

THE IMPACT OF EMPLOYEE ENGAGEMENT, TEAMWORK AND ATTITUDES AND BEHAVIORS OF EMPLOYEES FACTORS ON THE ORGANIZATIONAL PERFORMANCE IN THE HOSPITALITY AND TOURISM INDUSTRY OF MYANMAR

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Abstract

The objective of this research is to analyze how employee engagement, teamwork, and the attitudes and behaviors of employees impact the organizational performance in Myanmar's hospitality and tourism industry. This research aims to identify which factors such as job satisfaction, commitment, and motivation that most influence organizational success. The data was collected through 400 structured surveys from various of the companies within this industry. Both descriptive and inferential statistical methods, including multiple regression analysis, were used to evaluate the relationships between these factors and organizational performance. The findings show that employee commitment and motivation significantly enhance organizational performance. Additionally, effective communication and strong leadership play vital roles in fostering teamwork and achieving better outcomes. Positive employee attitudes, such as emotional intelligence and maintaining a good work-life balance, help reduce turnover and improve overall organizational performance.

Keywords: employee engagement, teamwork, and organizational performance

Introduction

This study discusses the impact of employee engagement, teamwork, and attitudes and behaviors of employees on organizational performance, with a focus on Myanmar's hospitality and tourism industry. It identifies challenges faced by this sector, such as the political instability, which have negatively affected job opportunities, business revenues, and tourism activities. This emphasizes that improving organizational performance is crucial for business success, employee satisfaction, and productivity. (Gallup, 2024) However, several challenges, including biased performance evaluations and resistance to management changes, can hinder organizational improvement. Key Performance Indicators (KPIs) and effective employee management are also highlighted as vital for aligning workers with company goals. (Blau, October 2012)

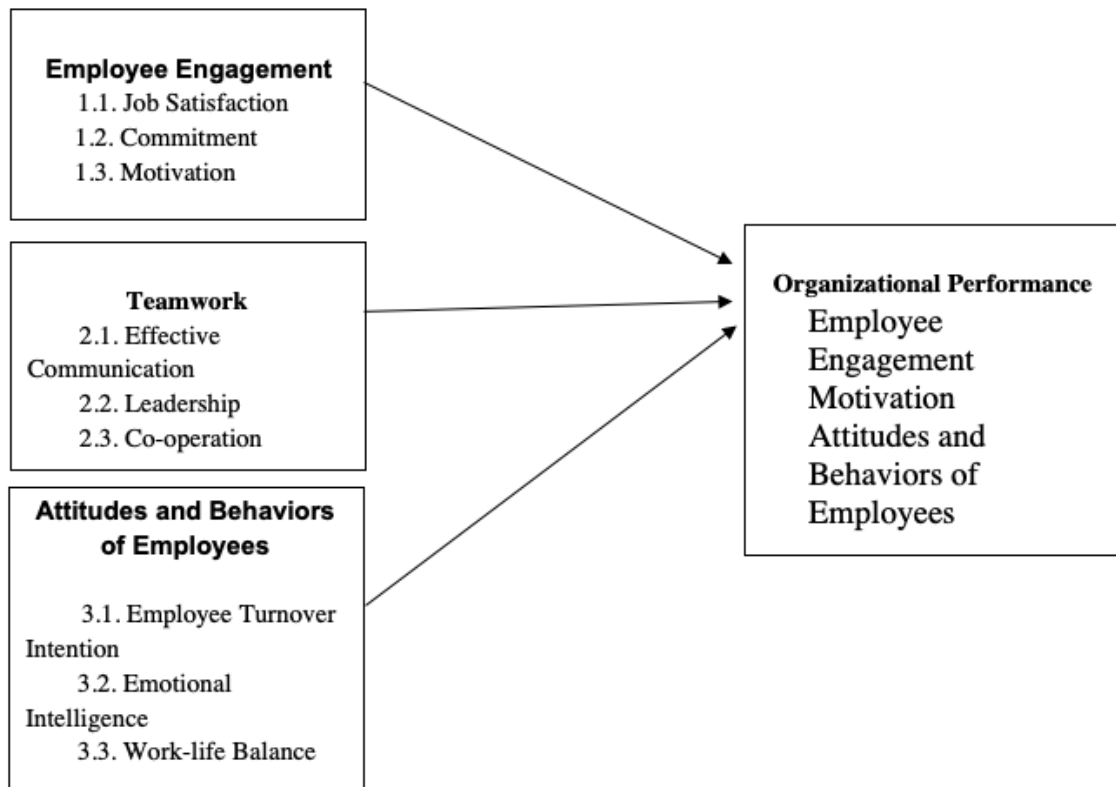
This study utilizes several theories to explore the relationships between employee factors and performance, including Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory, and Emotional Intelligence Theory. Employee engagement is broken into job satisfaction, motivation, and commitment, while teamwork focuses on effective communication, leadership and cooperation. Attitudes and Behaviors of employees cover emotional intelligence, work-life balance, and employee turnover intention. The aim is to provide actionable insights for fostering team unity and improving employee involvement to enhance the organizational outcome.

Objective of the study

1. To study the impact of employee engagement factor (Job satisfaction, Commitment, and Motivation) on organizational performance.
2. To study the impact of teamwork factor (Effective communication, Leadership, and Co-operation) on organizational performance.
3. To study the impact of attitudes and behaviors of employees factor (Employee turnover intention, Emotional intelligence, and Work-life balance) on organizational performance.

Scope of the study

Conceptual Framework



Hypotheses

1. H1 is the impact of employee engagement factor (Job satisfaction, Commitment and Motivation) on organizational performance.
2. H2 is the impact of teamwork factor (Effective communication, Leadership, and Co-operation) on organizational performance.
3. H3 is the impact of attitudes and behaviors of employees factor (Emotional intelligence, Emotional Intelligence, and Work-life balance) on organizational performance.

Literature Review

Item no.	Authors (Year)	Finding	Variables
1	Gallup (2024)	Developing this successful performance level require setting clear objectives for employees aligned with overall company strategy – these measurable targets should be specific enough to achieve yet still relevant within their timeframe; generally referred through SMART framework principles which provide essential clarity towards achieving effective results.	Organizational Performance
2	Maslow A. H (1943)	By prioritizing individual needs and drivers, organizations can cultivate an environment that promotes satisfaction all around while simultaneously fostering engagement levels within their workforce.	Motivation
3	(Jensen, April 2022)	The subfield of organizational economies known as Agency Theory delves into the interaction between managers and owners with firms. Its primary objective is to assess any potential conflicts that could arise from these exchanges, along with their impact on both organizational behaviors and performance levels.	Organizational Performance
4	Blau P.M (2012)	Understanding the Social Exchange Theory can help organizations develop effective plans aimed at increasing employee devotion leading to individual happiness within companies and overall efficiency improvement.	Commitment
5	Tuckman B. (1965)	Initially, team members focus on getting acquainted with each other while also establishing key factors such as purpose, role allocation, and overall efficiency improvement.	Teamwork
6	Hom, P.W and Griffeth, R.W (2017)	Comprehending workers' attitudes regarding potential resignations allows businesses also proactively deduce helpful strategies aimed at retaining highly valuable human resources while crafting ideal working environments.	Attitudes and Behaviors of Employees

Methodology

Population and Sample

The research population consists of low-level and middle-level employees from the hospitality and tourism industry in Myanmar. These employees were available during the distribution of questionnaires and expressed willingness to participate. To ensure

representativeness, a combination of locational examples and non-sampling methods was used, targeting the general population of Myanmar based on World Population Review (2023) data.

The sample size for this study was 30 participants, selected using a convenience sampling technique. This method facilitated easy to respondents, especially in cities with large population (54,893,754) including Yangon (4,477,638), Mandalay (1,208,099), Nay Pyi Taw (925,000), Mawlamyine (438,861), Bago (244,376), and etc. Based on Yamane's table for sample size, selecting over about 54,000,000 populations with 400 sample size is required with a precision level of $\pm 5\%$ of reliability.

Type of Research and Tool

This quantitative research was adopted to collect data from 400 respondents using a simple random sampling technique. This survey was conducted through Google Forms to ensure ease of distribution and data collection. The questionnaire concluded 5 parts: Part 1 - Demographic data (6 questions about age, gender, education, type of organization, work experience, and monthly income), Employee Engagement (9 questions covering job satisfaction, commitment, and motivation), Teamwork (9 questions covering effective communication, leadership and cooperation), Attitudes and Behaviors of employees (9 questions covering employee turnover intention, emotional intelligence, and work-life balance) and Organizational Performance (9 questions measuring to overall performance of respondents' organizations). This questionnaire used nominal and ordinal scale for part 1: demographic data and an interval scale (ranging from 1 = strongly disagree to 5 = strongly agree) for part 2-5.

Validity Test

This online questionnaire was checked for validity and approved by the advisor.

Reliability Test

30 samples were collected for this study. The questionnaire data were analyzed using Cronbach's Alpha in statistical software, yielding a total reliability score of 0.955, which indicates excellent internal consistency. According to standard guidelines, a score between 0.7 and 1.0 is considered acceptable for reliability, confirming that the questionnaire used in this study is appropriate for measuring the intended factors.

Statistics

1. Descriptive statistics consisted of frequency, mean, and standard deviation.
2. Inferential statistics consisted of multiple regression analysis tests.

Result

Demographic Data

Most of the respondents are **male (79.8%)**, and the largest age group is **21–30 years old (60%)**. In terms of education, the majority have an **undergraduate degree (61.5%)**. Many participants work in the **government sector (52%)**. When it comes to work experience, most have **3 to 5 years** of experience (55.3%). As for income, the majority earn between **200,001 and 500,000 Kyats per month (57.5%)**.

Mean and Standard Deviation

- Employee Engagement Factors: (\bar{x} = 3.82, SD = 0.427), SATISFIED
- Teamwork Factors: (\bar{x} = 3.63, SD = 0.523), SATISFIED
- Attitudes and Behaviors of Employees Factors: (\bar{x} = 3.56, SD = 0.51), SATISFIED
- Organizational Performance: (\bar{x} = 3.78, SD = 0.621), SATISFIED

Multiple linear regression

1. Employee Engagement vs Organizational Performance: Accepted with Adjusted R-square = 0.229, $F = 40.532$, $*P \leq 0.05$ (Job Satisfaction = 0.285 significance, Unsupported; Commitment = 0.001 significance, Supported; Motivation = 0.001 significance, Supported)

2. Teamwork vs Organizational Performance: Accepted with Adjusted R-square = 0.731, $F = 362.360$, $*P \leq 0.05$ (Effective Communication = 0.001 significance, Supported; Leadership = 0.001 significance, Supported; Cooperation = 0.001 significance, Supported).

3. Attitudes and Behaviors of Employees vs Organizational Performance: Accepted with Adjusted R-square = **0.300**, $F = 57.665$, $*P \leq 0.05$ (Employee Turnover Intention = **0.001** significance, Supported; Emotional Intelligence = **0.001** significance, Supported; Work-life Balance = **0.001** significance, Supported).

Conclusion

Demographic Data

Most of the respondents were male, and the largest age group was 21-30 years old. Most of them have an undergraduate degree. Many participants have been working in the hospitality and tourism industry for about 3 to 5 years and are employed in government positions. They mostly live in Myanmar.

Attitudes towards variables

● **Independent Variable 1: Employee Engagement Factors,** Most respondents expressed satisfaction with Commitment, followed by Motivation, while they were neutral about Job Satisfaction. Overall, participants were satisfied with the employee engagement factors.

● **Independent Variable 2: Teamwork Factors,** The majority of respondents were satisfied with Leadership, followed by Effective Communication, and Cooperation. Overall, participants were satisfied with the teamwork factors.

● **Independent Variable 3: Attitudes and Behaviors of Employees Factors,** Most respondents were satisfied with Emotional Intelligence, followed by Work-life Balance, and they were neutral about Employee Turnover Intention. Overall, participants were satisfied with the attitudes and behaviors of employees factors.

Hypotheses

● H1: Employee engagement positively impacts job satisfaction, commitment, and motivation.

● H2: Teamwork, including communication, leadership and cooperation, enhances organizational performance.

● H3: Positive attitudes and behaviors of employees, such as emotional intelligence and work-life balance, reduce intention and improve performance.

Recommendation

This study emphasizes the need for the organizations to implement feedback and recognition programs that provide employees with constructive input and acknowledge their efforts, enhancing both motivation and morale. Additionally, companies are encouraged to offer career development opportunities through the training sessions, workshops, and promotion paths to foster continuous professional growth and improve talent retention. To support employee well-being, organizations should prioritize work-life balance by adopting wellness initiatives, flexible working arrangements, and remote work options, helping to reduce burnout emotional intelligence (EI) training, equipping employees with the skills to manage stress effectively, build strong interpersonal relationships, and foster teamwork, which



collectively contribute to reducing turnover and enhancing organizational performance. (Tuckman, 1965)

This study also provides suggestions for future research, advocating for longitudinal studies to examine the long-term effects of employee engagement, teamwork, and behaviors on performance outcomes. Expanding this study scope to different industries and regions can offer valuable insights into sector-specific challenges and cultural influences on the organizational dynamics. A mixed-method approach combining qualitative and quantitative research is recommended to capture a more nuanced understanding of employee experiences and management practices. Furthermore, future studies should explore additional variables such as leadership styles, organizational culture, and technological advancements to develop more comprehensive strategies for enhancing performance (Hom, 2017). These recommendations aim to guide both practitioners and academics in improving workplace dynamics and organizational outcomes effectively.

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