Abstract

Employee engagement has been identified as one of the key factors that significantly improve both job satisfaction and employee turnover, which have long been major concerns in organizations in Myanmar, in the region and around the world. One such organization, a Myanmar-Japan joint venture recruitment company, Mirac, with 36 employees was selected as a focal company for action research. A total of 17 attributes of the 3 variables, employee engagement, job satisfaction and employee turnover intention, were identified from the literature. OD intervention programmes were developed with input from the employees and management for the enhancement of employee engagement. Then, using questionnaires based on the previous research studies but adapted to suit the context of Mirac, quantitative data was collected before and after the OD interventions, which was analysed using paired t tests and linear regression. Qualitative data was also gathered pre-ODI and post-ODI, through focus group discussions and interviews with employees and the management of Mirac Company, and triangulated with quantitative findings and observations. The findings indicated a strong significant connection between employee engagement and job satisfaction as well as employee turnover intention (leaving). The findings were presented to the management and employees of Mirac, where the relevance and significance of prosocial motivation was discussed as an additional driver of employee engagement. Then using the input from the respondents, the researcher prepared a logical framework for the strategic action plan to ensure the sustainability of positive changes achieved at the ODI and Post-ODI stages. Finally the sustainability action plan was approved by the management, and the researcher arranged to observe and have a discussion on the implementation of the sustainability action plan every six months.

Key words

Employee engagement, employee turnover intention (staying) and (leaving), sustaining positive change, meaningful work, sense of purpose, employee job satisfaction, extrinsic, intrinsic and prosocial motivation