



ABAC ODI JOURNAL Vision. Action. Outcome

ISSN : 2351- (print) , ISSN: 2408-2058 (electronic)

A Proposed Enhancement Initiative for Employee Engagement, Organizational Resiliency, and Organizational Sustainability: A Case of the Center for Diversity and National Harmony (CDNH) Myanmar

Nyi Nyi Naing, Sirichai Preudhikulpradab, John Arthur Barnes

ABAC ODI JOURNAL Vision. Action. Outcome Vol 10 (2) pp. 471-485

[www. http://www.assumptionjournal.au.edu/index.php/odijournal](http://www.assumptionjournal.au.edu/index.php/odijournal)

Published by the
Organization Development Institute
Graduate School of Business and Advanced Technology Management
Assumption University

ABAC ODI JOURNAL Vision. Action. Outcome

is indexed by Thai Citation Index and ASEAN Citation Index

A Proposed Enhancement Initiative for Employee Engagement, Organizational Resiliency, and Organizational Sustainability: A Case of the Center for Diversity and National Harmony (CDNH) Myanmar

Nyi Nyi Naing¹, Sirichai Preudhikulpradab², John Arthur Barnes³

¹Corresponding Author, Master of Management in Organization Development Graduate School of Business and Advanced Technology Management, Assumption University, Bangkok, Thailand. Email: 86.nyinyinaing@gmail.com

²Lecturer and Program Director, Ph.D in Hospitality and Tourism Management, Graduate School of Business and Advanced Technology Management, Assumption University, Bangkok, Thailand. Email: sirichaiprd@au.edu

³Lecturer, MBA in Hospitality and Tourism Management, Graduate School of Business and Advanced Technology Management, Assumption University, Bangkok, Thailand. Email: barnesjohn2010@gmail.com

Received: 20 January 2023 **Revised:** 20 February 2023 **Accepted:** 23 February 2023

Abstract

This mixed-method research has three objectives: 1) examine the current condition of employee engagement, organizational resiliency, and organizational sustainability of all employees' levels and rank the priority needs; 2) explore interviewees' perceptions of how to enhance employee engagement, organizational resiliency, and sustainability. 3). develop an initial proposal for enhancement initiative, organizational resiliency, and sustainability at CDNH. The instruments employed included: a structured questionnaire (N=90) and an in-depth interview (N=10). The target populations comprise all employees, middle-level management, and top-level management, the purposive sampling method. The data analysis treatments include descriptive statistics and PNI Modified for the structured questionnaire and contents analysis for the interview. Findings showed that based on the PNI modified, Employee Engagement (PNI Modified =0.345) was ranked as the priority need for organizational sustainability in the Center for Diversity and National Harmony, Organizational Resilience (PNI Modified = 0.334) was ranked as the second priority need level, the Organization Sustainability (PNI Modified = 0.249) was ranked the third. The recommendations are that the CDNH organization focuses on the three main competencies factors to develop enhancement initiatives for employee engagement, organizational resiliency, and organizational sustainability. Lastly, the data obtained from the questionnaire and open-response questions were analyzed by using descriptive statistics and content analysis. According to the content analysis inter-coding, social harmony, stakeholder engagement, and accountability and transparency had been mentioned among 10 informants that could be improved for employee engagement, organizational resilience, and organization sustainability. Additionally, the key informants believe that team building, creating a good working environment, and staff capacity building are factored in developing these three areas. As there are many levels and employees within the organization at the same time, it might not be unity. Moreover, allocating their workplace without creating or supporting a good working environment was discussed among 10 key informants. Lastly, the informants believe that building staff capacity was considered a critical need for employees according to their tasks and responsibility. For further studies, to identify

conducting research focused on stakeholders' engagement and working conditions, as well as employees' satisfaction in the Center for Diversity and National Harmony.

Keywords: employee engagement, organizational resilience, organizational sustainability

Introduction

Non-Government Organizations (NGOs) play a significant role in supporting nations and performing a wide range of fields, including Health, Education, Environmental Conservation, Child Protection, Gender Based Violence, Food Security and Livelihoods, Disaster Risks Reduction, and Peace and Reconciliation. NGOs (Non-governmental Organizations) play a vital role in society due to the humanitarian, political, and social objectives organizations pursue and conduct the economic activities within organization Metin and Coskun (2016). Based on the "context-sensitive" nature of social learning Lebel (2010) and considerations regarding the cultural context in change processes Cagliano (2011); Schneider and De Meyer (1991), Employee Engagement and organizational resiliency related studies conducted in this context can inform local practices and be transferrable to comparable contexts.

Mostly the Center for Diversity and National Harmony (CDNH) 's project activities are based in Yangon, Sittwe, Maungdaw, and Thandwe in the Rakhine state. The main focuses are Human Trafficking, conflict prevention, and management, including communal violence by developing an early warning system and promoting civic education in order to discuss ideas on effective ways to address the threat of violence, leading political process research and social harmony research to produce various analysis and publications on the political and social situation in Myanmar and share them to key stakeholders as well as provide training to key stakeholders – namely government, youth and community leaders.

Current Condition

The Covid-19 pandemic in Myanmar is a component of the global COVID-19 coronavirus disease pandemic brought on by coronavirus, which causes severe acute respiratory syndrome (SARS-CoV-2). On March 23, 2020, the virus was officially confirmed to have spread in Myanmar. As a result, the Ministry of Health released many restrictions, including travel and social distancing, to combat the spread of this virus, considering the limited availability of vaccines and knowledge about this new disease, plus the unexpected transition of the political system within the country in February 2021 with the military coupling the power and declaring a year-long state of emergency for the country. Collectively, these phenomena brought about many negative effects on people with feelings of uncertainty, safety, satisfaction, and motivation Htut, Lall and Kandiko (2022).

Problem Statement

According to the preliminary analysis of the problem statement on CDNH organizational diagnosis, there are key opportunities for the organization to pursue its organizational

sustainability. This study thus aims to propose an enhancement initiative, organizational resiliency, and sustainability. Due to the current political situation, funding programs have been diminished, and donors' concerns and stakeholders' engagement are the key external challenges for the organization. According to the staff's response, employee engagement has become one of the key internal challenges in CDNH organization due to Myanmar's pandemic and political crisis. CDNH organizations, as well as other international non-government organizations, are experiencing difficulties in Myanmar.

Research Objectives

1. To examine the current condition of employee engagement, organizational resiliency and sustainability at CDNH
2. To explore interviewee's thought on how to enhance employee engagement, organizational resiliency and sustainability.
3. To develop a proposed **enhancement initiative** for employee engagement, organizational resiliency, and sustainability at CDNH

Research Questions

Research questions were designed to be related to hypotheses and objectives as follows:

1. What **is** the current condition of employee engagement, organizational resiliency, and sustainability at Center for Diversity and National Harmony (CDNH)?
2. What **is** the interviewee's perceptions on how to enhance employee engagement, organizational resiliency, and sustainability at Center for Diversity and National Harmony (CDNH)?
3. What **is** the proposed enhancement initiative for **employee engagement**, organizational resiliency, and sustainability at Center for Diversity and National Harmony (CDNH)?

Literature Review

Employee Engagement

Definition of Employee Engagement

Employee engagement is the state of commitment and involvement from employees to their organization and its values. The main focus of engagement is a positive view of a person's job. Gibson (2006) has described employee engagement as a heightened emotional connection that an employee feels for his or her organization; it influences the person to exercise more discretionary effort in his or her work.

Employee Engagement

It is shown that employees feel engaged and committed fully in their work so that employees can be more involved and put a lot of effort to perform work well which can be

concluded to that they make sure organization will be successful as its goal. It is the employees' commitment to their organization and how employee work and feel involved until they stay within the company as long as the employee can. Mahendru and Sharma (2006). Burke (2005) considered that engagement is the evaluation for measuring employees' satisfaction with the organization, such as roles, teams, or workplace climate. It is mentioned that an engaged employee works passionately and is more committed to his or her organization.

Application of Employee Engagement

Various studies have examined and analyzed the significance of engaged employees and their impact on organizational development and performance. All large and medium-sized corporations worldwide have prioritized employee engagement for various reasons and benefits (Frieder , 2014). An engaged employee feels involved, empowered, committed, and enthusiastic about work behavior (Edward & London , 2012). Top management and some organizational development practitioners are interested in this topic and would like to make the engagement process easier by incorporating the workforce into the process and immediately transforming them into engaged and productive individuals. However, others believed that employee involvement was not a plug-in activity.

Organizational Resiliency

Definition of Organizational Resiliency

Resilience is a term that is becoming increasingly popular in both performance management and peer-reviewed research of Xu and Kajikawa (2017), embracing not only organizational complexity but also other contexts, such as urban situations . (Sharifi, 2020); (Elmqvist , 2019).

Organizational Resiliency

Resilience indicators enable identifying what is going on, where the greatest threat is, and how much can influence if letters are taken in the subject. It is also the sole way to measure if the renewal is moving quickly enough to compensate for the deteriorating economic effectiveness of current techniques. (Hamel & Vlinkangas ,2003).

Application of Organizational Resiliency

Due to its theoretical basis, resilience in the organizational sphere is relatively new within this discipline subject, it represents an organization's resilience in the face of an unexpected incident. (Oramas , 2009). The markers of resilience in organizational development provide

insights into how successfully employees respond to adversity by making a positive adaptation. If the established tactics have the desired effect or if it is required to continue remodeling.

Organizational Sustainability

Definition of Organizational Sustainability

Colbert and Kurucz (2007) mentioned that "Sustained business development" is a definition of sustainable development. Organizational sustainability is related to the continuity of economic, social (including cultural), and environmental challenges in the corporate world (Buys, Mengersen, Johnson, van Buuren, & Chauvin ,2014). Miller (2011a) defined sustainability as actions that foster an increased life span for the organization.

Factors of Organizational Sustainability

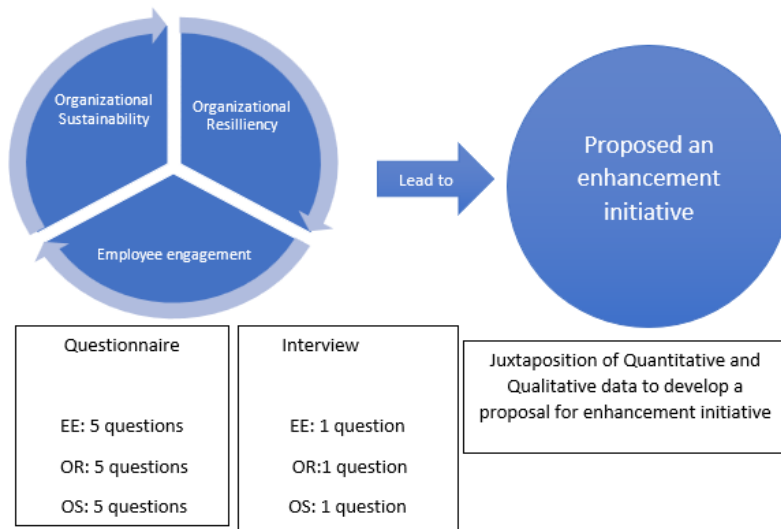
Colbert and Kurucz (2007) point to the fact that firms are now seeking national and worldwide recognition for their sustainability strategies, such as by earning a high position on the expanding number of "sustainability indices," such as the Dow Jones Sustainability index. . Index. An Exeter University study (2011) discovered that 80% of the Global Fortune 250 corporations were reporting externally on their sustainability initiatives in the United States. Such indexes raising recognition would reinforce the concept that sustainable development has become increasingly significant to enterprises (Colbert & Kurucz ,2007).

Application of Organizational Sustainability

Sustainability and sustainable development are two key concepts utilized increasingly frequently and applied to a broader range of issues. Nevertheless, there is still a tendency to assign different, even conflicting, interpretations to this term. (Salas-Zapata & Ortiz-Muñoz, 2018). Following that, we will examine the literature on organizational sustainability and its various elements. "Sustainability" has recently drawn interest from various sectors, including the government, economists, environmentalists, businesses, academics, and the supply chain. As a result, one of the major reasons for decisions in corporate management and future development is sustainability.

Figure 1

Conceptual Framework



Based on the presentations of theoretical discussions, substances, and frameworks, this article aimed to investigate the effect of employee engagement, organizational resiliency, and organizational sustainability from the existing theoretical definitions and elements suggested by various authors as mentioned above, as the baseline to survey the current and expected situation to get a proposed enhancement initiative for Center for Diversity and National Harmony (CDNH). As illustrated in Figure 1, the conceptual framework flows the cycle of three main variables, where the study first surveyed employee engagement, organizational resiliency, and organizational sustainability of the current and expected situations to have an enhancement initiative by proposing right strategic plans and taking necessary actions to improve top, middle and bottom management competencies and skills in terms of their professionalism to provide good efforts to the community.

Research Methodology

Research Design

This study aims to determine the current situation at the Center of Diversity and National Harmony (CDNH) regarding Employee Engagement, Organizational Resiliency, and Organizational Sustainability to have an initial proposal for organizational development.

To accomplish this research study, the researcher employed mixed methods: three main questions were answered qualitatively (30%) and quantitatively (70%) using 15 questionnaires. . The outputs of the qualitative interview are drawn from ten key informants who hold the top, middle, and operation management. It is important for the researcher to understand the experiences of all levels of employees, senior to junior, from various departments how to overcome pandemics and crises. CDNH’s senior program manager and HR officer selected the representatives which are 2 managers, 3 senior officers, and 5 assistants from Research department, HR Department,

Admin and Finance Department and program/M&E department. The quantitative outputs of data are drawn from the two-sided LIKERT scale embedded in the structured questionnaire, whereby the numeric data generate average means, standard deviation (SD), and PNI Modified (PNI Modified). The questionnaires related to the four variables are distributed to 90 respondents from the top, middle and lower levels with over two years of working experience in the organization.

Sources of Data

The primary data source involves 100 people from the top, middle and lower levels as a full-time employee of the Center for Diversity and National Harmony (CDNH) to answer the questions. In addition, the researcher selected ten people for focus group discussion using another set of questions. All the questions were aligned with the research objective and questions.

Research Instrument

The needs assessment questionnaire comprises three parts: The first part inquiries about the respondents' demographic information. For the second part, 20 quantitative survey questionnaires were distributed directly to 90 participants. The researcher used the two-sided 4-point Likert model to focus on the current and expected situation from strongly disagree to strongly agree related to the four elements of the study. All the questionnaires were collected, and input into a computer excel and analyzed data with SPSS software.

For the final part qualitative, the maximum of three questionnaires will develop for each variable: employee engagement, organizational resiliency, organizational sustainability, and development. The five main open-ended questions were used to explore substantive experience and thoughts on how the future of organizational development could be designed and implemented. The researcher interviewed ten people in senior management, middle and operation levels as purposive sampling. Three coders were selected to read and analyze the interview results and identify common themes as part of the researcher's coding analysis method.

Cronbach's alpha was used to scale and calculate the validity and reliability of all the instruments used in this study. The questionnaire's focal points are "The test of employee engagement, organizational resiliency, organizational sustainability, and development."

According to the IOC results of three experts who represented academic and industry, all the questions were congruent, with IOC results obtained of 1.00. The Cronbach Alpha Co-Efficient to ensure the reliability, based on n=90 samples obtained between .683 and .616 in current situation and between .672 and .602 in preferred situation, fell within the acceptable range. Table 1 is the presentation of the actual obtained IOC and Reliability test.

Table 1

The Results of IOC and Reliability Testing

Variables	Items	IOC.	Cronbach's Alpha Current Situation	Reliability	Cronbach's Alpha Preferred Situation	Reliability
Employee Engagement	5	1.00,1.00,1.00	.683	Reliable	.672	Reliable
Organization Resilience	5	1.00,1.00,1.00	.616	Reliable	.602	Reliable
Organization sustainable	5	1.00,1.00,1.00	.644	Reliable	.602	Reliable

Data Analysis

The demographic profiles and the 20 statements in the needs-assessment questionnaire were treated as data in this study using descriptive statistics, such as frequency, mean (M), and standard deviation (SD).

To rank the order of priority, the modified Priority Needs Index (PNI Modified) was also used. Wongwanich (2019) claims that PNI Modified used the actual collected means from both sides to generate a priority-need index ranking in order to calculate the difference between the present and preferred situations. The application of PNI Modified is based on the $(I - D)/D$ formula. I stand for the current condition and D for the perfect situation.

Five main focused group interview passages were interceded by three coders using open codes, triangulating the codes and themes that emerged, and then reaching a group decision or consensus.

Results and Discussions

The data analysis is divided into two main parts: descriptive analysis for demographic and the modified priority needs index (PNI Modified) was also employed to rank the order of priority.

Descriptive Analysis of Demographic Data

The researcher used descriptive analysis to analyze demographic information of the respondents who are employees at CDHN organization. The respondents were 51 males and 39 females. Among all the respondents, there are 39 respondents 20 – 30 years old, 51 respondents 31 – 40 years old. Among all the 90 respondents, 51 respondents have 1 to 5 years of work experience (56.7%), following by, 39 respondents have 6 to 10 years of work experience (43.3%). Among all the 90 respondents, 82 respondents have completed bachelor’s degree (91.1%), following by High school degree with 4 respondents (4.4%), and lastly, master’s degree with 5 respondents

(5.6%). Among all the 90 respondents, 49 respondents work from others departments (54.4%), following by program Department with 22 respondents (24.4%), 5 respondents work in Admin, Finance, M&E Departments lastly Research department and HR department with 3 and 1 respondents (3.3% and 1.1%).

Descriptive Analysis with Mean, Standard Deviation, and PNI Modified

In this part, the summary of Mean and Standard Deviation of each variable, consisting of employee engagement, organizational resiliency, and organizational sustainability will be analyzed.

Table 2

Summary of Questionnaire results

Factors	n	Current		Excepted		Mean Difference	PNI modified	Rank
		M	SD	M	SD			
EE	90	2.96	.195	3.98	.08388	1.02	0.345	1
OR	90	2.96	.195	3.95	.11731	0.99	0.334	2
OS	90	3.17	.170	3.96	.10633	0.79	0.249	3

The descriptive statistics and PNI Modified, as illustrated in Table 2, the results of the current situations showed Employee engagement (M=2.96, SD=0.195). Organization Resiliency (M=2.96, SD=0.195), and Organization sustainable (M=3.50, SD=0.170), For the expected situation, the results showed Employee Engagement (M=3.98, SD=0.08), Organization Resilience (M=3.95, SD=0.12), and Organization sustainable (M=3.96, SD=0.11).

Based on the modified priority need index ranking (PNI Modified), Employee Engagement (PNI Modified=0.345) was ranked the first priority for the organizational sustainability in Center for Diversity and National Harmony. Organization Resilience (PNI Modified=0.334) was ranked the second priority for the organizational sustainability in Center for Diversity and National Harmony. Organization sustainable (PNI Modified=0.249) was ranked the third priority for the organizational sustainability in Center for Diversity and National Harmony.

Qualitative Analysis

The researcher interviewed 10 key informants as face-to-face interview, and their answers were coded, summarized, and analyzed to explore the key informants' common answers and typical viewpoints.

Interview Question 1: From your perspective how do you think this workplace can improve employee engagement, organizational resiliency and organizational sustainability? Why do you think so?

Three themes emerged: Theme 1: Social harmony, Theme 2: Stakeholder engagement, and Theme 3: Accountability and transparency. According to the content analysis inter-coding, social harmony, stakeholder engagement, and accountability and transparency had been mentioned among 10 informants that could be improve for employee engagement, organizational resilience, and organization sustainability.

Interview Question 2: What are the most urgent areas (e.g., EE, OR, OS) that need immediate improvement/ enhancement?

Table 3

Question 2 Themes

Theme	Quoted Statement	Key Informants
Team building	<i>“Building trust among your team is necessary if you want to succeed in the organization since you need to feel like a family member there.”</i>	Interview no. 1 and 3
Stakeholder engagement	<i>“We must create a strong, sustainable organization with the support of the local people to establish a stable organization.”</i>	Interview no. 2
Staff capacity building	<i>“Assigns reasonable workload, and what kind of training are required to provide to enhance their capacity”</i>	Interview no. 1 and 3
Accountability and transparency	<i>“The primary factor is also the accountability and responsibility too. And the intern's supervisor should take on responsibility.”</i>	Interview no. 7
Create good working environment	<i>“Supervisors may need to question their workers how challenging the duties they have been given are, as well as how many responsibilities they have overall.”</i>	Interview no. 8 and 9

Interview Question 3: What is the initial proposal for enhancing employee engagement, organizational resiliency, and sustainability?

Table 4

Question 3 themes

Theme	Quoted Statement	Key Informants
Team building	<i>“Implementing the right things according to the organization’s vision and mission and the unity is sustainable.”</i>	Interview no. 2
Clear communication	<i>“If other staff members are performing well in the communities, we should provide the completed supports.”</i>	Interview no. 8
Staff capacity building	<i>“Promote those who try their best, implement appropriate punishment, etc., in accordance with the policy, properly complete out capacity building section and create opportunities for improved staff intimacy”</i>	Interview no. 8 and 9

The key informants believe that team building, creating good working environment, and staff capacity building are factored on developing these three areas. As there are many levels and employees within organization at the same time, it might not be unity. Moreover, allocating their workplace without creating or supporting good working environment was discussed among 10 key informants. Lastly, the informants believe that building staff capacity was considered as critical need for employees according to their tasks and responsibility.

Comparative Results: Quantitative and Qualitative Findings Related to Three Variables

The Comparative Results of Quantitative and Qualitative Findings Related to three Variables

Table 5

Comparative results

Quantitative Findings		Qualitative Findings
Factors	Rank	Common Themes
Employee Engagement	1	- Team Building - Create good working environment
Organizational Resilience	2	- Staff capacity building - Stakeholder engagement
Organization sustainable	3	- Accountability and transparency - Clear communication - Social harmony

Table 5 showed that the first findings of Employee Engagement, which scored PNI Modified (0.345) and ranked first, were compatible with the qualitative findings of preferred employee engagement, specifically team building and create good working environment.

The second, Organization Resilience findings, which scored PNI Modified (0.334) and ranked second, were compatible with the qualitative findings of preferred organizational resilience such as staff capacity building and stakeholder engagement. The third, Organization sustainable findings, which scored PNI Modified (0.249) and ranked third, were compatible with the qualitative findings of preferred organization sustainability such as accountability and transparency, clear communication, and social harmony.

Conclusion and Recommendation

Employee Engagement

According to the findings indicated that employee engagement based on PNI Modified (PNI Modified = 0.345) was agreed to be the first priority need for employees at CDNH. As we can see that from the quantitative data in current situation, the highest mean was organization always values and appreciates organizational members with the highest mean score ($M = 3.20$) while the lowest one was that they also strongly agree that all employees have a very good relationship ($M = 2.84$). Hence, we can conclude that employees at CDHN hardly agree that within an organization all employees have a good relationship with each other according to the lowest mean finding. Moreover, regarding the qualitative data by content analysis showed that the themes that mentioned the most and influenced employee engagement were team building and creating a good working environment. So, employee engagement is defined as a strong participation and unity of individual staff from all levels within the organization.

Organizational Resiliency

Next, the mentioned results showed that organizational resilience based on PNI Modified (PNI Modified = 0.334) was agreed to be the second priority need for employees at CDNH. It is clearly seen from the quantitative data in the current situation that the highest mean was they strongly agree that their organization easily adapts to changing circumstances ($M = 3.01$). Meanwhile, the lowest mean score from organizational resilience from current situation indicated that employees strongly agree that their organization is a place where how to take action is always clear ($M = 2.84$). To sum up, the employees feel dissatisfied with the unclear instructions or communications within the organization. Moreover, regarding the qualitative data by content analysis showed that the themes that mentioned the most and influenced employee engagement were staff capacity building and stakeholder engagement.

Organizational sustainability

Lastly, the results showed that organizational sustainability based on PNI Modified (PNI Modified = 0.249) was pointed out to be the last priority need for employees at CDNH. It is clearly seen from the quantitative data in the current situation that the highest mean was employees

strongly agree that the quality of human resource is increasing with highest mean score ($M = 3.92$). While the lowest one was employees strongly agree that Organization productivity always increases from year to year ($M = 3.00$). To enhance organization sustainability, the organization should aim to improve accountability and transparency, clear communication and social harmony as these themes were mentioned the most from interview responds.

Recommendations

Employee Engagement

Regarding to the employee engagement, the researcher found two main themes area that factored to employee engagement were mentioned the most which were team building and creating good working environment as the expected situation for employee engagement improvement based on PNI Modified. Thus, there is a need for CDNH to create a positive work environment and every employee in every department should be corporate with one another including passion to serve for everyone and appreciate one another's job progress and values.

Organizational Resiliency

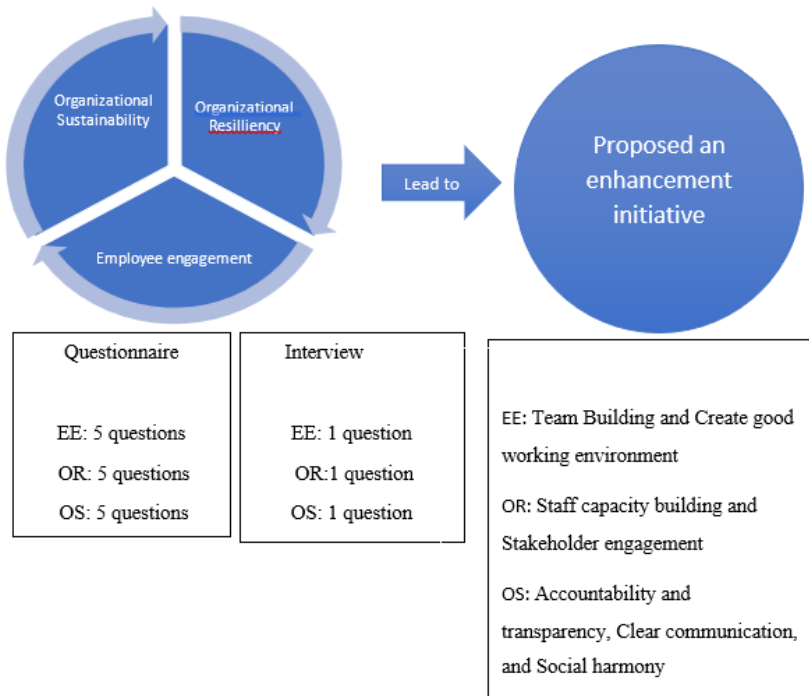
According to the PNI modified, organizational resiliency is the second priority factor that the researcher observed two main stages, staff's capacity building and stakeholders' engagement. Due to the present government's policy and regulations have recently been released, organization is required to cooperate with the current administration. The organization has a strong system and stakeholder engagement in order to create good opportunity for everyone in the organization. The implementation strategy and negotiation plan have to redesign in internal in order to access funding opportunities. Second, providing internal staff capacity-building is a crucial component of an action plan that can quickly adapt to new environment and changes.

Organizational Sustainability

The third key factor that the researcher found from the study was after accountability and transparency, clear communication, and social harmony, is organizational sustainability, according to the PNI Modified. Based on the data findings, it can be seen that the employees have unclear roles and responsibilities to perform. Considering the HR policy and system is required to improve and formulate in the organization. The manager needs to have trust in their staff members' abilities and accountable on his/her employees' performance. Respect other value and any discrimination manner are prohibited in the organization as code of conduct. Every employee must apply a positive mindset, encouragement, and support in the workplace. Every stage of the program's implementation should be carried through with appreciative resilience by the senior management team.

Figure 2

Enhancement initiative for employee engagement, organizational resiliency, and organizational sustainability



The researcher also recommends the organization to apply proposed enhancement initial for employee engagement, organizational resiliency and organizational sustainability. This initial proposal will share to CDNH based on the organizational development point of view.

References

Burke, S, (2005), “Employee Engagement”, Retrieved May 4, 2005, www.burke.com/EOS/prac_EmployeeEngagement.htm.

Buys, L., Mengersen, K., Johnson, S., Van Buuren, N., & Chauvin, A. (2014). Creating a Sustainability Scorecard as a predictive tool for measuring the complex social, economic, and environmental impacts of industries, a case study: Assessing the viability and sustainability of the dairy industry. *Journal of environmental management*, 133, 184-192. <https://eprints.qut.edu.au/65749/>

Cagliano, R., Caniato, F., Golini, R., Longoni, A., & Micelotta, E. (2011). The impact of country culture on the adoption of new forms of work organization. *International Journal of Operations & Production Management*. <https://doi.org/10.1108/01443571111111937>

- Colbert, B. and Kurucz, E. (2007). Three conceptions of triple bottom line business sustainability and the role for HRM, Human Resource Planning 30. DOI:10.1590/1982-7849rac2018170345
- Gibson, J. (2006). Employee engagement: A review of current research and its implications”, *The Conference Board of Canada*.
- Hamel, Gary, and Liisa Vaelikangas. 2003. The quest for resilience. *Harvard Business Review* 81 (9): 52–63.
- Htut, K. P., Lall, M., & Kandiko Howson, C. (2022). Caught between COVID-19, Coup and Conflict—What Future for Myanmar Higher Education Reforms?. *Education Sciences*, 12(2), 67. DOI:10.3390/educsci12020067
- Kane-Frieder, R. E., Hochwarter, W. A., & Ferris, G. R. (2014). Terms of engagement: Political boundaries of work engagement–work outcomes relationships. *Human Relations*, 67(3), 357-382. <https://doi.org/10.1177/0018726713495068>
- Mahendru, Palak, and Sharma, Swati (2006), Engaging the workforce-employee value proposition and culture building. *HRM Review*, ICFAI, 26-29.
- Metin, H., & Coskun, A. (2016). The effect of leadership and organizational culture on effectiveness of NGOs: An empirical study. *Nile Journal of Business and Economics*, 2(2), 3-16. <http://journals.ntnu.ng/ojs/njbe/>
- Miller, J. (2011a, January). Shaping the future: Sustainable organisation performance: What really makes the difference? *Chartered Institute of Personnel and 219 Development*. Retrieved from <http://www.cipd.co.uk/binaries/5287%20STF%20final%20exec%20summary.pdf>
- Oramas, A. (2009), Resiliencia, el universo. Disponible en <http://www.eluniverso.com> 09/02/2014
- Salas-Zapata, W. A., & Ortiz-Muñoz, S. M. (2019). Analysis of meanings of the concept of sustainability. *Sustainable Development*, 27(1), 153-161.
- Schneider, S. C., & De Meyer, A. (1991). Interpreting and responding to strategic issues: The impact of national culture. *Strategic management journal*, 12(4), 307-320. <https://doi.org/10.1002/smj.4250120406>
- Sharifi, A. (2021). Urban sustainability assessment: An overview and bibliometric analysis. *Ecological Indicators*, 121, 107102.
- Xu, L., & Kajikawa, Y. (2017). An integrated framework for resilience research: a systematic review based on citation network analysis. *Sustainability Science*, 13(1), 235-254. doi:10.1007/s11625-017-0487-4