian Management Studies Journal*, 11,149-159.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.

Schaufeli, W.B.,& Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study.*Journal of Organisational Behaviour,* 25, 293-315

Schaufeli, W.B.,& Bakker, A.B. (2002). *Job demands, job resources and their relationship with burnout and engagement: A multi-sample study on the COBE-model.* Utrecht: Utrecht University, Psychology and Health.

Seijts, G. H.,& Crim, D. (2006, March-April). What engages employees the most or, the ten C's of employee engagement. *Ivey Business Journal*, 1-5. Retrieved from http://iveybusinessjournal.com/publication/what-engages-employees-the-most-or-the-ten-cs-of-employee-engagement/

Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *Measurement of satisfaction in work and retirement*. Chicago: Rand-McNally.

Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology, 69*(4), 673-686.

Steyn, G. M., & van Wyk, J. N.(1999). Job satisfaction: perceptions of principals and teachers in urban blackschools in South Africa. *South African Journal of Education*, 19:37-43.

Susi, S., & Jawaharrani, K. (2010). Work Life Balance: The key driver of employee engagement. *Asian Journal of Management Research*, 2(1), 474-483. Retrieved from http://www.ipublishing.co.in/ajmrvol1no1/voltwo/EIJMRS2041.pdf

Tayko, P. R., & Talmo, M. (2010). *Whole Brain Literacy for Whole Brain Learning*. Valenzuela City: Bookchoice Publishing.

Tuckman, B. W. (1965). Development sequence in small groups. *Psychological Bulletin*, 63(6), 384-99. Retrieved from

Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis: University of Minnesota

Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs, andaffective experiences.*Human Resource Management Review*,12, 173 – 194.

Wongborphid, M., & Kim, S. (2017): "The Impact of Organization Development Intervention (ODI) on Teamwork and Communication and the Relationship with Employee Commitment, Work Engagement, and Job Satisfaction: Action Research of Family-Owned SME Transportation Company, Thailand", *APHEIT International Journal, Vol. 6, No.2. July-Dec, 2017*

Wright, T.A., & Bonett, D. G. (1992). The effect of turnover on work satisfaction and mental health: support for a situational perspective.*Journal of Organizational Behavior*, 13(6), 603-615.