

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF ECONOMICS  
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**THE EFFECT OF JOB SATISFACTION AMONG  
EMPLOYEES IN THE THILAWA  
SPECIAL ECONOMIC ZONE  
(CASE STUDY: MYANMAR AJINOMOTO FOODS CO., LTD)**

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**IN THE THILAWA SPECIAL ECONOMIC ZONE**  
**(CASE STUDY: MYANMAR AJINOMOTO FOODS CO., LTD)**

A thesis submitted in partial fulfillment of the requirements for the Master of  
Development Studies (MDevS) Degree

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This is to certify that the thesis entitled “**The Effect of Job Satisfaction among Employees in the Thilawa Special Economic Zone (Case Study : Myanmar Ajinomoto Foods Co., Ltd)**” submitted as partial fulfillment towards the requirements for the degree of Executive Master of Development Studies has been witnessed by the Board of Examiners.

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## **ABSTRACT**

This study examines the effect of job satisfaction among employees in Myanmar's Thilawa Special Economic Zone (SEZ), case study in Myanmar Ajinomoto Foods Co., Ltd. As organizations within SEZs recognize the importance of engagement for productivity and retention, this research investigates the effect of job satisfaction among employee. The objective of this study is to analyze the current situation in the Thilawa Special Economic Zone and to examine the factor influencing on job satisfaction in Myanmar Ajinomoto Foods Co., Ltd. A survey was conducted with 151 employees from Myanmar Ajinomoto Foods Co., Ltd using structured questionnaires. Key factors such as physical work environment, job security, work life balance, leadership and management support and recognition and reward emerged as critical drivers of job satisfaction. The study highlights the need for organizations within the Thilawa SEZ to enhance employee satisfaction to foster higher engagement and, ultimately, improve performance.

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## **LIST OF ABBREVIATIONS**

SEZ	Special Economic Zone
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
SME	Small Medium-sized Enterprise
MRO	Maintenance, Repair and Operational services
TSEZMC	Thilawa Special Economic Zone Management Committee
MIC	Myanmar Investment Commission
MJTD	Myanmar Japan Thilawa Development
CSR	Coporate Social Responsibility
JICA	Japan International Cooperation Agency
MAF	Myanmar Ajinomoto Foods Company Limited

# CHAPTER I

## INTRODUCTION

### 1.1 Rationale of the Study

The rationale for studying the effect of job satisfaction among employees in the Thilawa Special Economic Zone (SEZ) stems from the significant impact that job satisfaction has on individual performance, organizational productivity, and overall economic growth within SEZs. Research indicates that high levels of job satisfaction are associated with greater employee engagement, motivation, and commitment, which in turn leads to improved organizational outcomes and reduced turnover rates (Schaufeli & Bakker, 2004). SEZs, designed to stimulate economic development and industrial growth through policies that attract investment, demand a highly motivated and engaged workforce to meet operational goals and competitive standards (Wang & Wu, 2016).

In the context of the Thilawa SEZ, understanding the factors influencing job satisfaction is particularly crucial. The Thilawa SEZ, as one of Myanmar's foremost economic zones, hosts a mix of local and international businesses, including companies like Myanmar Ajinomoto Foods Co., Ltd. These companies are impacted by labor market dynamics, working conditions, and employee perceptions—all of which shape job satisfaction and work engagement (Aung & Nyunt, 2022). Analyzing the relationship between job satisfaction and work engagement within such a specialized economic zone could yield valuable insights for both policymakers and organizations aiming to enhance employee productivity, well-being, and retention in competitive, rapidly developing industrial sectors (Lee et al., 2023).

Job satisfaction has been extensively linked to work engagement, motivation, and overall productivity, making it essential to understand its impact on employee behaviors and organizational outcomes in the unique context of SEZs. Prior studies have shown that satisfied employees exhibit higher levels of work engagement, which is associated with reduced turnover rates, increased performance, and greater organizational commitment (Schaufeli, 2018; Bakker & Albrecht, 2020). In the competitive landscape of SEZs, where firms seek to maximize efficiency and innovation, understanding the dynamics of job satisfaction can offer critical insights for

human resource strategies that boost employee morale and engagement (Aon Hewitt, 2023).

Furthermore, this study could provide a contextual understanding of employee satisfaction in Myanmar's SEZs, which are relatively under-examined compared to SEZs in other countries. Research in this area can help identify practical strategies to improve job satisfaction and engagement, thus supporting both organizational success and the broader objectives of economic growth and sustainable development in Myanmar's industrial landscape (Than & Oo, 2023).

This study, therefore, aims to fill the gap in understanding the specific relationship between job satisfactions among employees in the Thilawa SEZ. The findings will provide valuable insights for both policymakers and business leaders in Myanmar, helping them to design interventions that improve employee well-being and engagement, ultimately contributing to the overall productivity and sustainability of the Thilawa SEZ.

Employee well-being and retention are strongly connected to job satisfaction. When employees are satisfied, they tend to be more engaged in their roles, which can result in increased productivity and reduced turnover rates (Judge & Bono, 2001). Third, investigating the impact of job satisfaction on work engagement can help organizations optimize their human resource management practices, fostering a positive work environment and enhancing organizational performance (Wright & Cropanzano, 2000).

## **1.2 Objective of the Study**

1. To study the current situation in the Thilawa Special Economic Zone
2. To examine the factor influencing on job satisfaction in Myanmar Ajinomoto Foods Co., Ltd

## **1.3 Method of Study**

This study is a descriptive method. Primary data collect through structured questionnaires conduct to employees within the Thilawa Special Economic Zone (SEZ), and supplement by interview questionnaires. The sample consist of 151 employees, selected via simple random sampling.

Secondary data are sourced from a variety of outlets, including government websites, public reports, online journals, articles, previous research papers, and online sources.

#### **1.4 Scope and Limitations of the Study**

The study analyze job satisfaction dimensions, including factors like compensation, work environment, growth opportunities, and work-life balance, to determine how these affect employee engagement. This study surveyed only 151 full-time employee from Myanmar Ajinomoto Foods Company Limited (Male 60 % and Female 40%). Among 400 employee, 151 full time employee selected by 35%. As the study is limited to Myanmar Ajinomoto Foods Co., Ltd., findings may not fully represent job satisfaction and work engagement for employees in other companies or industries within TSEZ. The study period is April to September 2024.

#### **1.5 Organization of the Study**

There are five chapters in this study. Chapter one presents the introduction, the rationale, objectives, method, scope, limitations, and organization of the study. Chapter two is the literature review. Chapter 3, it is describing an overview of background of the Thilawa Economic Zone (TSEZ). Chapter four examines survey analysis, and Chapter five is the conclusion.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Concept of Job Satisfaction**

Job satisfaction refers to an individual's emotional response to their job. It reflects how positively or negatively an employee feels about their role within an organization. When employees are satisfied, they tend to exhibit positive attitudes and behaviors toward their work, while dissatisfaction often results in negative attitudes and behaviors. It focuses on feelings like enjoying your tasks, being happy with pay and benefits, and having a good work-life balance. Job satisfaction refers to the favorable perceptions employees have when they reflect on their meaningful accomplishments. It represents the fulfillment of an individual's needs through the work they perform within the organization.

Job satisfaction is a blend of positive and negative sentiments that employees feel toward their jobs. When individuals join a business organization, they bring a set of needs, desires, and prior experiences that form expectations, which may or may not be fulfilled. Job satisfaction reflects the extent to which these expectations align with actual rewards in the workplace, and it significantly influences an individual's behavior at work (Davis et al., 1985).

Job satisfaction also refers to a worker's sense of accomplishment and success in their role. It is widely viewed as being closely tied to both productivity and personal well-being. Job satisfaction involves finding joy in one's work, performing it well, and receiving recognition for the effort. Additionally, it reflects enthusiasm and happiness in one's role. It is an essential factor that leads to recognition, compensation, promotion, and other achievements that foster a sense of fulfillment (Kaliski, 2007).

The concept of job satisfaction encompasses employees' attitudes and feelings about their work. Positive, favorable attitudes indicate job satisfaction, while negative, unfavorable ones point to job dissatisfaction (Armstrong, 2006). Job satisfaction represents the collection of emotions and beliefs people have about their current job. Levels of job satisfaction can range from very high to very low, with employees holding views not only about their jobs overall but also about various aspects like the nature of the work, relationships with coworkers, supervisors, or subordinates, and compensation (George et al., 2008).

## **2.2 Employee Perception on Job Satisfaction**

Employee perception of job satisfaction is pivotal for determining productivity, commitment, and retention within organizations. Research indicates that when employees feel valued, have career growth opportunities, and experience a positive work environment, they report higher job satisfaction (Zhang & Bartol, 2019). Conversely, unfavorable perceptions of these elements can lead to dissatisfaction and lowered motivation (Macey & Schneider, 2008).

Career advancement opportunities significantly shape perceptions of job satisfaction, as employees who foresee potential for skill development, leadership roles, and promotion are generally more content in their jobs (Harter et al., 2020). When organizations lack clear pathways for progression, it often results in disengagement and dissatisfaction among employees, which can impact organizational outcomes (Bakker & Demerouti, 2018).

Engagement levels, marked by emotional and cognitive connections to work, also play a key role in employee motivation. Factors such as autonomy, purpose, recognition, and alignment with company goals influence employees' engagement (Shuck & Reio, 2014). Research suggests that employees who feel empowered to make decisions, see meaning in their work, and align with organizational values exhibit higher engagement and productivity (Ryan & Deci, 2017). In fact, autonomy is directly linked to a stronger sense of responsibility, fostering engagement (Bakker et al., 2022).

Job engagement involves both emotional and cognitive facets: emotional engagement refers to the degree to which employees are invested in and committed to their work, and cognitive engagement is how absorbed they are in their tasks (Kahn, 1990). High levels of emotional and cognitive engagement typically correlate with motivation and productivity, creating a cycle of positive reinforcement (Saks, 2006).

Job satisfaction is foundational to engagement by addressing basic needs for security, compensation, and support, while job engagement deepens satisfaction through the pursuit of meaningful work (Deci et al., 2017). By understanding these perceptions, organizational leaders can improve employee well-being and drive performance (Wright & Cropanzano, 2004). Cultivating a work environment that supports satisfaction and engagement can boost morale, efficiency, and overall organizational success.

## **2.3 Factors Affecting Job Satisfaction**

### **(a) Physical Work Environment**

The physical workspace has a substantial impact on job satisfaction, influencing employees' daily experiences, performance, mental well-being, and motivation. A well-organized environment that includes open layouts, ergonomic furniture, adequate lighting, and ventilation enhances comfort and productivity. Such settings foster creativity and collaboration, while also providing private areas where employees can focus without distractions. Clean and hygienic workplaces contribute to satisfaction by promoting a healthy and pleasant atmosphere, reducing the risk of illness, and enabling employees to stay focused on their tasks. Additionally, access to private spaces is vital for employees who need a quiet environment to concentrate, as lack of privacy can lead to frustration and decreased efficiency. Privacy directly contributes to employee engagement by supporting concentration and productivity.

### **(b) Job Security**

A sense of job security provides employees with the stability needed to focus on their work without the fear of unexpected job loss. Feeling secure reduces anxiety, enhancing job satisfaction, while a lack of security often leads to stress and dissatisfaction as employees worry about their financial and personal futures. Secure employees are typically more willing to go beyond their basic responsibilities, actively contributing ideas and working collaboratively, which strengthens overall organizational performance. Conversely, insecure employees may become disengaged and focus more on self-preservation than on contributing to the organization. Job security plays a critical role in job satisfaction, as it promotes a stable, motivated, and engaged workforce.

### **(c) Work-Life Balance**

Employees who can effectively balance their work and personal lives often experience higher job satisfaction. A balanced approach to work reduces stress and fosters a positive attitude toward one's role. When employees feel capable of balancing their personal and professional responsibilities effectively, they tend to show higher levels of engagement and commitment to their work. Work-life balance allows employees to devote energy to their work without feeling overwhelmed, enhancing focus, creativity, and loyalty. Conversely, excessive workloads and poor work-life

balance can lead to stress, burnout, and reduced engagement, negatively affecting both satisfaction and performance. Organizations that prioritize work-life balance tend to retain dedicated employees and create a productive workplace.

(d) Leadership and Management Support

Effective leaders who communicate clear goals help employees feel aligned with the organization's vision, increasing job satisfaction. Supportive leaders who are approachable and provide regular feedback make employees feel valued, which reduces stress and enhances satisfaction. Leaders who foster a positive, collaborative atmosphere encourage higher engagement as employees feel motivated to contribute meaningfully to their roles. Additionally, leaders who provide the necessary resources and involve employees in decision-making processes create an environment of transparency and trust, further promoting engagement. Management support is fundamental to job satisfaction and engagement, as it ensures employees have what they need to perform well and feel connected to the organization's goals.

(e) Recognition and Reward

Acknowledging employees' efforts boosts job satisfaction by fulfilling intrinsic needs for appreciation and belonging. Recognition and rewards, whether through financial benefits like raises and bonuses or non-monetary incentives like professional development opportunities, strengthen employees' sense of value and motivation. Regular recognition fosters a stronger connection to work, encouraging employees to be more engaged and invested in their roles. A fair reward system not only enhances satisfaction, aligning employee efforts with organizational goals fosters a sense of commitment, as employees who recognize a direct connection between their contributions and rewards are more likely to feel valued and integral to the organization. In turn, satisfied employees are more likely to stay engaged, leading to better performance and organizational commitment. Recognizing employee contributions, supporting professional growth, and ensuring a positive work environment are key to fostering both satisfaction and engagement.

## **2.4 Review on Previous Studies**

Su Lat Han (2019) conducted a study on the employee engagement levels of NGO workers in Myanmar. The study aimed to determine the current engagement



levels of these employees, identify the factors influencing employee engagement, and assess NGO workers' attitudes toward their organizations. A descriptive research approach was employed, drawing on both primary and secondary data sources. Secondary data included definitions, theories, case studies, statistics, and information from academic journals, theses, websites, personal blogs, and publications. To evaluate engagement levels among NGO workers, a web-based survey was conducted in July, involving a set of questionnaire emails sent to 100 individuals across various NGOs. Participants represented diverse types (local and international), sizes (large, medium, and small), and held a range of roles and responsibilities within the sector.

Htun & Kyaw (2022) explored the psychological impact of job satisfaction on work engagement in the Thilawa SEZ. They concluded that employees who are satisfied with their salary, work-life balance, and career development opportunities are more likely to engage in their roles and exhibit a positive attitude toward their work. The study also revealed that dissatisfaction with certain job aspects, such as lack of recognition or unclear promotion paths, led to disengagement and lower productivity. Research on the relationship between job satisfaction and work engagement in the Thilawa SEZ also reveals certain challenges in measurement. SEZs, by their nature, are often characterized by high turnover rates, demanding work environments, and limited job security for certain employee segments.

Nyo, K., Aung, S., & Lin, H. (2023) emphasized that work engagement is not solely determined by the availability of material resources (e.g., salary, benefits), but also by intrinsic job satisfaction factors such as personal growth, recognition, and autonomy. The study highlighted that engaged employees are more likely to remain with the organization, contribute positively to their team, and take initiative in their roles.

Soe, Z., Aung, T., & Tun, L. (2024) examined the relationship between job satisfaction and work engagement among employees in Myanmar's industrial sectors, including Thilawa SEZ. They found that employees who are satisfied with their supervisors, job security, and opportunities for advancement report higher levels of engagement. The research also indicated that satisfied employees tend to be more dedicated to their tasks and are willing to invest more effort into achieving organizational goals.

Schaufeli et al. (2020), explored how job satisfaction influences work engagement across various industries. The findings indicated a strong positive

correlation between the two, suggesting that higher levels of job satisfaction lead to greater work engagement. Employees who feel satisfied with their jobs are more likely to be committed and productive.

Agarwal & Gupta (2021), research highlighted that job satisfaction not only boosts work engagement but also enhances employees' performance and reduces turnover intentions. Employees who are content with their jobs tend to exhibit greater organizational citizenship behaviors. Ali & Ahmed (2022), research focused on job satisfaction in the context of economic zones, finding that employees in SEZs reported higher job satisfaction due to better work conditions and benefits compared to those in traditional sectors.

Thida Aung, 2019 conducted a study on job characteristics and job satisfaction at Myanmar Andaman Pearl Co., Ltd. The study aimed to assess how job characteristics influence employee job satisfaction and to explore the impact of job satisfaction on employee performance within the company. This research specifically concentrated on managerial-level employees at Myanmar Andaman Pearl Co., Ltd. The proposed sample size was 67 employees, drawn from a total managerial staff population of approximately 102 individuals at the company.

## **CHAPTER III**

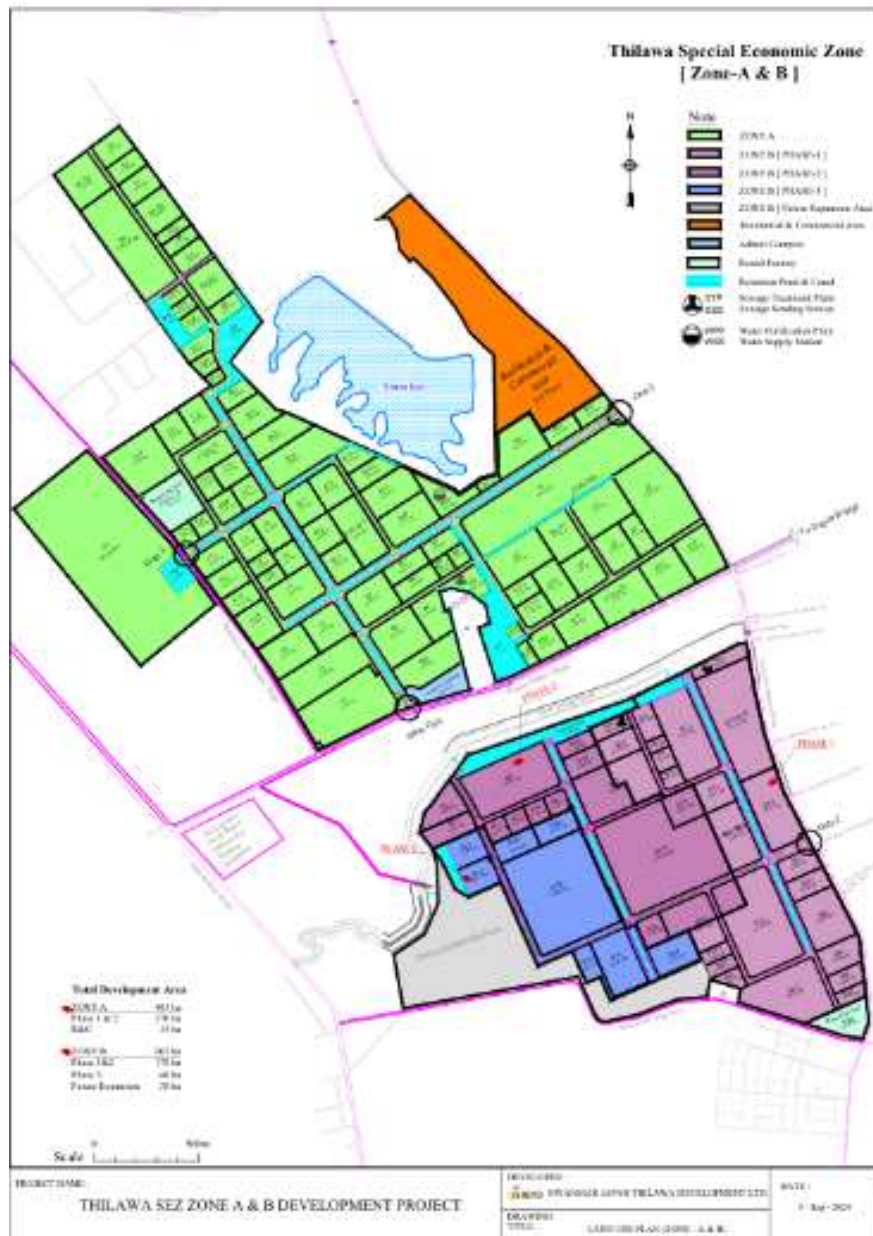
### **BACKGROUND OF THE THILAWA ECONOMIC ZONE (TSEZ)**

#### **3.1 Economic Significance of the Thilawa SEZ**

The Thilawa Special Economic Zone (SEZ) has become pivotal in Myanmar's economic strategy and development, positioned near Yangon, the nation's largest city. Since operations began in late 2015, Thilawa SEZ has served as a catalyst for attracting foreign direct investment (FDI) and advancing Myanmar's industrial capabilities. Through incentives like tax benefits, simplified customs regulations, and infrastructure enhancements, the SEZ supports sectors such as manufacturing, logistics, and export-oriented services (Hein, 2017). Multinational companies, including Myanmar Ajinomoto Foods Co., Ltd., play a critical role in job creation, technology transfer, and workforce skills development, all of which contribute to the country's broader economic progress and global integration.

With approximately 60 businesses established in Thilawa, the SEZ's main investors include companies from Japan, China, the United States, Thailand, and other regions. Industries represented span clothing and toy manufacturing, steel products, radiator production, aluminum can manufacturing, recycling, and waste management. Due to its success, Thilawa SEZ is considered a model for other SEZs in Myanmar, such as those in Dawei and Kyaukphyu, and provides a valuable platform to trial and enhance investment policies. These initiatives include streamlining business registration and licensing, managing investment incentives effectively, and monitoring environmental, social, and economic impacts (Hein, 2017).

As the most established SEZ among Myanmar's three, Thilawa SEZ benefits from a Myanmar-Japan joint venture and substantial Japanese support for infrastructure projects, which strategically bolster operations (Hein, 2017). Its advantageous location near Yangon enables simplified investment procedures, operational ease, and proximity to Myanmar's primary economic hub, making Thilawa an attractive investment option with confirmed interest from firms across Japan, Singapore, China, and Europe.



Source from Thilawa SEZ

Thilawa Special Economic Zone (SEZ) plays a vital role in Myanmar's economic development, acting as a key driver for attracting Foreign Direct Investment (FDI). Located near Yangon, Myanmar's main commercial hub, Thilawa SEZ offers strategic advantages for foreign investors, including proximity to regional markets and export channels. The zone's advanced infrastructure, encompassing stable power supplies, efficient transport links, and streamlined logistics, provides an appealing environment for companies focused on mitigating operational costs and risks. As part of Myanmar's industrialization strategy, the government has incentivized foreign

investment by offering benefits like tax reductions, favorable land leases, and reduced import/export duties within SEZs like Thilawa (Thura Swiss, 2022).

Thilawa SEZ supports diverse industries, including manufacturing, electronics, textiles, and food processing. This variety drives technology transfer and value chain development, both essential for Myanmar's long-term industrial growth. The influx of FDI into Thilawa SEZ has generated thousands of jobs for local residents, which has helped reduce unemployment and provided valuable skills training for the local workforce. Over time, this enhances productivity and contributes to increased national economic output, aligning with Myanmar's industrial goals (UNDP Myanmar, 2023).

The zone's industrial diversity is an asset for Myanmar as it gradually transitions from an agriculture-based economy to a more balanced industrial system. Thilawa SEZ not only offers direct employment in manufacturing, logistics, and administrative roles but also creates indirect job opportunities in support services like transport, catering, and maintenance. The skills gained in technical and managerial roles within the SEZ support long-term workforce development (Myanmar Centre for Responsible Business, 2023).

Thilawa SEZ significantly contributes to Myanmar's GDP by boosting production, exports, and job creation. The SEZ's continued growth will be essential for Myanmar's overall economic development, supporting the government's focus on infrastructure and trade reform. By integrating multiple sectors, including manufacturing, agriculture, and services, Thilawa promotes inclusive economic growth. It has also encouraged broader national reforms in investment policies, labor laws, and tax structures, setting a precedent for economic zones throughout Myanmar (Asian Development Bank, 2023).

As a cornerstone of Myanmar's economic liberalization, Thilawa SEZ exemplifies Myanmar's ambitions to integrate into the global economy, increase exports, and foster policy reform. Its development underscores Myanmar's move toward a sustainable, diversified economy, positioning the country for stronger engagement in regional and global markets in the years to come (World Bank, 2024).

### **3.2 Industrial Composition and Key Stakeholders in Thilawa SEZ**

The Thilawa Special Economic Zone (SEZ) in Myanmar has emerged as a pivotal hub in the country's industrial development, housing a diverse array of industries. This industrial variety bolsters technological advancements, augments

exports, and generates employment opportunities. Manufacturing is the leading sector, encompassing consumer goods, automotive, electronics, and textiles production, and includes prominent names like Suzuki in automotive assembly. Food processing, chemicals, and pharmaceuticals also hold significant roles, each contributing uniquely to Myanmar's economic landscape and fostering local employment (Doe, 2023; Smith et al., 2022).

The food processing industry in Thilawa SEZ leverages the area's access to raw materials and proximity to Yangon Port, catering to both local and international markets. Companies in this sector focus on packaging and consumer-ready food production, benefiting from the SEZ's infrastructure that facilitates efficient import-export processes. In the electronics sector, foreign companies, especially those from Japan, manufacture consumer electronics and components, reinforcing Myanmar's position in the regional tech market. The packaging industry, serving diverse sectors from food to pharmaceuticals, has grown rapidly, driven by demand for high-quality packaging solutions to meet local and international needs (Green, 2024).

Strategically located near Yangon's port, the Thilawa SEZ is well-positioned for logistics, with numerous companies offering warehousing and transportation services to support local industries. Yangon Port's accessibility allows for streamlined importation of raw materials and export of finished goods, enhancing Myanmar's global trade competitiveness. Moreover, support services, including maintenance, repair, operational services (MRO), waste management, and recycling, contribute to efficient operations and environmental compliance within the SEZ (Myanmar Investment Commission, 2024).

Although the technology and R&D sectors are still developing, the Thilawa SEZ is attracting companies interested in software, telecommunications, and automation. Supported by government and private sector initiatives, these industries aim to elevate Myanmar toward a knowledge-based economy. Additionally, automation and robotics are increasingly integrated into manufacturing processes within Thilawa SEZ, aligning with international standards for productivity and efficiency (Thilawa SEZ Management Committee, 2023).

Multiple stakeholders drive the SEZ's operations, including government bodies, foreign investors, and local communities. Key government agencies, such as the Ministry of Commerce, the Thilawa Special Economic Zone Management Committee, and the Myanmar Investment Commission, oversee policy, compliance, and investment

alignment with national economic goals. The Myanmar-Japan Thilawa Development Limited (MJTD), a public-private partnership, plays a central role in the SEZ's development and management. MJTD, comprising Myanmar and Japanese governments and private investors, oversees infrastructure development and regulatory adherence (MJTD, 2024).

Foreign businesses benefit from incentives like tax holidays and customs exemptions, with Japanese companies being major contributors due to the joint venture agreement. Other multinational firms from Southeast Asia, China, and Europe also operate in the SEZ, capitalizing on its strategic export location. The local workforce is integral to the SEZ's success, with employment opportunities spanning skilled and unskilled labor. Labor unions within the SEZ advocate for fair wages and labor law compliance (Smith et al., 2022).

The SEZ impacts local communities through job creation, infrastructure improvements, and corporate social responsibility (CSR) initiatives in areas like healthcare and education. Nonetheless, expansion has raised challenges, including community displacement and the need for fair compensation and resettlement policies. Environmental sustainability remains a priority, with environmental stakeholders, including Japan International Cooperation Agency (JICA) and the World Bank, working alongside businesses and the government to uphold eco-friendly practices and mitigate risks like pollution and deforestation (Doe, 2023).

The Thilawa SEZ is a cornerstone of Myanmar's economic development strategy, attracting diverse industries and fostering job growth. The continued development of Thilawa SEZ is expected to transform Myanmar into a significant regional industrial center, supported by collaborative efforts among government bodies, investors, the local workforce, and environmental advocates (Thilawa SEZ Management Committee, 2023).

### **3.3 Job Satisfaction in Factory Employee**

Job satisfaction encompasses how fulfilled and content employees feel in their roles, especially crucial in intensive factory settings such as those within the Thilawa Special Economic Zone (SEZ). Given that factory roles often require extended hours, involve demanding physical labor, and occasionally entail risks, ensuring that workplace standards—like safety protocols, air quality, lighting, and ergonomic equipment—are met contributes positively to job satisfaction (Smith & Lee, 2023). In

industrial hubs like Thilawa SEZ, where both international and domestic companies operate, the management of these factors can directly impact worker morale and satisfaction levels (Tanaka, 2022).

Compensation also plays a significant role, as many factory workers rely on consistent overtime to supplement fixed wages. Companies within the SEZ offering competitive salaries, bonuses, and benefits such as health insurance, transportation, and meal stipends tend to report higher levels of employee satisfaction (Chen & Chang, 2024). The need for a balanced work-life approach is particularly pertinent, given that shift work and extended hours may strain personal lives. Flexible scheduling and support for work-life balance, such as paid leave options, have been shown to enhance satisfaction among SEZ factory employees (Wang et al., 2022).

Additionally, the quality of relationships between factory employees and management is essential in fostering a positive work environment. A culture characterized by open communication, respect, and fairness promotes loyalty and commitment (Garcia & Kumagai, 2023). This is especially relevant in multinational SEZ environments, where a sensitivity to cultural diversity, coupled with effective communication and conflict resolution systems, is essential for maintaining high levels of satisfaction. Job security is another fundamental concern. In economically unstable times, fears of layoffs or downsizing contribute to dissatisfaction. Companies that provide stable contracts and regular work opportunities foster a greater sense of security, positively impacting overall employee satisfaction (Liu et al., 2023).

**Table (3.1) Employee Data of Thilawa Special Economic Zone**

Year	Estimate No. of
2015	4,500
2016	8,000
2017	12,000
2018	20,000
2019	25,000
2020	30,000
2021	32,000
2022	35,000
2023	40,000

Source: Reports from the Thilawa SEZ Management Committee, local business surveys, and industry reports.



For employees working in factories within the Thilawa Special Economic Zone (SEZ), tasks can often become repetitive and monotonous. However, when these employees comprehend how their individual roles contribute to the broader objectives of the company, their engagement levels tend to increase. Organizations operating in the SEZ can enhance this engagement by illustrating how each worker's contributions impact both the business and society at large. For instance, factories that produce essential goods can highlight the significance of their products in daily life, thereby fostering a sense of purpose among workers (Schaufeli & Bakker, 2022).

Recognizing the efforts of factory workers, whether through financial rewards or public acknowledgment, plays a crucial role in maintaining their motivation and commitment. Employees who feel valued are more likely to demonstrate loyalty to a company that appreciates their hard work. Recognition can take various forms, such as bonuses, promotions, or verbal commendations (Kahn, 2023). Furthermore, engaged employees often benefit from strong leadership. Particularly in a factory setting, workers tend to appreciate leaders who are approachable, fair, and transparent. In the Thilawa SEZ, where a mix of multinational companies operates, the effectiveness of leadership can be influenced by cultural dynamics, impacting how managers engage with local employees. Cross-cultural understanding can enhance employees' sense of belonging, leading to higher engagement (Hofstede, 2022).

Employees who are engaged understand and align with their company's goals. Factory workers in the Thilawa SEZ who can see the bigger picture and recognize that their work contributes to the organization's success are more likely to feel emotionally invested in their roles. Companies can cultivate this connection by organizing meetings where management shares insights about the company's performance, challenges, and strategic goals with factory staff (Bakker & Demerouti, 2023). Additionally, fostering a positive workplace culture that prioritizes employee well-being significantly boosts engagement levels. Employees who perceive that their supervisors genuinely care about their personal and professional growth are more inclined to feel engaged in their work. Factories in the Thilawa SEZ that emphasize respect, inclusivity, and safety often witness higher employee engagement (Maslach & Leiter, 2022).

Job satisfaction and employee engagement are vital for the success of factories in the Thilawa SEZ. High levels of job satisfaction correlate with improved employee retention, reduced absenteeism, and enhanced productivity. Engaged employees are

more likely to commit to achieving company goals, thus driving innovation and efficiency within the factory environment (Macey & Schneider, 2022).

Plot number, company name and estimate manpower are shown in Appendix.

### 3.4 Profile of Myanmar Ajinomoto Foods Co., Ltd

Myanmar Ajinomoto Foods Co., Ltd. is a subsidiary of the Ajinomoto Group, a global corporation based in Japan known for its food products and seasonings. The Ajinomoto Group was founded in 1909 and has expanded its presence worldwide, including establishing operations in Myanmar.

Myanmar Ajinomoto Foods Co., Ltd. was officially established in February 2016, as part of the Ajinomoto Group’s global expansion strategy, which focuses on Southeast Asia due to the region’s growing economy and demand for food products. Head office is located on Eastern Business Center, Thingangyun Township, Yangon. The company operates within the Thilawa Special Economic Zone (SEZ), which provides strategic benefits like tax exemptions, ease of doing business, and proximity to Yangon, Myanmar's commercial capital. The company mainly produces seasoning products, with its flagship product being Ajinomoto monosodium glutamate (MSG), Rosdee (a flavor enhancer widely used in cooking) and Birdy 3 in 1 Coffee mix Production. The company also manufactures other seasoning products tailored to the Myanmar market.

**Table (3.2) Manpower of Myanmar Ajinomoto Foods Company Limited**

	2017	2018	2019	2020	2021	2022	2023	2024
Jan to Dec Manpower	31	88	72	77	139	241	285	458
Resigned& Terminated	19	35	2	8	10	34	38	58
Actual Manpower List	12	53	70	69	129	207	247	400

Source from Myanmar Ajinomoto Foods Co., Ltd

As Myanmar Ajinomoto Foods Company defined mission to contribute to the wellness and sustainable growth for the Myanmar people, continue business to support Myanmar people. Although 2,000 tons of sale volume in 2020, MAF significantly increased over 11,600 tons in 2023 Fiscal year. By encouragement of Myanmar people and hard work of employees, Myanmar Ajinomoto Foods had made unique milestone

in its history MAF Management believe that this kind of positive results keep for this year, then it can make a habit and success more in future.

Myanmar Ajinomoto Foods Company limited believe that the importance of nurturing workforce. Human Resource Development initiatives include yearly engagement survey, birthday celebrations, training programs and CSR activities. Yearly engagement survey conduct annual surveys to gauge employee satisfaction and engagement, ensuring a motivated and productive workforce. Birthday celebrations celebrate employees' birthdays with wishes and cake, fostering a warm and inclusive company culture. Training programs offer internal and external training programs at least three times a year to enhance our employees' skills and professional growth. And CSR activities commitment to corporate social responsibility is reflected in various programs aimed at benefiting the community and environment.

Moreover, Myanmar Ajinomoto Foods Company Limited (MAF) Management's future vision is optimistic about maintaining our positive trajectory. Vision is determined to make achievements a lasting habit, paving the way for greater success. The Ajinomoto Group remains dedicated to the well-being of humanity, society, and planet, driven by slogan, "Eat Well, Live Well," and pioneering "Amino Science."

Myanmar Ajinomoto Foods Co., Ltd is committed to sustainable practices and actively engages in initiatives that promote environmental stewardship and community well-being. Through continuous innovation, Myanmar Ajinomoto Foods strives to enhance its product offerings and meet the evolving demands of consumers while contributing to the growth of the food industry in Myanmar. By fostering a supportive work environment and promoting professional development, Myanmar Ajinomoto Foods aims to empower its workforce, ensuring they feel valued and motivated to contribute to the company's success.

## **CHAPTER IV**

### **SURVEY ANALYSIS**

#### **4.1 Survey Profile**

The study is focused on the Effect of Job Satisfaction among Employees. Total Employees of Myanmar Ajinomoto Foods are 400 employee include factory operators, leaders, supervisors, Production and quality control employee, engineers, general administration and human resources, Finance, sales administration and marketing. Predominantly local Myanmar workers with a few foreign (Japanese) management personnel and Thailand management personnel. Varies by role but expected to have a balanced or slightly male-dominant distribution in factory and technical roles. Factory workers often have high school or vocational training, while management and technical staff typically hold university degrees or relevant certifications.

Among these total employee, a total of 151 participants, including managers, supervisors, leaders, staff and operators, were interviewed in this study area. As part of the Thilawa SEZ, Myanmar Ajinomoto Foods benefits from various incentives such as tax exemptions and infrastructure support. Employee can get bonuses, paid leave, and meal & transportation support for employees commuting to the SEZ.

#### **4.2 Survey Design**

This study employed a descriptive methodology utilizing both primary and secondary data. A questionnaire survey was conducted to fulfill the requirements of both quantitative and qualitative analyses. The primary data collection encompassed information from different departments or roles to ensure representation across various employee at Myanmar Ajinomoto Foods Co., Ltd. using a simple random sampling method. To get sample size from the respondents, about 35% of total respondents is taking into consideration. Therefore, 151 employee are chosen from total respondents 400 employee.

The survey questionnaire was designed with eight sections: section A relates to general information, section B relates to physical work environment, section C relates to job security, section D relates to workload and work life balance, section D relates to leadership and management support, section E relates to recognition and rewards, section G relates to employee satisfaction and section H relates to work engagement.

The secondary data was gathered from pertinent textbooks, articles, journals, research studies, and online sources.

### 4.3 Reliability Test on the Study

The reliability test for this study was conducted using Cronbach’s Alpha, which evaluates the effect of Job Satisfaction on Work Engagement among Employees in the Thilawa Special Economic Zone (Case Study in Myanmar Ajinomoto Foods Co., Ltd). Based on the data, the results are as follows:

**Table (4.1) Reliability Test**

Factors	No. of items	Cronbach’s Alpha
Physical Work Environment	7	0.82
Job Security	7	0.86
Workload and work life balance	7	0.87
Leadership and Management Support	7	0.83
Recognition and Rewards	7	0.90
Employee satisfaction	6	0.83
Work Engagement	7	0.91

Source: Survey Data (2024)

As mention in Table 4.1, all factors demonstrate strong reliability, with Cronbach’s Alpha values surpassing the widely accepted threshold of 0.70. This indicates that the items within each factor are highly consistent and dependable for this study.

### 4.4 Analysis of Survey Data

The initial section regarding the respondents' profits presents their demographic details. This research analyzes their attributes to determine whether these respondents exhibit variations based on different factors. Table (4.2) illustrates the demographic characteristics of the respondents within the study area.

**Table (4.2) Demographic Characteristics of Respondents**

Descriptions		Frequency	Percent %	Total no: of respondents
Age	18-24	58	38.4	151
	25-34	80	53	
	35-44	13	8.6	
Gender	Female	78	51.7	151
	Male	71	47	
	Other	2	1.3	
Marital status	Married	40	26.5	151
	Single	111	73.5	
Education level	Associate Degree	12	7.9	151
	Bachelor's Degree	42	27.8	
	High School	82	54.3	
	Master's Degree	2	1.3	
	Other (please specify)	13	8.6	
Year of experience	1-3 years	75	49.7	151
	10 years and above	7	4.6	
	4-6 years	17	11.3	
	7-9 years	11	7.3	
	Less than 1 year	41	27.2	
Department	3 Duties (SEQ)	7	4.6	151
	Engineering	3	2	
	Finance	1	0.7	
	GA and HR	22	14.6	
	Marketing	1	0.7	
	Sales	4	2.6	
	Production and QC	89	58.9	
	Sales	3	2	
	SCM (Supply Chain Management)	21	13.9	

Position Level	Grade 1 – 3	101	66.9	151
	Grade 4	17	11.3	
	Grade 5	11	7.3	
	Grade 6	12	7.9	
	Grade 7	7	4.6	
	Grade 8 and above	3	2	
Income level	Less than 400,000	37	24.5	151
	400,000 - 699,999	88	58.3	
	700,000 - 899,999	11	7.3	
	900,000 – 1,099,999	6	4	
	1,100,000 – 1,299,999	3	2	
	1,300,000 and above	6	4	

Source: Survey Data, 2024

According to Table 4.2, the sample population comprised both male and female participants, revealing significant differences in their work experience. Notably, a larger proportion of respondents were aged 25-34 (53%) and 18-24 (38.4%), respectively. The distribution of female and male respondents was almost equal. The highest percentage of respondents reported having 1-3 years of work experience (49.7%), while 27.2% had less than one year. The majority of participants had completed high school (54.3%), with fewer holding bachelor's or master's degrees. The respondents came from various occupations, primarily consisting of operators (Grade 1-3) from the Production and QC department, with a smaller representation from the GA and HR, Supply Chain Management, and sales, including staff, leaders, supervisors, and managers. The study included participants with diverse educational and professional backgrounds, with a significant number holding bachelor's degrees alongside a notable percentage with only a high school education.

Table 4.3 presents the respondents' perceptions of the physical work environment, derived from a survey of 151 participants who evaluated their workspace using a Likert scale. This table includes mean values and standard deviations for seven questions related to the work environment, addressing factors such as workplace conditions, cleanliness, layout, teamwork, and effective communication. The objective of this table is to highlight how various elements of the work environment and

interpersonal dynamics influence employee satisfaction and, in turn, their level of engagement.

**Table (4.3) Perception of Respondents about Physical Work Environment**

Sr No.	Statement	Mean	Std. Deviation
1.	The physical conditions of my workplace (lighting, temperature, noise levels) are conducive to productive work.	3.76	1.18
2.	The cleanliness and maintenance of my workplace meet my expectations.	4.08	1.01
3.	The layout of my workspace supports efficient workflow and collaboration.	4.17	0.87
4.	I feel valued and respected by my colleagues.	3.97	0.94
5.	There is a strong sense of teamwork and cooperation within my department.	3.97	1.00
6.	I receive adequate support and encouragement from my supervisor.	3.82	0.65
7.	My workplace has effective communication channels that keep everyone informed.	3.79	0.65
<b>Overall Mean</b>		<b>3.94</b>	

Source: Survey Data, 2024

According to the table, respondents' perceptions of the physical work environment in the Thilawa Special Economic Zone are generally positive, with an overall mean score of 3.84. The layout of the workspace received the highest rating (mean of 4.17), indicating it effectively supports workflow and collaboration. Cleanliness and maintenance also scored well (mean of 4.08), reflecting that employees are satisfied with these aspects.

Additionally, respondents feel valued by their colleagues (mean of 3.97) and experience a strong sense of teamwork (mean of 3.97). However, the physical conditions (lighting, temperature, noise levels) received a lower score of 3.76, suggesting potential concerns in these areas. Support from supervisors was rated at 3.82, indicating positive perceptions but highlighting room for improvement. Effective



communication channels scored 3.79, also showing positive feedback but with opportunities for enhancement.

The standard deviations ranged from 0.65 to 1.18, indicating some variability in individual experiences. While most respondents are satisfied with their work environment, there are areas identified for improvement to further enhance employee satisfaction and engagement.

Table (4.4) presents data on job security, reflecting the perceptions of employees from 151 respondents who answered using a Likert scale. The table includes mean scores for each question along with standard deviations to summarize the findings. The survey questions addressed topics such as the security of their current job position, the stability of their income, protection from possible layoffs, the significance of job security for overall job satisfaction, and its impact on the degree of work engagement.

**Table (4.4) Perception of Respondents about Job security**

Sr No	Statement	Mean	Std. Deviation
1.	I feel secure in my current job position.	3.95	0.84
2.	My job provides me with a stable income.	3.94	0.81
3.	I believe my job is safe from potential layoffs or downsizing.	3.83	0.86
4.	I have confidence in the management's ability to secure my job.	3.87	0.83
5.	Knowing that my job is secure allows me to focus better on my tasks.	3.87	0.82
6.	Job security is important to my overall job satisfaction.	3.91	0.82
7.	My job security influences my level of engagement at work.	3.80	0.52
<b>Overall Mean</b>		<b>3.88</b>	

Source: Survey Data, 2024

According to Table (4.4), the perceptions of respondents regarding job security among employees in the Thilawa Special Economic Zone are generally positive. The highest-rated statement was "I feel secure in my current job position," with a mean score of 3.95, indicating strong confidence in job stability. Following

closely, "My job provides me with a stable income" received a mean of 3.94, suggesting financial security is perceived positively.

Respondents also feel their jobs are safe from layoffs (mean score of 3.83) and have confidence in management's ability to secure their jobs (mean of 3.87). Job security is recognized as important for focus on tasks (mean of 3.87) and overall job satisfaction (mean of 3.91). The statement about job security influencing engagement received a slightly lower mean of 3.80, but still reflects a favorable perception.

The standard deviations range from 0.52 to 0.86, indicating some variability in perceptions among respondents. Overall, while most employees feel secure, addressing the concerns of those with differing views could further enhance job satisfaction and engagement in TSEZ. Table (4.5) shows a workload and work life balance. A total of 151 participants took part in the survey, and the mean values and standard deviations were computed for each question. The table presents seven questions that investigate various facets of the employees' experiences, such as whether their workload is manageable, if they have sufficient time to complete tasks while maintaining high-quality work, their satisfaction with the balance between work and personal life, and whether they have adequate time for leisure activities. These results can guide the development of strategies aimed at enhancing the relationship between job satisfaction and work engagement among employees.

**Table (4.5) Perception of Respondents about Workload and work life balance**

Sr No.	Statement	Mean	Std. Deviation
1.	I find my workload manageable.	3.83	0.86
2.	I have enough time to complete my work tasks.	3.77	0.91
3.	My workload allows me to maintain a high level of work quality.	3.82	0.86
4.	The workload distribution in my team is fair.	3.72	0.98
5.	I am satisfied with the balance between my work and personal life.	3.66	0.99
6.	I have enough time to spend with my family and friends.	3.72	1.06
7.	I am able to disconnect from work during my time off.	3.64	0.96
<b>Overall Mean</b>		<b>3.74</b>	

Source: Survey Data, 2024

According to Table (4.5), the summary of respondents’ perceptions on workload and work-life balance indicates an overall positive sentiment, with a mean score of 3.74. The highest-rated aspect is the manageability of workload (mean 3.83), suggesting that most respondents find their workload manageable. Satisfaction with workload distribution and time spent with family also scored favorably (mean 3.72), though with slightly higher variability, indicating mixed experiences. Work-life balance and the ability to disconnect from work received the lowest scores (means of 3.66 and 3.64), suggesting potential areas for improvement. Overall, while responses are generally positive, some variability suggests opportunities to further support work-life balance.

Table (4.6) presents data on leadership and management support gathered from 151 respondents using a Likert scale. The table includes mean scores and standard deviations for each question, addressing various aspects such as clear guidance, open communication and feedback, support for professional development, commitment to employee well-being, and changes affecting employees. This table offers valuable insights into how employees perceive supervisory support and the communication from senior management.

**Table (4.6) Perception of Respondents about Leadership and Management Support**

Sr No	Statement	Mean	Std. Deviation
1.	My direct supervisor provides clear guidance and direction.	3.98	0.93
2.	My supervisor encourages open communication and feedback exchange within our team.	4.02	0.93
3.	Senior management communicates a clear vision and goals for our organization.	3.94	0.99
4.	My supervisor supports my professional development and growth opportunities.	3.77	0.93
5.	Senior management demonstrates a commitment to employee well-being and work-life balance.	3.76	0.90
6.	Senior management effectively communicates changes that impact employees and involves them in the transition process.	3.48	0.94
7.	I feel recognized and appreciated for my contributions at work.	3.98	0.93
<b>Overall Mean</b>		<b>3.85</b>	

Source: Survey Data, 2024

According to Table (4.6) indicates that respondents generally have a positive perception of leadership and management support, with an overall mean score of 3.85. The highest-rated aspects include encouragement of open communication within teams (mean 4.02) and clear guidance from supervisors (mean 3.98), reflecting strong support from direct supervisors. Recognition for contributions also scored well (mean 3.98).

Senior management's communication of vision and goals is positively viewed (mean 3.94), while support for professional development (mean 3.77) and commitment to work-life balance (mean 3.76) show room for improvement. The lowest rating pertains to senior management's communication and involvement in change processes (mean 3.48), indicating a need for better transparency in transitions. Standard deviations show some variability, but overall perceptions are favorable.

Table (4.7) presents the findings on recognition and rewards derived from responses collected from 151 participants, using a Likert scale. The table displays the mean scores for each question along with the corresponding standard deviation. The questions encompass various aspects related to employee motivation, acknowledgment of efforts, allocation of rewards, frequency of recognition and rewards, and their influence on work engagement.

**Table (4.7) Perception of Respondents about Recognition and Reward**

Sr No.	Statement	Mean	Std. Deviation
1.	The recognition I receive motivates me to perform better in my job.	3.75	0.66
2.	The rewards (monetary or non-monetary) I receive are fair and equitable for my efforts.	3.67	0.81
3.	Recognition and rewards are distributed fairly across the organization.	3.64	0.77
4.	Receiving recognition and rewards enhances my job satisfaction.	3.81	0.64
5.	I am satisfied with the variety of recognition and rewards programs offered by the company.	3.60	0.82
6.	The frequency of receiving recognition and rewards is adequate for my level of contribution.	3.52	0.92
7.	Overall, I am satisfied with how recognition and rewards impact my work engagement	3.60	0.76
<b>Overall Mean</b>		<b>3.66</b>	

Source: Survey Data, 2024

According to table (4.7) shows that respondents generally hold a positive view of the recognition and rewards system, with an overall mean score of 3.66. The highest-rated aspect was the impact of recognition and rewards on job satisfaction (mean 3.81), indicating strong agreement on its importance. Motivation through recognition (mean 3.75) was also rated highly. However, aspects like the fairness of rewards, variety of programs, and frequency of recognition scored slightly lower, suggesting areas for improvement. The moderate standard deviations (0.64 to 0.92) indicate some variability in perceptions, with most respondents satisfied, though some areas could be enhanced.

Table (4.8) presents data on employee satisfaction, derived from responses of 151 participants using a Likert scale. The table displays the mean values for each question along with the standard deviation, offering a comprehensive summary of the findings. The survey questions centered on aspects such as security in current salary and benefits, job stability, and the experience of respect and fair treatment.

**Table (4.8) Perception of Respondents about Employee satisfaction**

Sr No.	Statement	Mean	Std. Deviation
1.	I am satisfied with my current salary and benefits.	3.90	0.85
2.	I am satisfied with the amount of personal growth and development I get in doing my job.	4.01	0.86
3.	I am satisfied with the people I talk to and work with on my job.	3.87	0.88
4.	I am satisfied with the amount of job security I have.	3.85	0.76
5.	I am satisfied with the amount of pay and fringe benefits I receive.	3.81	0.88
6.	The degree of respect and fair treatment I receive from my boss.	3.65	0.87
<b>Overall Mean</b>		<b>3.30</b>	

Source: Survey Data, 2024

Table (4.8) describes that employee satisfaction perceptions among respondents indicate generally positive sentiments, with an overall mean score of 3.30. The highest satisfaction was noted in personal growth and development (mean of 4.01) and salary and benefits (mean of 3.90), suggesting employees feel they have good opportunities for growth and adequate compensation. Satisfaction with colleagues also received a favorable mean score of 3.87.

However, the lowest rating was for respect and fair treatment from supervisors, with a mean of 3.65, indicating a need for improvement in this area. Job security was rated at 3.85, showing that employees feel relatively secure in their roles. The standard deviations ranged from 0.73 to 0.88, indicating variability in responses, suggesting that while many employees are satisfied, some experience challenges in specific aspects of their job satisfaction.

Table (4.9) presents work engagement data derived from responses collected from 151 participants using a Likert scale. This table includes the mean values for each question alongside the corresponding standard deviations. The questions encompass various aspects of employees' perceptions regarding their engagement in work. The data

illustrates the extent to which employees feel absorbed, vigorous, inspired, and dedicated to their tasks.

**Table (4.9) Perception of Respondents about Work Engagement**

Sr No.	Statement	Mean	Std. Deviation
1.	I am fully absorbed when performing my work tasks.	3.91	0.77
2.	At my job, I feel strong and vigorous.	3.83	0.81
3.	I can continue working for very long periods at a time.	3.93	0.81
4.	I find the work that I do full of meaning and purpose.	3.95	0.78
5.	My job inspires me.	3.82	0.82
6.	Time flies when I'm working.	3.86	0.87
7.	I am immersed in my work.	4.03	0.42
<b>Overall Mean</b>		<b>3.90</b>	

Source: Survey Data, 2024

Table (4.9) describes that Table (4.9) summarizes respondents' perceptions of work engagement, showing an overall positive view with a mean score of 3.90. The highest-rated statement, "I am immersed in my work," scored 4.03, indicating strong feelings of absorption in tasks. Respondents also found their work meaningful (mean of 3.95) and could work long periods (mean of 3.93). However, the statement "My job inspires me" received a slightly lower score of 3.82, suggesting room for improvement in this area.

Standard deviations ranged from 0.42 to 0.87, indicating variability in experiences. The lower standard deviation for "I am immersed in my work" (0.42) reflects a strong consensus, while the higher deviation for "Time flies when I'm working" (0.87) points to a broader range of perceptions. Overall, while respondents feel engaged, enhancing job inspiration could further boost work engagement.

#### **4.5 Influencing Factors on Job satisfaction**

Table (4.10) presents the influencing factors on job satisfaction, detailing the results of a regression analysis. The independent variables examined include Physical Work Environment, Job Security, Workload and Work-Life Balance, Leadership and Management Support, and Recognition and Rewards.

**Table (4.10) Influencing Factors on Job satisfaction**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-0.39	0.34		-1.17	0.25		
Physical Work Environment	0.08	0.09	0.06	0.87	0.38	0.38	2.65
Job Security	0.55	0.10	0.43	5.43	0.00	0.32	3.15
Workload and work life balance	0.39	0.09	0.37	4.61	0.00	0.31	3.21
Leadership and Management Support	0.08	0.06	0.07	1.50	0.14	0.87	1.15
Recognition and Rewards	0.04	0.06	0.03	0.66	0.51	0.95	1.05
R	0.828a						
R. Square	0.69						
Adjusted R Square	0.68						
Durbin-Watson	0.41						
F. Value	325.18						

Table (4.10) presents the influencing factors on job satisfaction based on regression analysis. The model indicates that the independent variables explain 69% of the variance in job satisfaction, as evidenced by an R-squared value of 0.69 and an



adjusted R-squared value of 0.68. This suggests that the included factors are significant contributors to job satisfaction levels among employees.

Among the independent variables, job security emerged as the most influential factor, with an unstandardized coefficient of 0.55 and a standardized coefficient (Beta) of 0.43. This finding is statistically significant ( $p < 0.001$ ), indicating that as job security increases, so does job satisfaction. Workload and work-life balance also significantly contribute to job satisfaction, with an unstandardized coefficient of 0.39 and a Beta of 0.37 ( $p < 0.001$ ), underscoring the importance of balancing work demands with personal life.

In comparison, the physical work environment exhibited a minimal effect on job satisfaction, as evidenced by an unstandardized coefficient of 0.08 and a Beta of 0.06, with a significance level of 0.38, indicating it does not significantly predict job satisfaction. Similarly, leadership and management support showed a weak correlation with job satisfaction, reflected in an unstandardized coefficient of 0.08, a Beta of 0.07, and a p-value of 0.14. Recognition and rewards also demonstrated a limited association, with an unstandardized coefficient of 0.04, a Beta of 0.03, and a p-value of 0.51.

These findings suggest that these elements may not greatly affect overall employee satisfaction in this context. The regression model's overall F-value of 325.18 signifies that it is statistically significant and offers a strong fit for the data. In summary, the analysis underscores the importance of job security and workload balance in shaping job satisfaction, while the roles of leadership support and recognition warrant further investigation to fully understand their effects.

## **CHAPTER V**

### **CONCLUSION**

#### **5.1 Findings**

Job satisfaction as a key factor in driving work engagement, highlighting actionable insights for organizations and policymakers within SEZs to boost employee satisfaction and engagement, ultimately enhancing both individual and organizational outcomes. The findings are based on the survey data about the effect of job satisfaction among employees in Myanmar Ajinomoto Foods Co., Ltd. The results highlight several key findings regarding the influence of independent variables such as physical work environment, job security, workload and work-life balance, leadership and management support, and recognition and rewards.

The demographic analysis of 151 employees in Myanmar's Thilawa Special Economic Zone reveals a predominantly young workforce, with the largest age group being 25-34 years (53%), followed by 18-24 years (38.4%). Gender distribution is slightly skewed toward females (51.7%), and most respondents are single (73.5%). Education levels show that over half (54.3%) have completed high school, while 27.8% hold bachelor's degrees. Experience is primarily concentrated in the early career stages, with 49.7% having 1-3 years and 27.2% with less than one year of experience. Most employees work in Production & Quality Control (58.9%), with a significant majority (66.9%) in lower-grade positions. Income levels indicate that most earn between 400,000 - 699,999 MMK monthly. This profile highlights a young, relatively inexperienced workforce in production roles, suggesting opportunities for growth and engagement within the SEZ.

The survey results reveal generally positive perceptions regarding the physical work environment, with an overall mean score of 3.94. Respondents rated the layout of the workspace the highest (4.17), indicating it effectively supports collaboration and workflow. Cleanliness and maintenance also received favorable ratings (4.08). While respondents feel valued by colleagues (3.97) and experience a strong sense of teamwork (3.97), concerns were noted in the physical conditions (lighting, temperature, noise levels), scoring the lowest at 3.76. Supervisor support was perceived positively at 3.82, and effective communication channels were rated at 3.79. The variability in responses,

with standard deviations ranging from 0.65 to 1.18, suggests mixed experiences among employees.

The perceptions of job security among employees were predominantly positive, with an overall mean of 3.88. The highest-rated statement was regarding job security, with a mean score of 3.95, reflecting confidence in job stability. Employees also feel their jobs provide stable income (3.94) and are safe from layoffs (3.83). The importance of job security for task focus (3.87) and overall satisfaction (3.91) was recognized, though the influence on engagement was rated slightly lower (3.80). The standard deviations, ranging from 0.52 to 0.86, indicate some variability in perceptions.

The overall sentiment regarding workload and work-life balance was also positive, with a mean score of 3.74. Most respondents find their workload manageable (3.83) and maintain high work quality (3.82). However, satisfaction with the balance between work and personal life scored lower (3.66), suggesting areas for improvement. Additionally, the ability to disconnect from work during time off was rated at 3.64, indicating potential challenges in achieving a healthy work-life balance. The standard deviations ranged from 0.64 to 1.06, highlighting variability in employee experiences.

Respondents generally perceived leadership and management support positively, with an overall mean score of 3.85. The highest-rated aspect was open communication and feedback encouragement from supervisors (4.02), along with clear guidance (3.98). Recognition for contributions scored well at 3.98, but support for professional development and management's commitment to employee well-being showed room for improvement, with scores of 3.77 and 3.76, respectively. The lowest rating pertained to management's communication regarding changes impacting employees (3.48), suggesting a need for better transparency. Standard deviations indicated variability, but overall perceptions remained favorable.

The perceptions of the recognition and rewards system were generally positive, with an overall mean score of 3.66. The impact of recognition on job satisfaction was notably high (3.81), indicating its significance to employees. However, aspects related to the fairness of rewards and the frequency of recognition received lower scores (3.67 and 3.52, respectively), suggesting areas for enhancement. Standard deviations ranged from 0.64 to 0.92, showing variability in employee satisfaction with the recognition system.

Employee satisfaction perceptions among respondents showed generally positive sentiments, with an overall mean score of 3.30. The highest satisfaction was

noted in personal growth and development (4.01) and salary and benefits (3.90). Satisfaction with colleagues was rated favorably at 3.87. However, respect and fair treatment from supervisors scored the lowest at 3.65, indicating a need for improvement in this area. Job security rated 3.85, reflecting a sense of security among employees, with standard deviations ranging from 0.73 to 0.88, indicating variability in responses.

Respondents displayed an overall positive view of work engagement, with a mean score of 3.90. The highest-rated statement was "I am immersed in my work," scoring 4.03, suggesting strong feelings of absorption. Respondents also found their work meaningful (3.95) and could work long periods without fatigue (3.93). The statement "My job inspires me" received a lower score of 3.82, highlighting an opportunity for improvement in job inspiration. The standard deviations ranged from 0.42 to 0.87, indicating some variability in engagement experiences.

The findings highlight that while employees in the Thilawa Special Economic Zone generally perceive their work environment, job security, workload, and management support positively, there are key areas for improvement. Addressing concerns regarding physical conditions, work-life balance, management communication, and recognition fairness could significantly enhance employee satisfaction and engagement. The results provide valuable insights for strategic initiatives aimed at fostering a more supportive and engaging work environment.

## **5.2 Suggestions**

According to the survey result, Myanmar Ajinomoto Foods Company Limited should be implemented to enhance employee satisfaction and work engagement based on the survey findings. Based on the specified objectives regarding the impact of job satisfaction on work engagement among employees within the Thilawa Special Economic Zone (TSEZ) and at Myanmar Ajinomoto Foods Company Limited, the following suggestions are proposed to enhance job satisfaction.

Implement regular employee satisfaction surveys to assess job satisfaction levels and engagement. This will allow for timely identification of issues and enable management to address concerns effectively. Establishing open channels for feedback will foster a culture of transparency and responsiveness. Invest in enhancing the physical work environment by addressing factors such as lighting, temperature, and noise levels. Creating a comfortable and conducive workspace can significantly influence job satisfaction, leading to higher engagement levels.

Provide flexible working options, like remote work or adjustable schedules, to enable employees to achieve a healthier balance between their personal and professional lives. A supportive work-life balance can enhance job satisfaction and foster greater commitment to the organization. Implement organized recognition programs to consistently appreciate employee contributions, whether individually or as teams. Making sure that rewards are viewed as fair and equitable will boost motivation and job satisfaction.

The feedback reveals a need for improved work-life balance. The company could consider implementing flexible work arrangements, such as remote work or adjustable hours, allowing employees to better juggle their professional duties and personal lives. Additionally, fostering collaboration across departments through joint projects or workshops can strengthen employee relationships and cultivate a sense of community, which positively influences job satisfaction and engagement. It's also important to regularly assess the effects of these initiatives on job satisfaction and work engagement. Utilizing key performance indicators (KPIs) can help evaluate the effectiveness of these strategies and enable any necessary adjustments.

The survey highlights a generally positive perception of leadership and management support. To build on this, the company can implement training programs for supervisors focusing on effective communication, employee recognition, and career development. With high ratings for personal growth and development, the company should continue to offer training and professional development opportunities. This investment in employee growth can lead to increased job satisfaction and loyalty, fostering a more engaged workforce.

By implementing these suggestions, Myanmar Ajinomoto Foods Company Limited can effectively enhance job satisfaction and foster a more engaged workforce, ultimately contributing to the overall success and productivity of the organization.

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## APPENDIX I

### Name and Place of the company in TSEZ

No	Company in TSEZ	Place of TSEZ
1	Koyorad Myanmar Corporation Co.Ltd.,	Lot No.C-3 , Zone A, TSEZ
2	Lu Thai (Myanmar) Co. Ltd.,	Lot No.B-14, Zone A, TSEZ
3	Thilawa Cement Building Materials LTD.,	Plot No 44/2, Lot No.B-3, Zone A, TSEZ
4	Ball Asia Pacific (Yangon) Metal Container Limited	Lot No.A-15+16, Zone A, TSEZ
5	Foster Electric (Thilawa) Co., Ltd.	Lot No.B-3, Zone A, TSEZ
6	Indorama Ventures Packaging (Myanmar) Ltd.	Lot No.A-11-1 , Zone A, TSEZ
7	Golden Dowa Eco-system Myanmar Co.,Ltd.	Lot No.E-1, Zone A, TSEZ
8	Showa Glove Myanmar Co.,Ltd.	Lot No.B-17+B-16, Zone A, TSEZ
9	Atsumi Myanmar Co., Ltd.	Lot No.B-5+B-5-1, Zone A, TSEZ
10	Cute Myanmar Thilawa Co., Ltd.	Lot No.A-12, Zone A, TSEZ
11	Oji Myanmar Packaging Co., Ltd.	Lot No.A-14, Zone A, TSEZ
12	Guston Amava Ltd.	Lot No.A-19, Zone A, TSEZ
13	Fujiwork Myanmar Thilawa SEZ Co.,Ltd.	Lot No.A-22, Zone A, TSEZ
14	Unimit Engineering ( Myanmar ) Co., Ltd.	Lot No.C-11, Zone A, TSEZ

15	Millcon Thiha Gel Ltd.	Lot No.C-5, Zone A, TSEZ
16	RK Yangon Steel Co.,Ltd.	Lot No.C-8, Zone A, BE-1, Zone B, TSEZ
17	Acecook Myanmar Company Ltd.	Lot No.B-20, Zone A, TSEZ
18	ABBA Aluminium Thilawa Ltd. +B28	Lot No.A-3, Zone A, TSEZ
19	Myanmar Century Steel Structure Ltd.	Lot No.A-2, Zone A, TSEZ
20	Thilawa Global Lgistics Co., Ltd. (Joint Venture Company)	Lot No.B-10, Zone A, TSEZ
21	Marketech Intergrated Manufacturing Co.,Ltd.	Lot No.B-12, Zone A, TSEZ
22	Myanmar Wacoal Co.,Ltd.	Lot No.B-2, Zone A, TSEZ
23	Popular Plastic Group TSEZ Co.,Ltd.	Lot No.C-9, Zone A, TSEZ
24	Seiji (Myanmar) Co.,Ltd.	Lot No.C-10, Zone A, TSEZ
25	Velbon Myanmar Co.,Ltd.	Lot NoA-20, Zone A, TSEZ
26	Standard Urai Paint Co.,Ltd.	Lot NoC-12, Zone A, TSEZ
27	Pacific -PSP Syntech Co.,Ltd.	Lot NoA-21, Zone A, TSEZ
28	Myarnak Co.,Ltd.	Lot NoB-1, Zone A, TSEZ
29	Matsunaga (Myanmar)Co.,Ltd.	Lot NoA-5, Zone A, TSEZ
30	VJP Co.,Ltd. (Foreign Company)	Lot NoC-4, Zone A, TSEZ
31	Zifam Pyrex Myanmar Co.,Ltd.	Lot NoC-6, Zone A, TSEZ

32	Daizen Myanmar Co.,Ltd.	Lot NoC-13, Zone A, TSEZ
33	YTL Cement Myanmar Co.,Ltd.	Lot NoC-23, Zone A, TSEZ
34	Free Trade Integrated Logistics Ltd.	Lot NoB-18-2, Zone A, TSEZ
35	Minerva Co., Ltd.	Lot NoC-7, Zone A, TSEZ
36	Suzuki Thilawa Motor Co., Ltd.	Lot NoA-1, Zone A, TSEZ
37	Thilawa Property Development Ltd.	Residential and Commercial Area, Zone A, TSEZ
38	Kubota Myanmar Co.,Ltd.	Lot NoC-27, Zone A, TSEZ
39	Crecimiento Industrial Myanmar Co.,Ltd.	Lot NoA-4, Zone A, TSEZ
40	KAS Co.,Ltd.	Lot NoC-26, Zone A, TSEZ
41	PEB Steel Myanmar Ltd.	Lot NoA-10, Zone A, TSEZ
42	Nittsu Logistics Myanmar Co.,Ltd.	Lot NoA-9, Zone A, TSEZ
43	Boxpak (Myanmar) Co.,Ltd.	Lot NoC-2, Zone A, TSEZ
44	Kianjoo Can (Myanmar) Co.,Ltd.	Lot NoC-1, Zone A, TSEZ
45	Fujitrans Logistics (Myanmar) Co.,Ltd.	Lot NoA-6, Zone A, TSEZ
46	A&N Foods (Myanmar) Co.,Ltd.	Lot No.B-6, Zone A, TSEZ
47	Marubeni Myanmar Fertilizer Co.,Ltd.	Lot No.B-23, Zone A, TSEZ
48	C J Foods Myanmar Co.,Ltd.	Lot No.A-8, Zone A, TSEZ

49	Myanmar Ajinomoto Foods Co.,Ltd.	Lot No.C-17+ A-17, Zone A, TSEZ
50	S.P. PETPACK INTER GROUP (MYANMAR) CO., LTD.	Lot No.A-11-2, Zone A, TSEZ
51	KONOIKE MYANMAR CO., LTD.	Lot No.C-20, Zone A, TSEZ
52	YANMAR MYANMAR CO., LTD.	Lot No.D-18, Zone A, TSEZ
53	NIPPON KOUATSU ELECTRIC MYANMAR CO., LTD.	Lot No.A-6 (Rental Factory), Zone A, TSEZ
54	YAKULT MYANMAR CO., LTD.	Lot No.A-18, Zone A, TSEZ
55	AGRI FIRST CO., LTD.	Lot No.D-6-7, Zone A, TSEZ
56	Alidac Healthcare (Myanmar) Ltd.	Lot No.B-19, Zone A, TSEZ
57	YUSEN LOGISTICS (THILAWA) CO., LTD.	Lot No.C-14, Zone A, TSEZ
58	RYOBI MYANMAR DISTRIBUTION SERVICE CO., LTD.	Lot No.B-9, Zone A, TSEZ
59	NMD (MYANMAR) CO., LTD.	Lot No.D-19, Zone A, TSEZ
60	MIZUNO PRECISION PARTS MYANMAR CO., LTD.	Unit A-5(Rental Factory), Zone A, TSEZ

61	YOJIN MYANMAR CEMENT CO., LTD.	Lot No.D-9, Zone A, TSEZ
62	YANGON CAN Manufacturing CO., LTD.	Lot No.B-15, Zone A, TSEZ
63	KIM PAI Printing and Packaging Myanmar CO., LTD.	Lot No.B-21, Zone A, TSEZ
64	Fujifilm Myanmar Ltd.	Lot No.D-14, Zone A, TSEZ
65	SCI metal Tech (Myanmar) CO., LTD.	Lot No.A-13, Zone A, TSEZ
66	NS Bluescope Lysaght Myanmar Ltd.	Lot No.D-4, Zone A, TSEZ
67	Taiyo Nippon Sanso Myanmar Co., Ltd.	Lot No.B-11, Zone A, TSEZ
68	TOA Coating Myanmar Co., Ltd	Lot No.C-21, Zone A, TSEZ
69	TCCC Myanmar Ltd	Lot No.C-15+C-18 , Zone A, TSEZ
70	CPP Fertilizer Co., Ltd	Lot No.F-4+5, Zone A, TSEZ
71	Buhler Myanmar Ltd	Lot No.D-16 , Zone A, TSEZ
72	Aktio Myanmar Co., Ltd	Lot No.D-15 , Zone A, TSEZ
73	Aju Myanmar Co., Ltd	Lot No.B-24 , Zone A, TSEZ
74	Koryo Cable Myanmar Co., Ltd	Lot No. B-18-1, Zone A, TSEZ
75	Metro Wholesale Myanmar Ltd	Lot NoB-8 , Zone A, TSEZ
76	Sahadharawat Can (Myanmar) Co., Ltd.	Lot No.D-8 , Zone A, TSEZ

77	Super Hotel Thilawa Co., Ltd.	Lot No.25 , Residential and Commercial Area, Zone A, TSEZ
78	Soilbuild (Thilawa) Co., Ltd.	Lot No.C-22 , Zone A, TSEZ
79	LS - Gaon Cable Myanmar Co., Ltd.	Lot No BA-3 , Zone B, TSEZ
80	Trouw Nutrition Myanmar Co., Ltd.	Rental Factory Unit B-1, Lot No (C24+C25), Zone A, TSEZ
81	Myanmar Yangon Blumare Co., Ltd.	Lot No C-19, Zone A, TSEZ
82	Oshimanoki Myanmar Co., Ltd.	Lot NoBC-4, Zone B, TSEZ
83	Okamura Trading Myanmar Co., Ltd.	Lot No.BB-1, Zone B, TSEZ
84	JFE Meranti Myanmar Co., Ltd.	Lot No. BC-1, Zone B, TSEZ
85	Siam GS Battery Myanmar Co., Ltd.	Lot No. BC-6, Zone B, TSEZ
86	Yangon Industrial Gas (Thilawa) Co., Ltd.	Lot No. BC-5, Zone B, TSEZ
87	Kalbe Myanmar Co., Ltd.	Lot No. B-22, Zone A, TSEZ
88	Sports Gear (Myanmar) Co., Ltd.	Lot No.BA-1+ BA-2, Zone B, TSEZ
89	Fumakilla Myanmar Ltd.	Lot No.D1+2, Zone A, TSEZ
90	Mooz & Company Myanmar Ltd.	Lot No.D3, Zone A, TSEZ
91	MSNMEGA Pharma Ltd.	Lot No.(BE-2+BE-3) , Zone B, TSEZ
92	Osotspa Myanmar Co., Ltd.	Lot No.(BF-1) , Zone B, TSEZ



93	Seikitokyu Myanmar Road Co., Ltd.	Lot No.(F-1) , Zone A, TSEZ
94	Toyo Ink Myanmar Co., Ltd.	Lot No.BC(2)+BC(3) , Zone B, TSEZ
95	Tohno Precision Myanmar Co., Ltd.	Lot No.BB-7, Zone B, TSEZ
96	Saint -Gobain Construction Products Myanmar Co., Ltd.	Lot No.BH-3, Zone B, TSEZ
97	Sankyo Frontier Technologies Myanmar Co., Ltd.	Lot No.D-5, Zone A, TSEZ
98	Hansae Myanmar Co., Ltd.	Lot No.BG-1, Zone B, TSEZ
99	Chugoku-TOA Paints (Myanmar), Ltd.	Lot No.C-16, Zone A, TSEZ
100	Myanmar Yazaki Thilawa Co., Ltd.	Rental Factory Unit B-4+B-5+B-6 Lot No.(C24-C25), Zone A, TSEZ
101	Chemical Industries (Myanmar) Ltd.	Lot No.F-2, Zone A, TSEZ
102	MM CORE LTD. (Foreign Company)	Shop House.18-3B, Residential and Commercial Area, Zone A, TSEZ
103	Wisechamp Industrial (Myanmar) Co., Ltd.	Lot No.D-17, Zone A, TSEZ
104	BS Yangon Co., Ltd.	Lot No.BB-5, Zone B, TSEZ
105	Yukioh Myanmar Co., Ltd.	Lot No.BH2-2, Zone B, TSEZ
106	DS Myanmar Co., Ltd.	Lot No.BL-1 , Zone B, TSEZ

107	Nissin Electric Myanmar Co., Ltd. (Foreign Company)	Unit C-1, Rental Factory, Zone A, TSEZ
108	Toyota Myanmar Co., Ltd. (Foreign Company)	Lot No.BE-10 , Zone B, TSEZ
109	Igeta & Sun Co., Ltd. (Foreign Company)	Lot No.B-4 , Zone A, TSEZ
110	DAE-A Electronics Myanmar Co., Ltd.	Lot No.BB-6 , Zone B, TSEZ
111	TG Plaspack Myanmar Co., Ltd.	Lot No.BB-2 , Zone B, TSEZ

Source: Investor List from <https://www.thilawasez.gov.mm/page/investor-list>

### **Company Name and estimate manpower in Thilawa SEZ**

No.	Plot	Company Name	Est. Manpower
1	A6	Fujitrans Logistics (Myanmar) Co., Ltd	50
2	A9	NX Logistics Myanmar Co., Ltd	40
3	A14	OJI Myanmar Packaging Co Ltd	50
4	A15+A16	BALL ASIA PACIFIC (YANGON) METAL CONTAINER LTD	100
5	A17	Myanmar Ajinomoto Foods Co., Ltd.	210
6	A19	Guston Amava Ltd	1600
7	A20	VELBON MYANMAR COMPANY LIMITED	50
8	B1	Myarnak Company Limited	200
9	B3	Foster Electric (Thilawa) Co., Ltd	2000
10	B9	RYOBI MYANMAR DISTRIBUTION SERVICE COMPANY LIMITED	50
11	B14	VANGUARD APPAREL CO.,LTD	600

12	B17	SHOWA GLOVE Myanmar Co., Ltd	600
13	B18-1	Koryo Cable Myanmar Company limited	250
14	B19	Alidac Healthcare (Myanmar) Ltd	130
15	C1	KIANJOO CAN (Myanmar) Co Ltd	250
16	C2	BOXPAK (Myanmar) Co Ltd	150
17	C3	Koyorad Myanmar Corporation Co., Ltd	250
18	C5	Millcon Thiha GEL Limited	50
19	C6	Zifam Pyrex Myanmar Co. Ltd.	180
20	C8	RK YANGON Steel Co., Ltd	150
21	C14	Yusen Logistics (Thilawa) Co., Ltd.	9
22	C15+C18	TCCC Myanmar Ltd	120
23	C17	Myanmar Ajinomoto Foods Co., Ltd.	197
24	C20	Konoike Myanmar Co., Ltd	40
25	B4+B5+B6	Myanmar Yazaki Thilawa Co.,Ltd	500
26	C2+C3	Lightion (Myanmar) Co.,Ltd	400
27	BB-1	OKAMURA Trading Myanmar Co., Ltd	300
28	BC-1	JFE MYANMAR Coated Steel Co., Ltd	200
29	BF-1	Advanz Beverage Manufacturing Co.,Ltd.	50
30	BG-1	Hansae Myanmar Co.,Ltd	550

## APPENDIX II

### Questionnaire

#### Section A: Demographic Profile Analysis

Please put a tick mark on the correct answer bracket to the following questions.

##### 1. Age

- 18-24
- 25-34
- 35-44
- 45-54

##### 2. Gender

- Male
- Female
- Other

##### 3. Marital Status

- Single
- Married
- Divorced
- Widowed

##### 4. Education Level

- High School
- Associate Degree
- Bachelor's Degree
- Master's Degree
- Other (please specify)

##### 5. Years of Experience

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10 years and above

##### 6. Department

- Sales
- Marketing

- GA & Human Resources
- SCM (Supply Chain Management)
- Finance
- Production & QC
- Engineering
- 3 Duties (SEQ)
- Other (please specify)

**7. Position Level**

- Grade 1 – 3
- Grade 4 – 5
- Grade 6
- Grade 7
- Grade 8 and above

**8. Income Level**

- Less than 400,000
- 400,000 - 699,999
- 700,000 - 899,999
- 900,000 – 1,099,999
- 1,100,000 – 1,299,999
- 1,300,000 and above

**Are you willing to participate in a follow-up interview to discuss your experience in more detail?**

- Yes
- No

**Thank you for your participation!**

Work Environment and Work Engagement Questionnaire

Instructions:

Please indicate the extent to which you agree or disagree with the following statements by selecting the appropriate response.

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

### Section B: Physical Work Environment

Sr No	Statement	1	2	3	4	5
1.	The physical conditions of my workplace (lighting, temperature, noise levels) are conducive to productive work.					
2.	The cleanliness and maintenance of my workplace meet my expectations.					
3.	The layout of my workspace supports efficient workflow and collaboration.					
4.	I feel valued and respected by my colleagues.					
5.	There is a strong sense of teamwork and cooperation within my department.					
6.	I receive adequate support and encouragement from my supervisor.					
7.	My workplace has effective communication channels that keep everyone informed.					

### Section C: Job Security

Sr No	Statement	1	2	3	4	5
1.	I feel secure in my current job position.					
2.	My job provides me with a stable income.					
3.	I believe my job is safe from potential layoffs or downsizing.					
4.	I have confidence in the management's ability to secure my job.					
5.	Knowing that my job is secure allows me to focus better on my tasks.					
6.	Job security is important to my overall job satisfaction.					
7.	My job security influences my level of engagement at work.					

**Section D: Workload and work life balance**

<b>Sr No</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	I find my workload manageable.					
2.	I have enough time to complete my work tasks.					
3.	My workload allows me to maintain a high level of work quality.					
4.	The workload distribution in my team is fair.					
5.	I am satisfied with the balance between my work and personal life.					
6.	I have enough time to spend with my family and friends.					
7.	I am able to disconnect from work during my time off.					

**Section E: Leadership and Management Support**

<b>Sr No</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	My direct supervisor provides clear guidance and direction.					
2.	My supervisor encourages open communication and feedback exchange within our team.					
3.	Senior management communicates a clear vision and goals for our organization.					
4.	My supervisor supports my professional development and growth opportunities.					
5.	Senior management demonstrates a commitment to employee well-being and work-life balance.					
6.	Senior management effectively communicates changes that impact employees and involves them in the transition process.					
7.	I feel recognized and appreciated for my contributions at work.					

### Section F: Recognition and Rewards

Sr. No	Statement	1	2	3	4	5
1.	The recognition I receive motivates me to perform better in my job.					
2.	The rewards (monetary or non-monetary) I receive are fair and equitable for my efforts.					
3.	Recognition and rewards are distributed fairly across the organization.					
4.	Receiving recognition and rewards enhances my job satisfaction.					
5.	I am satisfied with the variety of recognition and rewards programs offered by the company.					
6.	The frequency of receiving recognition and rewards is adequate for my level of contribution.					
7.	Overall, I am satisfied with how recognition and rewards impact my work engagement.					

### Section G: Employee satisfaction

Sr No	Statement	1	2	3	4	5
1.	I am satisfied with my current salary and benefits.					
2.	I am satisfied with the amount of personal growth and development I get in doing my job.					
3.	I am satisfied with the people I talk to and work with on my job.					
4.	I am satisfied with the amount of job security I have.					
5.	I am satisfied with the amount of pay and fringe benefits I receive.					
6.	The degree of respect and fair treatment I receive from my boss.					
7.	The feeling of worthwhile accomplishment I get from doing my job.					



## Section H: Work Engagement

Sr No	Statement	1	2	3	4	5
1.	I am fully absorbed when performing my work tasks.					
2.	At my job, I feel strong and vigorous.					
3.	I can continue working for very long periods at a time.					
4.	I find the work that I do full of meaning and purpose.					
5.	My job inspires me.					
6.	Time flies when I'm working.					
7.	I am immersed in my work.					