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**FACTORS AFFECTING EMPLOYEE JOB SATISFACTION AT
KB FINANCIAL GROUP IN MYANMAR**

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EMBF - 49
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**FACTORS AFFECTING EMPLOYEE JOB SATISFACTION AT
KB FINANCIAL GROUP IN MYANMAR**

A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Executive Master of Banking and Finance (EMBF).

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ABSTRACT

This study investigates the motivational factors influencing job satisfaction and the subsequent effect of job satisfaction on job performance among employees at KB Financial Group in Myanmar. A quantitative research approach was employed. Data were collected from a sample of employees, selected via a simple random sampling method. Both primary and secondary data sources were utilized; primary data were gathered through personal interviews using structured questionnaires, and secondary data were obtained from a review of relevant previous research papers. This research specifically examined five potential motivational factors: working conditions, rewards, job security, relations with co-workers, and career development. The findings indicate that relations with co-workers and job security significantly influence employee job satisfaction within KB Financial Group. Conversely, working conditions and career development did not demonstrate a significant relationship with job satisfaction in this context. Based on these findings, it's recommended that KB Financial Group prioritize enhancing transparency and communication regarding employee career paths, offering reasonable promotion opportunities, and providing updated development programs to foster career growth and improve overall employee satisfaction.

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CHAPTER I

INTRODUCTION

In today's dynamic business environment, particularly for organizations like KB Financial Group in Myanmar, employees are the crucial drivers of market competitiveness, success, and sustained progress. Recognizing humans as the most vital resource, KB Financial Group's Human Resources (HR) functions are implicitly tasked with ensuring high levels of employee job satisfaction, which is compulsory for achieving efficiency and improving overall performance. Satisfied employees are essential for long-term productivity and organizational excellence, directly contributing to the strategic goals that KB Financial Group aims to achieve through its workforce efforts.

It is widely acknowledged that employees represent a company's most valuable asset (Javid, 2014). This perspective emphasizes that the ability to retain the loyalty of stakeholders, including employees who conduct business activities, is key to business success. Consequently, an organization's performance is significantly dependent on the effectiveness of its workforce, which in turn has a direct impact on employee job satisfaction.

Job satisfaction is how happy workers are at work. It includes employment satisfaction overall and satisfaction with particular components including work, supervision, communication, acknowledgment, and advancement chances. Job satisfaction may be assessed by cognitive (evaluative), affective (emotional), and behavioral factors that reflect employees' ideas, feelings, and behaviors.

Job satisfaction improves many work practices. Happy workers are more inclined to practice organizational citizenship, which entails going above and above to help the company. Dissatisfied workers may start missing work, leaving, and looking for other jobs. Job happiness significantly affects productivity, making it crucial. Satisfied workers perform better and faster, increasing profits. Their happiness improves long-term success and organizational effectiveness (Zehir et al., 2012) and is linked to life satisfaction (Judge, 2000), decreased counterproductive work behaviors (Dalal, 2005), and reduced absenteeism. Understanding and encouraging work happiness is valuable to companies.

Working circumstances, incentives, job security, coworker interactions, and career advancement affect employee job satisfaction. Job satisfaction is complex and personal since these elements interact differently for each person. Jobs that make employees happy reduce absenteeism, attrition, and professional conflict. Job satisfaction is a favorable attitude toward work (Daft, 2003). Herzberg's two-factor theory distinguishes between motivators (like achievement, advancement, growth, recognition, responsibility, and the work itself) and hygiene factors (which prevent dissatisfaction) to explain employee job satisfaction. According to Daft (2003), happy workers feel fulfilled. Job satisfaction and motivation are essential in the workplace (Dartey-Baah, 2010), hence management should encourage task specialization to motivate employees (Daft, 2003). work happiness is connected to work performance, which is individual conduct that supports an organization's goals (Campbell & Wiernik, 2015).

Through high-impact learning, performance, and transformation projects, organizations may boost employee engagement and ROI. This comprehensive strategy improves company success by boosting organizational and individual performance, productivity, and well-being. Job happiness is essential to employee well-being and performance; therefore, companies must foster it. This rule applies to all businesses, including banking. This study examines how work happiness affects performance at KB Financial Group in Myanmar. Seoul-based KB Financial Group is South Korea's largest financial holding corporation. The Group, including its subsidiaries, provides a full range of banking and financial services, making it a financial services leader. KB Financial Group has two Myanmar businesses: KB Microfinance and KB Bank. In 2017, the South Korean banking behemoth created KB Microfinance Myanmar, the first microfinance organization to work with the Myanmar government and NGOs. The wholly foreign-invested microfinance organization provides house renovation and new building funding to low-income Myanmar residents with substandard living settings. In addition to personal and business banking, KB Bank Myanmar offers investment and remittance services, online and mobile banking, and foreign exchange services.

1.1 Rationale of the Study

Modern businesses confront worldwide difficulties, including enhancing worker job performance and retaining employee happiness and motivation. These are essential for long-term corporate success and competition. Job happiness is crucial for

organizational success and competitiveness, since it correlates with job performance. Satisfied employees perform better. Job satisfaction affects employees' views of their obligations and predicts absenteeism and turnover. Myanmar's finance industry is growing rapidly, hiring more people to acquire market share and competitive advantages. Financial institutions are maximizing market share and maintaining their most important assets: staff.

Numerous studies show that knowing job performance aspects is key to keeping valuable personnel. Since much of Myanmar's population lives in rural and remote areas without access to formal banking services, companies like KB Financial Group are making significant progress by offering retail, corporate, and microfinance services. Job happiness affects workers' emotions, work lives, loyalty, and devotion to the company. Employee work happiness is a key management goal. Any company must discover job satisfaction variables to create a happy, productive, and efficient staff. These elements are essential for handling today's shifting world. The financial sector, particularly KB Financial Group, must give its workers a good and supportive work environment to maximize performance.

Motivated people perform better. Recognizing the importance of employee engagement, motivation, and work happiness, KB Financial Group in Myanmar, including KB Microfinance and KB Bank, strives to keep its employees happy. This research examines how employee happiness affects work performance at KB Financial Group in Myanmar. The outcomes of this study will help create, develop, and execute ways to improve employee work satisfaction, which is directly related to job performance. This research will also help KB Financial Group overcome employee satisfaction issues. This study will also add to the literature on employee work happiness and performance in the financial industry by examining the factors that affect employee satisfaction at KB Financial Group in Myanmar.

1.2 Objectives of the Study

These main objectives of the study are as follows:

1. To identify factors affecting employee job satisfaction at KB Financial Group in Myanmar
2. To analyze the effect of job satisfaction on job performance of employees at KB Financial Group in Myanmar

1.3 Scope and Method of the Study

This study focuses on KB Financial Group employee job satisfaction and performance. This analysis used descriptive and quantitative methods. Two main sources provided data: primary and secondary. Primary data was collected from 159 KB Financial Group employees. Simple random sampling was used to choose participants, with Yamane's (1976) methodology determining the sample size at 95% confidence. Structured surveys using five-point Likert scales were used to assess KB Financial Group employees' work satisfaction. Secondary data came from relevant textbooks, reports, scholarly publications, and online research articles. The data were examined using descriptive statistics and regression. Descriptive statistics summarized sample characteristics and essential variables, while regression analysis examined job satisfaction and performance correlations.

1.3.1 Organization of the Study

This research has five chapters. Chapter one introduces the study's premise, objectives, method, scope, and organization. Theory on motivation, employee satisfaction, and past research is presented in Chapter 2. KB Financial Group's business profile and job satisfaction will be explored in Chapter 3. Chapter four analyzes elements impacting employee work satisfaction and how it affects job performance at KB Financial Group, including KB Microfinance and KB Bank in Myanmar. Chapter five concludes with results, comments, recommendations, and research needs.

CHAPTER II

THEORETICAL BACKGROUND

This section explains the study's theory. Job performance, satisfaction, and variables impacting it will be discussed. This study also reviews past studies on job happiness and performance to build its conceptual framework.

2.1 Concept of Employee Job Satisfaction

Employee job satisfaction is a critical component for enhancing job performance and ensuring an organization's sustained success. Fundamentally, job satisfaction represents a positive feeling an individual holds toward their work (Daft, 2003). It is an emotional state stemming from an employee's assessment or experience of their work, encompassing feelings and attitudes about the work itself (Riyanto & Herlissha, 2020). Satisfaction typically arises when an employee's needs are met, correlating with their level of affinity or aversion towards their job. This attitude is often linked to the perceived rewards received in exchange for their efforts. Furthermore, job satisfaction becomes evident when employees achieve desired aspects of their work, such as opportunities for skill development, career advancement, participation in educational programs, comfortable working conditions supported by adequate facilities, encouraging leadership, fulfillment of life's necessities, and alignment of their job with personal conscience.

Job satisfaction also encompasses an individual's affective responses or feelings about the various components of their work situation (Gunawan & Sondakh, 2019). Employees who are satisfied with their work tend to exhibit better performance, as contented and engaged staff significantly contribute to an organization's ability to achieve its strategic goals (Gunawan & Sondakh, 2019). Overall, job satisfaction constitutes the aggregate of feelings and beliefs individuals possess about their employment, ranging from extreme contentment to profound dissatisfaction. Various factors can contribute to an employee's desire to connect with their job, including personal work preferences, relationships with co-workers, compensation, job security, or interaction with superiors (George & Jones, 2008). Therefore, organizations bear a significant responsibility in fostering a satisfied workforce to sustain their market share (Bose, 2005). Employees inherently seek fulfillment from their workplace, as an

individual's overall life satisfaction often depends on their comfort and contentment in their job. A worker burdened by stress, for instance, cannot perform optimally.

For organizations, including those within the banking industry, employee job satisfaction is paramount, signifying that employees are content and feel their desires are being met at work (Prabakaran & Gisha, 2019). Job satisfaction is directly related to employee performance, absenteeism, and commitment within the bank, all of which directly influence the bank's overall performance (Prabakaran & Gisha, 2019). If an employee views their work merely as a "job" primarily focused on financial rewards, they may have little inherent interest in the nature of the work itself and are likely to seek alternative employment for better pay.

Conversely, employee dissatisfaction can arise from various factors, such as discontent with assigned tasks, ambiguity regarding rights, hazardous working conditions, uncooperative colleagues, disrespectful supervision, or exclusion from decision-making processes. Such conditions can lead to feelings of alienation from the organization. Contemporary firms cannot afford disengaged personnel since their poor performance leads to termination and higher recruitment costs. Thus, firms benefit from a flexible workplace where employees feel valued and part of the team. Clark (2009) Job happiness is multifaceted and impacted by many factors, affecting employees differently. Numerous studies have examined work satisfaction and its impact on employees, finding individual, social, organizational, and cultural factors. Thus, these aspects interact to determine an employee's work happiness.

2.2 Factors Affecting Employee Job Satisfaction

The positive and negative attitudes and sentiments people have about their employment affect employee satisfaction and discontent (Armstrong 2006). Job satisfaction combines good and negative sentiments workers have at work. A worker's requirements, aspirations, and experience influence his previously ignored expectations when he joins a corporation. Job satisfaction measures how well expectations meet rewards. The study examines work satisfaction and its causes.

This study will examine how working circumstances, rewards, job security, coworker relationships, and career growth impact employee job satisfaction.

2.2.1 Working Conditions

Job happiness is affected by numerous things. Employees' job satisfaction comes from comfort and great experiences. Employees do duties in a working condition. Conditions might range from pleasant to harmful for employees' health and safety (Bakotić & Babić, 2013). External elements including temperature, humidity, drafts, workplace illumination, noise and interference, gases, radiation, dust, smoke, and others can make working circumstances difficult. These may be subjective characteristics such as worker gender and age, exhaustion, boredom, poor work posture, etc. The production organization may affect working circumstances including shift length, schedule, time, pace, and strain. In the workplace, there are comfortable and airy working conditions with adequate light and temperature. They all like bigger, better, cleaner workplaces. Employees want a workplace with less physical pain (Board, 2007). Naturally, such an environment makes employees happier. Poor physical working circumstances diminish job satisfaction (Vansteenkiste, 2005). Work environments affect employee behaviors and performance. Employment and working conditions are linked (Akinyele, 2010). Good working environments motivate and increase performance. According to Akinyele (2010), how the environment is used affects employee knowledge sharing. This improves profit, competitiveness, etc. for organizations.

2.2.2 Rewards

Employee happiness depends on rewards, including recognition and motivation. A successful incentive system improves employee satisfaction, company culture, and operational productivity. Employer-covered employee benefits are any remuneration offered by a corporation beyond direct pay or salary. Health insurance and retirement benefits are examples of indirect compensation because they are usually part of a plan. These supplementary arrangements provide stability to employees and their families, often including health coverage, income protection, savings plans, and retirement schemes. From an organizational perspective, employee performance is defined by the successful completion of assigned work, within the reasonable use of available resources. An employee's effort and success are pivotal in shaping an organization's trajectory, directly boosting productivity and, consequently, profitability. Thus, providing appropriate compensation to employees is essential. Numerous studies highlight the significant impact of rewards on employee job satisfaction and intent to

leave (Olubusayo, Stephen, & Maxwell, 2014; Salisu, Chinyio, & Suresh, 2015; Terera & Ngirande, 2014; Yaseen, 2013). These determinants are broadly recognized, though specific factors and their categorization may be adjusted to suit particular contexts. Notably, Sarwar and Abugre (2013) validated that rewards serve as a potent motivator for job satisfaction, with a substantial majority (95.19%) of respondents indicating that higher rewards improve their job satisfaction. Incentives, distinct from base pay, are performance-based rewards directly linked to an employee's output or contribution. These form a key part of performance-based compensation systems, which align employee earnings with their workplace performance. Incentives can be monetary or non-monetary, with non-monetary incentives including tangible prizes like gift cards, trophies, travel opportunities, or special meals. Beyond their immediate value, incentives serve as a strategic tool to communicate organizational goals and emphasize what the company values most in terms of employee contributions. Furthermore, well-designed incentive programs can be a powerful recruitment tool, attracting high-caliber, influential individuals who are motivated by such recognition and reward structures, potentially more so than those solely focused on consistent pay.

2.2.3 Job Security

Job insecurity is linked to job loss, job instability, a lack of advancement prospects, and the same job tasks throughout employees' careers. Job uncertainty affects employee mood, behavior, and health and impacts company performance and personnel. If employees fear job loss, their trust, dedication, and mental health for creative work will drop. Permanent employment gives workers job stability (Herzberg et al., 2017).

2.2.4 Relation with Co-workers

Coworker relationships may be characterized in numerous ways and ideas. Social network theory views coworkers as dots and relationships as lines. Dashed lines link weak relationships and solid lines strong relationships. Thus, successful people are more connected (Burt, 2000). Social network theory also categorizes relationships by network type. This thesis examines workplace connections and how employees perceive them, not specific partnerships.

2.2.5 Career Development

Career development involves systematic activities and procedures to improve employees' skills and career pathways, boosting workplace satisfaction. Job happiness boosts productivity, retention, and organizational performance. Individual and organizational career development includes improving job skills to attain professional goals. Wibowo writes in Willy Rizky Utami & Dwiatmadja (2020) that offering opportunities and trust in employee career development would help individuals develop, perform productively, and provide satisfied outcomes. Career development involves education and training to improve employees' technical, theoretical, and moral skills in accordance with the job or position. Education improves theoretical and moral skills, while training improves technical skills (Halbesleben, J. R., & Rotondo, D. M. 2007).

2.3 Concept of Job Performance

Different contexts have defined performance differently, and each expert and specialized has focused on a certain component of performance. Chei et al. (2014) define employee performance as job-related tasks and how successfully employees performed them. Employee performance refers to the actions that directly and indirectly contributes to accomplishing organizational goals.

Viswesvaran et al. (2000) examined the current job performance model. Campbell (2015) created an eight-dimensional model to characterize job performance's latent structure. Job-specific and non-job-specific task competency, written and spoken communication, effort, personal discipline, supporting peer and team performance, supervision, and management or administration are the eight elements (Viswesvaran et al., 2000). Campbell mentioned in Jex (2014) defines job performance as workplace behaviors. Such activities must support organizational goals to be deemed job performance. According to Porter and Lawler, referenced in Pushpakumari (2008), performance depends on individual ability, skill, and situational effort. Porter and Lawler define work performance as talent, skill, and effort.

Pushpakumari (2008) argued that in the near term, employee skills and talents are largely constant and defined performance in terms of job effort, with more effort resulting in greater performance. Job performance is anticipated employee behavior to achieve company goals and is a function of outcome.

Today, employees must adapt their interpersonal behavior to work well with a variety of peers and subordinates due to technological changes, job assignment changes, and organizational restrictions. After mastering their tasks, employees strive to adjust their behavior to their job duties. Huan et al. (2014) define adaptive performance as the capacity to adjust to and support a job profile in a changing workplace.

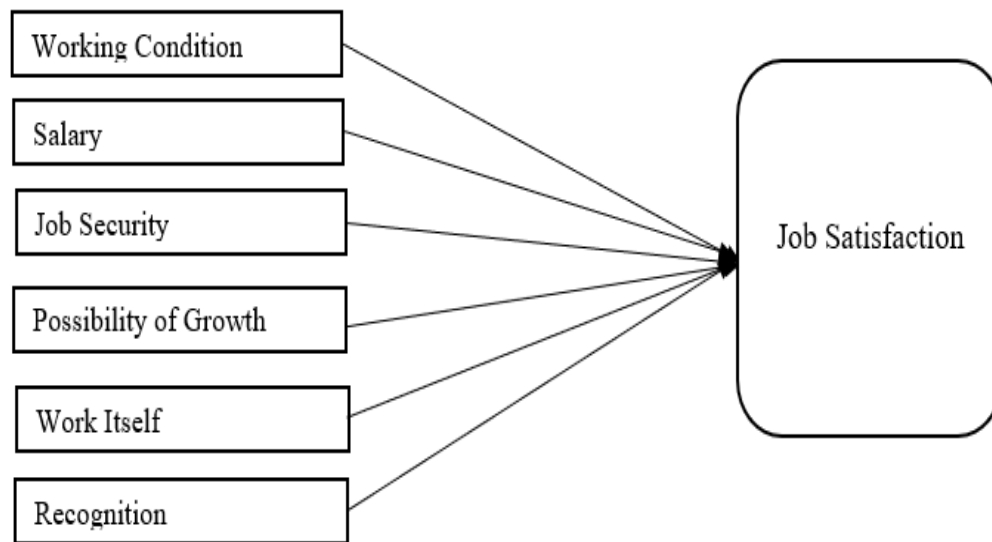
2.4 Related Theories

The ideas on employee job satisfaction show that human requirements, fair perceptions, and job qualities interact to create job satisfaction. The hierarchy of Maslow's demands ranges from fundamental physiological and safety needs to social affiliation, esteem, and self-actualization. In Herzberg's Two-Factor Theory, hygiene factors (such as compensation and working circumstances) avoid unhappiness but don't cause contentment, whereas motivators (like success and progress) do. Vroom's Expectancy Theory states that contentment is motivated by the assumption that effort leads to performance, performance leads to desired results, and those outcomes are valued. Adams' Equity Theory states that employees are satisfied when they sense justice when they compare their contributions and outcomes to others. According to the Job Characteristics Model, intrinsic job qualities including skill variation, task identity, relevance, autonomy, and feedback promote important psychological states that boost satisfaction. These theories show that job happiness needs addressing both extrinsic variables that prevent dissatisfaction and internal elements that engage and satisfy employees.

2.5 Previous Studies

A literature study shows that work satisfaction is impacted by several individual and organizational factors. In the financial business, employee happiness is crucial to shareholder value development, creating a mutually advantageous environment for all stakeholders (Panghal, 2013).

Figure (2.1) Factors Affecting to Job Satisfaction of Banking Employees in Sri Lanka

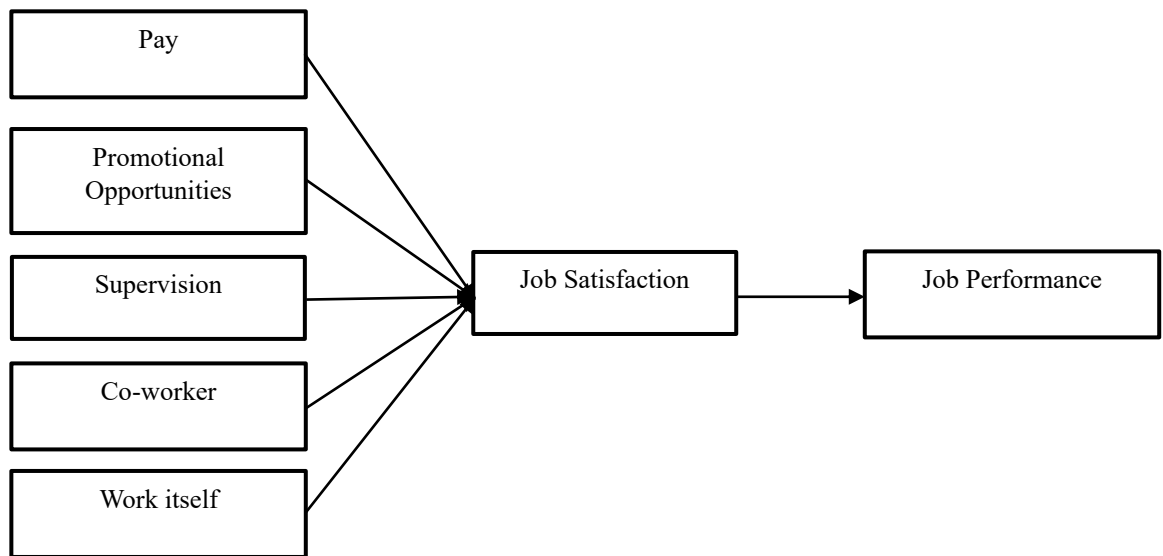


Source: Weerasinghe, IMS and Dedunu, HH (2017)

In Sri Lanka's banking industry, Weerasinghe and Dedunu (2017) found that public sector workers were happier than private sector workers. Work, compensation, job security, and recognition have statistically significant influence on employee job satisfaction. However, growth possibilities and working conditions did not affect job satisfaction in this context. Salary was the biggest predictor of Sri Lankan banking employees' job satisfaction.

Another research by Rahman, Md.M. and Iqbal, Md.F (2013) indicated that Bangladeshi bank employees were happier with increased salary, bonuses, and career progression chances. The study sought to demonstrate how work happiness affects bank employees' performance.

Figure (2.2) Job Satisfaction and Job Performance of Bank Employees in Bangladesh



Source: Rahman, Md.M. and Iqbal, Md.F (2013)

Rahman, Md.M. and Iqbal, Md.F. (2013) found that knowing these characteristics can help banks develop and implement ways to boost employee work satisfaction and performance.

M Abdolshah (2018) examines how work satisfaction determinants affect employee satisfaction and performance. He identified five primary indicators for job satisfaction and computed a sample size of 35 Asgariyeh and MehrIran Banks Qazvin and Alborz employees using the Cochran technique. Bank workers' performance was positively impacted by employee happiness.

Figure (2.3) Factors Influencing Job Satisfaction of Banking Sector Employees in Qazvin and Alborz, Iran



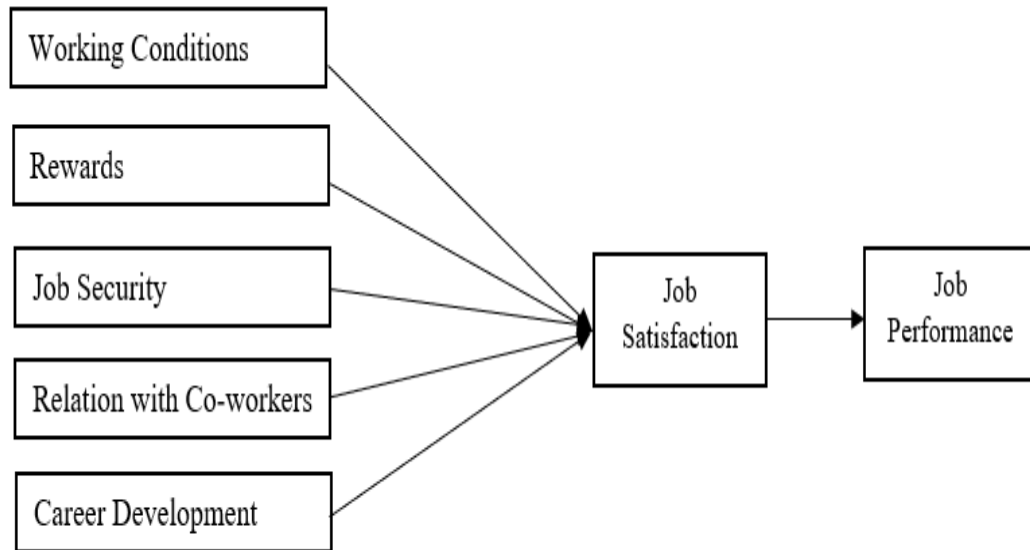
Source: M Abdolshah (2018)

Cambell mentioned in Jex (2014) defines job performance as workplace behaviors. Such activities must support organizational goals to be deemed job performance. According to Porter and Lawler, referenced in Pushpakumari (2008), performance depends on individual ability, skill, and situational effort. Porter and Lawler define work performance as talent, skill, and effort. Pushpakumari (2008) argued that in the near term, employee skills and talents are largely constant and defined performance in terms of job effort, with more effort resulting in greater performance. Job performance is anticipated employee behavior to achieve company goals and is a function of the outcome.

2.6 Conceptual Framework of the Study

The study's conceptual framework is based on theory and previous models. This conceptual model examines how work happiness impacts job performance. work performance as a result of work satisfaction is the topic of this study. The theoretical notions and prior investigations inform the conceptual framework below.

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2025)

The research uses motivation and job satisfaction as its conceptual foundation. Motivation factors—working environment, rewards, job security, coworkers, and career development—are independent variables. Dependent variables are work satisfaction and performance. This research evaluates occupational satisfaction characteristics. It also examines how job happiness affects KB Financial Group employees' performance at KB Microfinance and KB Bank Myanmar. This study claims that motivation variables, job happiness, and job performance at KB Financial Group are related. The following elements affect workplace happiness and performance, according to studies.

Working Conditions: This refers to the physical environment and circumstances within the KB Financial Group offices, encompassing the constructed facilities, including offices and individual workstations.

Rewards: Within this study, rewards denote the provisions aimed at enhancing employees' financial security and stability. The objective of such provisions is to increase job satisfaction and mitigate stress levels among KB Financial Group employees.

Job Security: In this research, job security is defined as the implementation of clear, informative employment policies by KB Financial Group to prevent negative

perceptions and diminish adverse or unsatisfactory reactions among employees regarding their employment stability.

Relation with Co-workers: This variable refers to the quality of interpersonal relationships among employees at KB Financial Group, characterized by mutual respect and value. It implies a supportive work environment that enhances psychological well-being and fosters collaboration among colleagues.

Career Development in this study means including the extensive training, in specific, with respect to the areas the employee wants to develop and providing an effective career development plan (initiatives for self-development and organizational effectiveness) for employees at KB Financial Group.

Employee Job Satisfaction in this study means investigating the relationship between job satisfaction and organizational commitment among employees who are working at KB Financial Group in Myanmar.

Job Performance in this study means describing behaviors expected to organizational goal accomplishment from employees at KB Financial Group

CHAPTER III

PROFILE AND INFLUENCING FACTORS ON EMPLOYEE JOB SATISFACTION AT KB FINANCIAL GROUP IN MYANMAR

This chapter covers the profile of KB Financial Group, its purpose, corporate value, vision, and objectives, its financial services, and the elements that affect employee work satisfaction in Myanmar.

3.1 Profile of KB Financial Group

In 2017, South Korean bank KB Financial Group founded KB Microfinance Myanmar. KB Bank and KB Microfinance, both Korean companies, serve Myanmar.

Foreign investors own 100% of KB Financial Group. KB microfinance has 23 nationwide branches. General, housing, firming, and overseas loans are available from KB Microfinance Myanmar. In recent years, microfinance has moved beyond conventional financial services and emphasized customer connections. The company wants to expand across Myanmar while offering micro-entrepreneurs high-quality services and a solid business strategy.

Korea-based KB Kookmin Bank has over 80 branches in 11 countries, including Myanmar. KB Microfinance Myanmar launched in 2017 with \$28.095 million. In two states and seven areas, including Yangon and Nay Pyi Taw, KB Microfinance Myanmar offers enterprises.

Core values raise banking standards. The institution pursues mutual respect and shared achievement to develop trust and long-term relationships with consumers, staff, and stakeholders. It strives to be a trusted financial partner on the customer's path to success. Innovation emphasizes embracing innovation and finding new methods to improve goods, services, and processes. By providing cutting-edge solutions, the company stays flexible and meets consumer needs. All activities are focused on clients, with a focus on understanding their requirements, surpassing expectations, and offering great service that builds enduring connections.

3.2 Services Provided by KB Financial Group

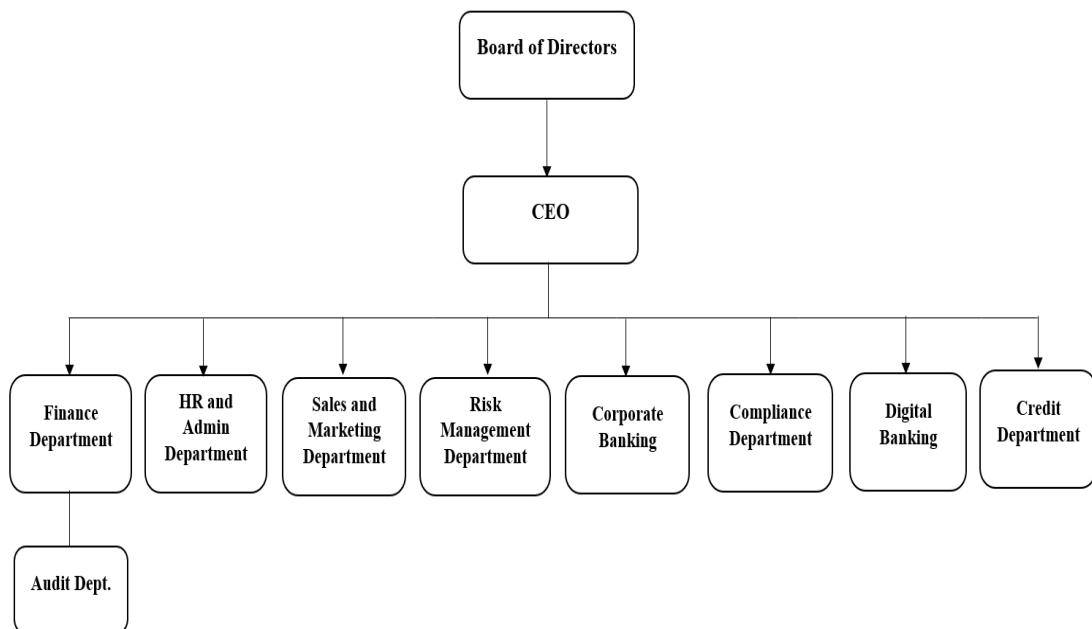
KB Microfinance Myanmar has many loan and savings options. General, staff, housing, electric, firming, and overseas loans are available. Mandatory and voluntary savings products exist. KB Bank Myanmar offers a variety of banking services catering

to both individual and corporate customers such as Personal Banking, Corporate Banking, Investment and Remittance Services, online and mobile banking and Foreign Exchange service.

3.3 Organization Structure of KB Financial Group

KB Financial Group in Myanmar organizes for efficiency and client service. KB Financial Group's Myanmar organizational structure is shown in Figure 3.1.

Figure (3.1) Organizational structure of KB Financial Group



Source: KB Financial Group Myanmar (2025)

As shown in Figure (3.1), Under the Board of Directors, a Chief Executive Officer (CEO) is appointed to oversee the overall management and operations of the organization. Reporting directly to the CEO are nine main departments: The finance Department, Audit Department, Human Resources and Administration Department, Sales and Marketing Department, Risk Management Department, Corporate Banking, Compliance Department, Digital Banking and Credit Department. Each of these departments plays a crucial role in ensuring the smooth and effective functioning of the organization under the strategic guidance of the CEO.

(a) Finance Department

The Finance Department manages all financial decisions and processes within the organization. Its key functions include managing accounting activities, maintaining

accurate financial records, and ensuring the timely preparation and presentation of financial statements such as profit and loss accounts and balance sheets. The department also monitors outstanding loans, manages employee salaries, and provides the management team with critical financial data. In addition, it plays a strategic role by formulating financial plans, preparing, and monitoring budgets, and conducting market and competitor analyses to support informed decision-making.

(b) Audit Department

The Audit Department operates as an independent control function within the bank, tasked with ensuring transparency, accountability, and operational integrity. It evaluates internal controls, risk management, and governance to evaluate their efficacy. The department is responsible for developing and executing annual audit plans, performing audits across various departments, and reporting its findings to senior management and the Board Audit Committee. Additionally, it investigates potential fraud cases and monitors the implementation of recommended corrective actions. Through these responsibilities, the Audit Department plays a vital role in strengthening the organization's compliance and control environment.

(c) Human Resources and Administration Department

The Human Resources and Administration Department implements for managing and overseeing the personnel and administrative functions of the organization. Its key duties include attracting, recruiting, and hiring qualified candidates for open positions. In addition, the department handles day-to-day administrative operations, coordinates relevant training and development programs, and manages employee relations to ensure a productive and supportive work environment.

(d) Sales and Marketing Department

The Sales and Marketing Department ensures the promoting the company's products and services, driving revenue growth, and strengthening customer relationships. The sales team works collaboratively to boost sales performance, enhance profitability, and build long-term customer loyalty through effective relationship management and personalized service. By leveraging Customer Relationship Management (CRM) systems, the sales team can better understand customer needs and

preferences, allowing them to tailor offerings that meet specific market demands. On the marketing side, conducts market research, identifies target audiences, and develops strategic marketing campaigns to raise brand awareness and attract new customers. It manages both traditional and digital marketing channels to communicate the value of products and services effectively. Through coordinated efforts in sales and marketing, the department plays a central role in expanding market share and achieving the company's business objectives.

(e) Risk Management Department

The Risk Management Department serves for minimizing potential losses by assessing and managing the credit risk of borrowers. This includes evaluating factors such as payment history, creditworthiness, and affordability. The department conducts independent analysis and reporting on all components of credit risk, ensuring that the organization maintains a strong risk control environment. It also provides independent oversight to ensure that credit-related decisions align with established risk policies and regulatory requirements.

(f) Corporate Banking

The Corporate Banking Department is dedicated to managing and nurturing relationships with corporate clients, including large enterprises and multinational companies. It offers a comprehensive range of financial services such as working capital loans, trade finance, project finance, and foreign exchange solutions. The department specializes in delivering tailored financial products that meet the specific needs of each corporate client. In addition to providing customized services, the Corporate Banking Department plays a vital role in client acquisition, portfolio management, and the cross-selling of financial products. Through these activities, it significantly contributes to the bank's revenue generation and helps strengthen its reputation within the business and financial community.

(g) Compliance Department

The Compliance Department monitors compliance across all business operations, addresses customer grievances and complaints promptly, and ensures timely resolution in accordance with regulatory standards. Additionally, it conducts regular training programs to ensure that employees understand and comply with applicable

laws, regulations, and internal procedures. The Compliance Department helps safeguard the organization's integrity and fosters a culture of ethical conduct and accountability.

(h) Digital Banking Department

The Digital Banking Department advances technology and innovation. It manages all digital channels, including mobile and online banking, for more tailored and efficient services. The department creates new digital goods, improves user experience, and secures all digital channels. Along with enhancing service accessibility and convenience, the department promotes financial inclusion by extending digital banking access. The Digital Banking Department also supports the KB bank's mission of upgrading financial services and addressing clients' digital demands.

(i) Credit Department

The Credit Department manages the KB bank's lending operations. Its core functions include evaluating loan applications, assessing borrower creditworthiness, and ensuring that lending decisions align with the bank's risk tolerance and profitability objectives. The department also monitors the performance of issued loans, oversees the overall credit portfolio, and implements recovery strategies for delinquent or non-performing loans.

3.4 Factors Affecting Employee Job Satisfaction at KB Financial Group

At KB Financial Group, fostering employee job satisfaction extends beyond the provision of competitive salaries, encompassing a variety of beneficial programs and strategic considerations. For the purpose of this study, five key factors are hypothesized to significantly influence employee job satisfaction, serving as the independent variables: working conditions, rewards, job security, relations with co-workers, and career development. These specific determinants were selected based on their consistent appearance as critical drivers of job satisfaction in broader organizational psychology literature and their particular relevance to the financial industry context in Myanmar.

(a) Working Condition at KB Financial Group

Within KB Financial Group Myanmar, the working conditions are designed to provide a highly conducive, safe, and modern environment for its employees. The offices exemplify meticulous maintenance, characterized by a strong emphasis on cleanliness, organization, and operational flexibility. Employees benefit from comfortable and well-appointed workspaces, as all office rooms are equipped with efficient air-conditioning systems and luxury furnishings. The technological infrastructure is robust, featuring modern computers with reliable high-speed internet access and comprehensive support from essential electrical devices, all contributing to enhanced daily comfort and efficiency. Furthermore, the strategic location of the Head Office on University Avenue in Kamaryut Township, Yangon, not only offers convenient accessibility but also reinforces the professional setting for the entire workforce, thereby supporting a productive and positive work atmosphere.

(b) Rewards at KB Financial Group

KB Financial Group employees may work in a dynamic, international-standard workplace and get experienced with their training program. The position offers numerous opportunity to develop new skills and advances. Employees get ferry, overtime, and communication allowances. Employee incentives are offered yearly by KB Financial Group's Financial Reward Program. Employees also receive cotton clothes and umbrellas throughout the rainy season. KB Group workers get Telehealth services, health care packages, medical equipment, and nutritional meals and drinks during covid 19. Both monetary and non-monetary rewards recognize work and contribution, boosting motivation.

(c) Job Security at KB Financial Group

In a more relaxed environment, KB Financial Group workers feel secure and confident, which boosts productivity. It also reassures employees that their jobs are secure and gives good workers chances to advance. Job security is crucial because insecure occupations harm individuals' emotional and physical health and organization effectiveness. By employing a clear and informative employment strategy, KB Financial Group reduces negative and unsatisfactory reactions from workers. Equal employment opportunity—equal access to educational, open and fair competition, and applying the same standard to everyone in the assessment or selection process—

provides job security in KB Financial Group and protection against layoffs. Employees may focus on their jobs without worrying about their futures since job security provides stability and minimizes anxiety.

(d) Relation with Co-workers at KB Financial Group

At KB Financial Group, a core tenet is that robust interpersonal relationships among colleagues are not merely beneficial but serve as a pivotal motivational factor for their employees. This conviction underpins the company's dedicated efforts to cultivate a work environment where friendship, mutual respect, and reciprocal value are deeply embedded in the daily interactions of all team members. This deliberate and sustained focus ensures that every employee feels genuinely appreciated and heard within the organizational structure. The remarkable success of this approach is consistently evident in the overwhelmingly positive feedback regarding interpersonal relationships from the vast majority of the staff. For a significant segment of the workforce, particularly within the specialized "pearl farm" division, these deeply forged bonds and the harmonious atmosphere they create are not just a pleasant aspect of their job, but stand out as the primary, overriding reason they choose to remain dedicated to KB Financial Group. Consequently, this strategic and unwavering emphasis on nurturing positive relational dynamics demonstrably translates into a workplace culture where conflicts among employees are remarkably and consistently infrequent. Relations with co-workers highlight the importance of social connections and a supportive team dynamic, which are crucial for psychological well-being and collaborative success.

(e) Career Development at KB Financial Group

At KB Financial Group, career development programs are meticulously designed to provide continuous stimulation and fulfillment across all phases of an employee's professional journey. These proactive initiatives aim to identify and build capacity well in advance, consistently granting ample opportunities for learning and growth. Employees are given significant chances to demonstrate their abilities and efficiency, directly contributing to the creation of an even better workplace environment. KB Financial Group actively cultivates a culture of ambition, encouraging its employees to be driven in seeking opportunities to expand their knowledge base and strategically upskill their career development plans. Pursuing a

career at KB Financial Group not only offers the invaluable chance to collaborate with highly aspiring and motivated individuals, but also provides the pathways and support for employees to become such individuals themselves, thereby playing a crucial role in achieving the overarching organizational goals. Career development opportunities signal investment in an employee's future, offering pathways for growth, skill enhancement, and professional advancement within the organization.

CHAPTER IV

ANALYSIS OF FACTORS AFFECTING EMPLOYEE JOB SATISFACTION AT KB FINANCIAL GROUP IN MYANMAR

This chapter analyzes KB Financial Group employee job satisfaction data. Demographic characteristics and work satisfaction modifier ratings are descriptively analyzed. The last section uses statistical computation to show each work satisfaction modifier's influence levels.

4.1 Research Design

This study examined KB Financial Group employee satisfaction motivating variables using a descriptive and quantitative research approach. Primary and secondary data were used for this study. This survey targeted 265 Myanmar-based KB Financial Group employees. Respondents were selected using simple random sampling of employees. The primary data sample size was 159 workers, estimated using Taro Yamane's technique at 95% confidence.

$$n = \frac{N}{1 + N(e)^2} = \frac{265}{1 + 265(0.05)^2} = 159$$

Where: N = Population of Study e = Error n = Simple Size

A survey questionnaire was created and converted into Google survey form. The demographic characteristics of respondents were evaluated using descriptive research and given at total frequency and percentage. The mean and standard deviation of employee satisfaction measures are also explained by descriptive research. The appendix contained the survey Likert scale questionnaires. Respondents utilize a five-point Likert scale to rate their agreement with each statement of influencing factors: 1 is entirely disagree, 2 is disagreement, 3 is neutral, 4 is agreed, and 5 is highly agreed. Secondary data came from KB Financial Group records and its website. Pearson Correlation analysis shows how Influencing Factors affect Job Satisfaction.

4.2 Background of Respondents

Demographic profile study includes respondents' gender, age, marital status, education, job, department, and working experience.

Table (4.1) Profile of Respondents

Respondent's Characteristics		Frequency	Percent
	Total	159	100 %
Gender	Male	59	37.1 %
	Female	100	62.9 %
Age group (years)	Under 25	30	18.9 %
	25 ~ 29	63	39.6 %
	30 ~ 39	58	36.5 %
	40 ~ 49	8	5.0 %
Marital Status	Single	81	49.1 %
	Married	78	50.9 %
Education	Graduate	151	95 %
	Master Degree	8	5.0 %
Position	Senior Manager	5	3.1 %
	Manager	15	9.4 %
	Assistant Manager	25	15.7 %
	Senior Officer	72	45.3 %
	Junior	42	26.4 %
Working Experience (years)	1 ~ 2	48	30.2 %
	2 ~ 3	58	36.5 %
	3 ~ 4	38	23.9 %
	4 ~ 5	12	5.2 %
	Above 5	3	1.9 %

Source: Survey Data, 2025

By age, 59 respondents were male and 100 females, according to Table 4.1. In proportion, 37.1% were men and 62.9 women. The study found comparable compositions by men and women. The study indicates 61 respondents are 25-29 years old, 8 are under 25, 82 are 30-39, and 8 are 40-49. Most respondents (95%) are above 25.

The investigation of respondents' marital status involves inquiring if they're male or female. Table (4.1) displays 78 married respondents. Unmarried people outnumber married people 49.1% to 50.9%.

According to Table 4.1, 65.1% of respondents have bachelor's degrees and 3.4% have master's degrees. The data showed that 5 responders are Senior Manager 3.1%, 15 Manager 9.4%, 25 Assistant Manager 15.7%, and 45.3% Other Positions 114. The analysis of respondents' working experience shows that 48 respondents have 1 to 2 years' experience, 30.2%, 58 have 2 to 3 years, 36.5%, 38 have 3 to 4 years, 23.9%, 12 have 4 to 5 years, 5.2%, and 3 have over 5 years.

4.3 Reliability Analysis of the Variables

Each variable contains item-related traits. To assess data consistency, survey question consistency is needed. The reliability range is 0 to 1. The dependability number closer to 1 indicates strong reliability, whereas closer to 0 indicates no effect. This research has seven variables and 42 questions. Working Condition has 6 elements, Rewards has 6, Job Security has 8, Relation with Co-workers has 6, Career Development has 6, Overall job satisfaction has 6, and Job Performance has 6. This study model has 42 components.

Cronbach's Alpha values over 0.7 are usually suitable for study. Table 4.2 shows this study's varying reliability.

Table (4.2) Reliability Analysis of the Variables

Sr. No.	Variables	Cronbach's Alpha	No. of Items
1	Working Condition	.896	6
2	Rewards	.919	6
3	Job Security	.926	6
4	Relation with Co-workers	.883	6
5	Career Development	.907	6
6	Job Satisfaction	.901	6
7	Job Performance	.864	6

Source: SPSS output, 2025

Table (4.2), Cronbach's Alpha, shows that all variables are reliable because their coefficients are greater than 0.7. The statistical study showed a.911 Cronbach' alpha

for all 42 items. This research examines the main elements affecting KB Financial Group employee happiness. It is higher than 0.9, indicating strong variation consistency in the item composition.

4.4 Descriptive Analysis of Factors Influencing Employee Job Satisfaction at KB Financial Group

This section presents the descriptive analysis of factor effecting employee job satisfaction and job performance with six key independent variables: working conditions, rewards, job security, relationships with co-workers, and career development. To interpret the mean scores derived from the collected data, a three-tiered classification system has been adopted. A mean score of 2.00 or less signifies a low level of influence or satisfaction. Scores ranging from 2.01 to 3.50 indicate a moderate level, suggesting a balanced or average impact. Conversely, a mean score of 3.51 or greater is interpreted as a high level, denoting a substantial influence or a high degree of satisfaction. These established thresholds facilitate a clear and consistent interpretation of the quantitative findings, allowing for an informed understanding of the variables' effects on employee job satisfaction at KB Financial Group. The specific findings under this section will elaborate on which of these identified factors exert the most pronounced effects.

4.4.1 Respondents Perception on Working Condition

This research measures KB Financial Group's working circumstances by offering good working conditions, enough equipment and supplies, a safe and convenient workplace, and the resources and tools needed to execute the job. Table (4.3) shows respondents' satisfaction with working circumstances.

Table (4.3) Mean Value of Working Condition

Sr. No.	Working Condition	Mean	Standard Deviation
1	Workspace is comfortable and provides enough privacy and space to focus on tasks	4.89	0.399
2	The tools and equipment provided by the company enable to perform job efficiently.	4.92	0.265
3	The physical environment, including lighting, ventilation, and cleanliness, supports health and well-being.	4.91	0.293
4	Noise levels and other distractions in work area are well controlled.	4.92	0.265
5	The company offers flexible work hours that help balance job with personal life.	4.86	0.346
6	Feeling on work is valued, and the administrative team considers needs and preferences in decisions that affect work life.	4.84	0.382
Overall Mean		4.89	

Source: Survey Data, 2025

According to the Table (4.3), employee satisfaction with working conditions at KB Financial Group is exceptionally high, with a notable overall mean score of 4.89 across all measured dimensions. This strong finding highlights the organization's success in cultivating a supportive and productive operational environment. A closer examination of the six evaluated aspects reveals that the availability of effective tools and equipment for job performance and the control of noise levels and other distractions in the work environment both received the highest mean scores of 4.92. These results clearly indicate that employees feel well-supported in maintaining their productivity and focus. Following closely, the physical environment, including factors like lighting, ventilation, and cleanliness, garnered a mean score of 4.91, suggesting that the workplace effectively supports employees' health and well-being. The comfort, privacy, and space of the workspace also scored highly with a mean of 4.89, reinforcing the perception of a highly conducive physical working environment. While still indicating strong satisfaction, flexible work hours that help employees balance their personal and

professional lives were rated slightly lower at 4.86. The lowest-rated item, with a mean of 4.84, pertained to whether employees feel their work is valued and if their needs are considered by the administrative team. Overall, the findings suggest that KB Financial Group provides a well-structured and highly supportive working environment, particularly excelling in infrastructure, tools, and environmental conditions. While overall satisfaction is remarkably high, the slight differences in scores highlight opportunities for further enhancing employee engagement and recognition, particularly concerning administrative responsiveness to employee needs and valuing their contributions.

4.4.2 Respondents Perception on Rewards

In this study, KB Financial Group's employee benefits are measured by comparing salaries to other banks, performance-based bonuses and salary increases, meal and transportation allowances, non-monetary rewards like employee of the year awards, certificates of appreciation, and public recognition during meetings, special company rewards, and reward policies that include paid time off with clear performance. Regarding the satisfaction level on rewards of the respondents are shown in Table (4.4).

Table (4.4) Mean Value of Rewards

Sr. No.	Rewards	Mean	Standard Deviation
1	Providing monetary rewards such as annual salary increments and bonuses.	4.89	0.310
2	Supporting the non-monetary rewards, such as the Employee of the year award, certificates of appreciation, and public recognition during meetings.	4.94	0.244
3	The special rewards are provided by the company such as festivals or holiday gifts.	4.82	0.403
4	Providing the reward policy that includes paid time off, such as annual leave.	4.88	0.325
5	Giving the reward based on clear performance standards.	4.90	0.302
6	Implementation the reward system to create a positive and motivating work environment.	4.79	0.491
Overall Mean		4.87	

Source: Survey Data, 2025

According to Table (4.4), the analysis of the reward system indicates a strong level of employee satisfaction, with an impressive overall mean score of 4.87. Among the six reward-related items, the highest-rated statement was support for non-monetary rewards—including awards, certificates of appreciation, and public recognition scoring a mean of 4.94 with a low standard deviation of 0.244, reflecting both high satisfaction and strong agreement among respondents. Monetary rewards such as annual salary increments and bonuses also received a high mean score of 4.89, showing that the organization effectively meets employee expectations in terms of financial incentives. Similarly, reward policies that include paid time off, such as annual leave, were rated positively with a mean of 4.88, indicating appreciation for work-life balance initiatives. Rewards based on clear performance standards scored 4.90, reflecting employee confidence in the fairness and transparency of the reward system. While special rewards such as festival or holiday gifts received a slightly lower

score 4.82, they are still viewed positively. The lowest-rated item, though still favorable, was the implementation of the reward system to create a motivating work environment, with a mean score of 4.79 and the highest standard deviation (0.491). Overall, the low range of standard deviations (0.244 to 0.491) indicates a high level of agreement among employees. The results highlight that both monetary and non-monetary rewards are well-received, and the organization is successful in fostering a recognition-rich environment.

4.4.3 Respondents Perception on Job Security

KB Financial Group uses six factors to assess employee job satisfaction on job security. Table 4.5 shows employees' estimate of each statement's mean value.

Table (4.5) Mean Value of Job Security

Sr. No.	Job Security	Mean	Standard Deviation
1	Being secure at work due to the strong financial performance of the company.	4.80	0.474
2	Being secure in the current economic climate whereas stable company trends.	4.82	0.382
3	Being clear communication about job security.	4.88	0.389
4	Even when the economy is uncertain, believe the company will continue to employee.	4.87	0.337
5	Being stable job and not at risk in the future.	4.84	0.514
6	Feeling equally secure in job for employee different level	4.89	0.399
Overall Mean		4.86	

Source: Survey Data, 2025

According to Table (4.5), KB Financial Group's job security item ensuring employees at all levels feel similarly secure has the highest mean value. The highest means of employee satisfaction is 4.89. It means most employees are skilled and have occupations, so they may all be secure at different levels. Career provision has the lowest meaning value. A minimal mean value of 4.80 indicates job security due to the

company's outstanding financial success. The total job security man rating is 4.86, indicating that KB Financial Group workers are neither inspired nor demotivated.

4.4.4 Respondents Perception on Relation with Co-workers

Six elements assessed the relationship with KB Financial Group coworkers. Table (4.6) shows employees' mean work satisfaction for each statement.

Table (4.6) Mean Value of Relation with Co-workers

Sr. No.	Relation with Co-workers	Mean	Standard Deviation
1	Having good relationships with my coworkers and enjoy working with them.	4.62	0.672
2	Being supportive and willing to help of colleagues in facing difficulties at work.	4.81	0.413
3	Cooperating as a team to achieve shared goals.	4.89	0.337
4	Having a strong sense of mutual respect and trust between colleagues in daily work environment.	4.85	0.359
5	Being open, honest, and effective communication among team members.	4.88	0.310
6	My coworkers recognizing and appreciating the value of my ideas and contributions.	4.85	0.359
Overall Mean		4.82	

Source: Survey Data, 2025

According to Table (4.6), the analysis of coworker relationships and team dynamics reveals a high level of satisfaction among employees, with an overall mean score of 4.82, indicating a strong and positive workplace culture. The highest-rated item is cooperating well as a team to achieve our shared goals, with a mean of 4.89, suggesting that employees consistently experience strong collaboration and teamwork. Other highly rated aspects include communication among team members is open, honest, and effective with a mean of 4.88 and having a strong sense of mutual respect and trust between colleagues in the daily work environment with a mean of 4.85, reflecting a workplace characterized by respectful and transparent interactions.

Similarly, employees feel that their ideas and contributions are appreciated by coworkers with a mean of 4.85, reinforcing a sense of value and recognition within teams. The item with the lowest mean, though still relatively high, is having good relationships with my coworkers and enjoying working with them with a mean of 4.62. The overall mean value is 4.82 that shows KB Financial Group employees are very supportive and willing to help.

4.4.5 Respondents Perception on Career Development

KB Financial Group's career development is assessed by directing transparency or communication regarding an employee's career path, giving appropriate development programs, assessing after finishing a task or reaching a goal, and recognizing career progression chances. Table (4.7) shows respondents' professional growth influences.

Table (4.7) Mean Value of Career Development

Sr. No.	Career Development	Mean	Standard Deviation
1	Necessary development programs are usually provided for updating skills as well as learning ones in KB Group.	4.81	0.397
2	Having transparency or communication about an employee's career path.	4.87	0.423
3	Basing employee promotions on reasonable and fair criteria.	4.78	0.547
4	Receiving career advancement opportunities at the company.	4.92	0.297
5	Having real opportunities for career advancement within the company.	4.85	0.359
6	Understanding the steps for career development within the organization.	4.89	0.310
Overall Mean		4.85	

Source: Survey Data, 2025

According to Table (4.7), among career development items within KB Group reveals a highly positive perception among employees, with an overall mean score of 4.85, reflecting strong satisfaction with the organization's efforts to support career growth. The highest-rated item, receiving career advancement opportunities at the company, received a mean of 4.92 and a low standard deviation of 0.297, indicating

that employees not only perceive advancement opportunities as available but also experience them consistently. The second greatest mean value 4.89 suggests that workers recognize KB Financial Group career growth prospects. By 4.78, the minimal mean value is close to agree upon by similar job candidates. The average KB Financial Group employee satisfaction on career advancement is 4.85.

4.4.6 Overall Mean of Factors Affection Employee Job Satisfaction

Table 4.8 shows employees' perceptions of the overall mean of work satisfaction and performance criteria.

Table (4.8) Overall Mean Value

No.	Items	Overall Mean
1	Working Condition	4.89
2	Rewards	4.87
3	Job Security	4.86
4	Relation with Coworkers	4.82
5	Career Development	4.85

In Table (4.8), working conditions obtained the highest rating, with a mean score of 4.89, suggesting that employees are very happy with the organization's physical work environment, tools, flexibility, and comfort. This is closely followed by rewards with a mean of 4.87, reflecting strong employee approval of both monetary and non-monetary recognition, as well as fair and motivating reward systems. Job security is also rated very positively, with a mean score of 4.86, suggesting that employees feel stable and confident in their employment status. Career development follows with a mean of 4.85, indicating that the organization provides clear opportunities for growth, learning, and advancement. Finally, relationships with coworkers received a slightly lower, yet still very strong rating of 4.82, showing that employees generally experience mutual respect, support, and collaboration within teams.

4.4.7 Respondents Perception on Job Satisfaction

Agreement on employee work satisfaction is examined here. The research examined work satisfaction using six statements, whose means are provided in Table (4.9).

Table (4.9) Mean Value of Job Satisfaction

Sr. No.	Job Satisfaction	Mean	Standard Deviation
1	Satisfying with organizational lines of communication flow easily.	4.89	0.310
2	Satisfying with getting the chance to learn new things and grow professionally.	4.85	0.376
3	Satisfying on praising for hard working and accomplishments.	4.88	0.325
4	Satisfying for continue working in this job.	4.79	0.407
5	Enjoying the work is meaningful and rewarding.	4.85	0.359
6	Satisfying with the daily tasks and responsibilities.	4.89	0.310
Overall Mean		4.86	

Source: Survey Data, 2025

According to Table (4.9), job satisfaction among employees reflects a high overall level of contentment, with an overall mean score of 4.86. Two items received the highest mean scores of 4.89 on *satisfaction with the flow of organizational communication* and *satisfaction with daily tasks and responsibilities*. Satisfaction with being praised for hard work and accomplishments with a mean of 4.88, and satisfaction with opportunities to learn new things and grow professionally with a mean of 4.85. Employees also reported a high level of agreement that their work is meaningful and rewarding with a mean of 4.85, reflecting a strong emotional connection to their roles. The item with the lowest score is satisfaction with continuing to work in this job with a mean of 4.79, indicating a small degree of variation in long-term commitment among employees. The mean work satisfaction is 4.86, indicating good employee satisfaction. It indicates employee satisfaction with KB Financial Group's influencing elements.

4.4.8 Respondents Perception on Job Performance

Six elements reflect work performance. Table (4.10) shows each statement's mean value.

Table (4.10) Mean Value of Job Performance

Sr. No.	Job Performance	Mean	Standard Deviation
1	Delivering the best effort and consistently high-quality work.	4.86	0.370
2	Managing the time well to meet deadlines and complete tasks efficiently.	4.89	0.337
3	Sharing ideas and suggestions that help improve team performance.	4.85	0.359
4	Collaborating effectively with coworkers to achieve common goals.	4.82	0.387
5	Taking initiative and responsibility for solving problems at work	4.75	0.432
6	Working independently when needed and complete tasks without close supervision.	4.89	0.310
Overall Mean		4.84	

Source: Survey Data, 2025

According to Table (4.10), among job performance items, indicates a high level of employee effectiveness and engagement, with an overall mean score of 4.84. Among the various performance indicators, two items received the highest mean score of 4.89 for managing time well to meet deadlines and complete tasks efficiently and working independently when needed and completing tasks without close supervision. These results reflect strong time management skills and a high degree of autonomy among employees. Delivering the best effort and consistently high-quality work” mean score of 4.86 and sharing ideas and suggestions that help improve team performance mean score of 4.85, indicating that employees are committed not only to their individual performance but also to contributing to team improvement. Collaborating effectively with coworkers to achieve common goals received a slightly lower, with very positive score of 4.82, suggesting strong teamwork and cooperation within the organization. The lowest-rated item is taking initiative and responsibility for solving problems at work, with a mean of 4.75 and the highest standard deviation (0.432), indicating slightly more variation in how employees perceive or demonstrate proactiveness and problem-

solving responsibilities. The overall mean value is 4.84, indicates that most of the employees in KB Financial Group are strong individual accountability, effective collaboration, and a proactive approach to achieving work objectives.

4.5 Analysis of Factors Influencing Employees Job Satisfaction

Pearson Correlation analysis produces Table 4.11, which shows correlation coefficients. Independent factors (working condition, rewards, job security, coworker relations, career advancement, job happiness, and job performance) substantially and positively correspond to total job satisfaction at KB Financial Group.

Table (4.11) Correlational Analysis of Influencing factors on Employees’ Job Satisfaction at KB Financial Group

	Pearson Correlation	P Value
Working Condition	0.900***	0.000
Rewards	0.874***	0.000
Job Security	0.898***	0.000
Relation with Coworkers	0.911***	0.000
Career Development	0.910***	0.000

Source: Survey Data, 2025

*** Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation analysis shows how each component affects dependent variables (employee job satisfaction) in Table 4.11. Employee job satisfaction at KB Financial Group is correlated with colleague relationships and job security. Coworker relationships and job satisfaction are 0.911 significant at 0.01. Job security correlates with employee job satisfaction 0.898 at 0.01. Linear regression was used to examine how variables affect employee job satisfaction. Regression analysis results are in Table 4.12.

Table (4.12) Regression Analysis of Factors Influencing Employees Middle Job Satisfaction

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta			VIF
(Constant)	0.709	0.212		3.343	0.001	
Working Condition	0.106	0.130	0.099	0.815	0.417	34.545
Rewards	0.184***	0.064	0.192	2.891	0.004	10.420
Job Security	0.291**	0.125	0.366	2.331	0.021	58.026
Relation with Coworkers	0.431***	0.040	0.511	10.784	0.000	5.272
Career Development	0.058	0.068	0.067	0.859	0.392	14.336
R	.967					
R Square	0.935					
Adjusted R Square	0.933					
F	439.466***					

Source: Survey Data, 2025

Dependent variable: Job Satisfaction

Notes: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

Multiple regression analysis shows a good predictive association between independent and dependent variables, with a R value of 0.967 and a R Square of 0.935. The five independent variables—Working Condition, Rewards, Job Security, Relation with Coworkers, and Career Development—explain 93.5% of the variance in the dependent variable. Even after controlling covariates, the regression findings' Adjusted R Square of 0.933 shows the model's dependability. The regression model is extremely significant, since the F-value of 439.466 is statistically significant at the 0.001 level ($p < 0.001$). Three of the five independent factors affect work satisfaction/performance statistically. The greatest predictor is the relationship with coworkers, with a standardized beta value (β) of 0.511. A very significant t-value of 10.784 and a p-value of 0.000, much below the significance threshold, corroborate this considerable effect. These data clearly suggest that strong and pleasant interpersonal interactions among

coworkers boost job happiness and performance, highlighting the importance of workplace social dynamics. Job security is statistically significant with a standardized beta coefficient of 0.366, t-value of 2.331, and p-value of 0.021. This shows that people who feel more secure in their jobs are more likely to be satisfied and perform better. Cognitive certainty of job security appears to be important. Rewards positively affect the dependent variable, as shown by a standardized beta coefficient of 0.192, t-value of 2.891, and p-value of 0.004. A well-structured and perceived fair system of rewards contributes significantly to the positive outcome, albeit less than coworker relationships or job security, highlighting the motivating role of monetary and non-monetary recognition in improving employee outcomes. Both working Condition ($p = 0.417$) and career Development ($p = 0.392$) are not statistically significant since their p-values surpass 0.05. These variables have positive coefficients, but their effect on the dependent variable is too small to be useful in this model. Relation with Coworkers, Job Security, and Rewards are the most important and statistically significant factors. KB Financial Group believes strong human ties, employment stability, and effective compensation systems boost employee performance and happiness.

4.6 Analysis of Job Satisfaction on Job Performance

Employee work satisfaction and performance are independent and dependent factors in this study.

Table (4.13) Effect of Employee Job Satisfaction and Job Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.824	.214		3.860	.000
Job Satisfaction	.827***	.044	0.833	18.854	.000
R	.833				
R Square	.694				
Adjusted R Square	.692				
F	355.475***				

Source: Survey Data, 2025

Notes: ***Significant at 1% Level,

The study shows that employee work satisfaction is strongly and statistically significantly related to the dependent variable. A significant impact size is shown by a standardized beta coefficient (β) of 0.833 in the regression findings. Strong statistical evidence suggests work satisfaction is a significant predictor of outcome, with a t-value of 18.854 and a p-value of 0.000 ($p < 0.001$).

With an R-value of 0.833 and R-Squared (R^2) of 0.694, the model explains well. Job satisfaction alone explains 69.4% of the dependent variable's variation. For a single-predictor model, the Adjusted R-Squared (R_{adj}^2) of 0.692 adds to its excellent explanatory power. The model is statistically significant with an F-statistic of 355.475 and a p-value of < 0.001 . These findings show that work satisfaction is a strong and statistically significant predictor, accounting for approximately 70% of the variance in the dependent variable, indicating its importance in improving employee outcomes like performance and engagement.

All mean scores consistently registered above 4.80 on a 5-point Likert scale, reflecting a pervasively positive workplace environment. Specifically, employees reported high satisfaction in working conditions ($M = 4.89$), rewards ($M = 4.87$), job security ($M = 4.86$), and career development ($M = 4.85$). These consistently high mean scores across various facets of the employee experience point to a generally thriving and supportive organizational culture, coworker relationships ($M = 4.82$), job satisfaction ($M = 4.86$), and job performance ($M = 4.84$). The multiple regression analysis results further validate these findings. The model incorporating five

independent variables—working condition, rewards, job security, coworker relationships, and career development—produced a very high R Square value of 0.935, indicating that 93.5% of the variance in job performance. Among them, coworker relationships ($\beta = 0.511$, $p < 0.001$), job security ($\beta = 0.366$, $p = 0.021$), and rewards ($\beta = 0.192$, $p = 0.004$) emerged as significant predictors, highlighting their crucial role in influencing employee outcomes. Moreover, working condition and career development, while positively correlated, did not have statistically significant effects in the regression model. This suggests that although employees are generally satisfied with these areas, they may not be the strongest drivers of job performance when other variables are present in the model. As per regression analysis, that emphasized the importance of job satisfaction, which alone explained 69.4% of the variance in job performance ($R^2 = 0.694$, $\beta = 0.833$, $p < 0.001$). This demonstrates that job satisfaction is a key driver of employee performance and serves as a strong intermediary factor influenced by other workplace dimensions.

In summary, the study confirms that employees are highly satisfied across all measured dimensions, and these areas collectively contribute to strong job performance. Emphasizing interpersonal relationships, employee recognition, and job security can further enhance organizational effectiveness and these findings will enhance decision-making accuracy and promote ongoing improvements in managing employee performance.

CHAPTER V

CONCLUSION

Findings, debates, and recommendations from the paper research are in this chapter. This chapter says Yangon KB Financial Group requires more research.

5.1 Findings and Discussions

This comprehensive study was meticulously designed to investigate the multifaceted factors influencing both employee job satisfaction and performance within KB Financial Group, drawing upon robust survey data collected in 2025. The research specifically aimed to ascertain the impact of five pivotal independent variables: working conditions, rewards, job security, the quality of relationships with coworkers, and opportunities for career development. By employing a structured survey approach, the study sought to provide an empirical understanding of these critical elements within the organizational context. Demographic profile revealed a sample predominantly composed of younger female professionals, specifically those falling within the 25 to 29. Further demographic insights indicated a higher proportion of unmarried individuals, and a significant majority held graduate-level degrees, underscoring a highly educated workforce. In terms of professional standing, the most of the respondents occupied senior officer or manager-level positions, lending considerable weight to their perspectives on organizational dynamics. Finally, the analysis of work experience at KB Financial Group showed that most participants possessed between two to three years of tenure with the organization, indicating a cohort sufficiently familiar with the company's culture and practices to offer informed feedback.

In the descriptive analysis of the five influencing factors, working conditions emerged with the highest overall mean satisfaction score. This finding strongly describes a pervasive sentiment among employees that the physical and operational aspects of their workplace—characterized by cleanliness, organization, flexibility, and safety—are exceptionally well-regarded and contribute significantly to their overall contentment. Conversely, relationships with coworkers registered the lowest mean value in this initial descriptive assessment.

The multiple regression analysis identified relationships with coworkers, job security, and rewards as the most potent and statistically significant positive influences on employee job satisfaction. This highlights the importance of interpersonal dynamics

within the organization; factors such as established trust among colleagues, effective collaboration, and transparent communication are evidently critical drivers of enhanced employee engagement, teamwork, and overall motivation. Similarly, the perception of job security proved to be a significant predictor, indicating that employees' confidence in their employment stability, coupled with clear communication from KB Financial Group regarding their job security, fosters notably higher satisfaction. Furthermore, the presence of an attractive and well-managed reward program, encompassing elements like positive appraisals from superiors, opportunities for promotion, performance-based bonuses, and other incentives, significantly contributes to employee contentment. These regression results emphatically highlight that relationships with coworkers, based on its standardized coefficient (β) values, the most influential variables shaping employee job satisfaction within KB Financial Group.

While working conditions and career development were highly rated by employees in the descriptive phase, their individual predictive power in the regression model for job performance did not reach statistical significance. Nevertheless, it is crucial to acknowledge that these elements remain important contributors to the overall positive and supportive work experience cultivated at KB Financial Group.

The consistently strong and statistically significant relationship between job satisfaction and job performance further reinforces a core finding: satisfaction is not merely an outcome of effective organizational practices but serves as a central and powerful influence, directly enhancing employee behavior and productivity within the firm. In conclusion, the comprehensive findings from this study reveal that KB Financial Group provides a highly supportive and motivating work environment, consistently achieving remarkably high levels of satisfaction across all key dimensions. The most critical factors directly contributing to positive employee outcomes, including enhanced performance and engagement, are definitively identified as strong coworker relationships, perceived job security, and effective reward systems

5.2 Suggestions and Recommendations

Based on the comprehensive findings of this study, the following suggestions and recommendations are proposed to enhance factors influencing employee satisfaction and to further nurture employee performance at KB Financial Group. The research unequivocally demonstrated a positive relationship between job satisfaction factors and job performance, as well as between the identified influencing factors and

employee job satisfaction. Consequently, an increase in employee job satisfaction is anticipated to directly translate into an improvement in their performance levels. To achieve this, management should strategically focus on the following key satisfaction factors:

Regarding Working Conditions: while employees are largely satisfied with the existing working conditions, KB Financial Group should continue to foster an environment that inspires hard work and encourages individual and collective growth. Specifically, it is recommended that the company consistently provide robust support for employees to acquire new knowledge and skills, enabling them to operate with greater effectiveness within the organization. Furthermore, the establishment or optimization of a transparent and equitable promotion methodology within the company is advised.

Regarding Rewards: the analysis revealed that the current reward system is highly effective, yielding a strong overall satisfaction score from employees regarding both monetary and non-monetary incentives. To further leverage this strength, KB Financial Group should consider optimizing its internal reward policy. This includes publishing a clear, accessible guideline to enhance employee awareness and trust in the system. Moreover, transparent communication of reward criteria and performance standards is crucial to ensure employees fully understand how their contributions are recognized and incentivized.

Regarding Job Security: the findings indicated that employees at KB Financial Group currently perceive their job security as neither fully satisfied nor dissatisfied, despite generally feeling secure in their future employment. To address this nuanced perception and elevate satisfaction, it is recommended that KB Financial Group proactively provide avenues for career enhancement through targeted improvements in employees' abilities and competencies. Although stable employment and safe working conditions are provided, employees' perception of future career opportunities within the company appears to be lower than desired. Therefore, KB Financial Group should strategically advise and transparently communicate with employees about their long-term career paths and potential growth trajectories within the organization.

Regarding Relationships with Coworkers: given the significant impact of coworker relationships on job satisfaction identified in the study, KB Financial Group's management and supervisory levels should actively support and facilitate positive interactions among employees. This involves fostering enjoyable working

environments that promote robust support and collaboration among team members. Additionally, managers and supervisors are encouraged to consistently provide constructive advice and clear instructions, leveraging effective leadership skills to guide their teams.

Regarding Career Development: while KB Financial Group received a strong overall satisfaction score for career development opportunities, reflecting employees' general appreciation for professional growth and advancement, the regression analysis indicated that career development did not emerge as a statistically significant predictor of performance. To bridge this gap between perceived value and demonstrable impact, the study suggests that KB Financial Group should take proactive steps. This includes defining and clearly communicating comprehensive career progression frameworks for each role or department. Furthermore, instituting regular, structured career planning meetings between employees and their supervisors is recommended for the future, ensuring individualized guidance and clarity on growth paths.

This study strongly suggests that KB Financial Group should prioritize and continually refine its strategies for fostering effective relationships between coworkers and reinforcing job security techniques to maximize employee satisfaction. By systematically implementing these recommendations, KB Financial Group is expected to cultivate an even higher level of job satisfaction, which, in turn, will lead to enhanced employee performance and a greater likelihood of achieving organizational goals.

5.3 Needs for Further Studies

While this study provides valuable insights into the influencing factors affecting employee job satisfaction and performance at KB Financial Group in Myanmar, its specific focus necessitates a consideration of avenues for future research. Several inherent limitations of the current study highlight crucial areas for expansion and deeper investigation. Firstly, the study's organizational scope is limited to KB Financial Group. Future research should therefore aim to include a more comprehensive sample of financial institutions within Myanmar to enhance the external validity and applicability of the findings across the industry. Secondly, the sample size of 159 employees, while adequate for the current analysis, represents only a fraction of the total employee population at KB Financial Group. Future studies should endeavor to utilize a significantly larger sample size. Thirdly, this study specifically concentrated on job satisfaction factors and employee performance as its primary outcomes. Therefore,

future research should broaden its scope to include additional dependent variables beyond job satisfaction and performance, such as employee retention, organizational commitment, innovation, and customer service quality.

Finally, the selection of independent variables in this study was confined to five key factors: working conditions, rewards, job security, relationships with coworkers, and career development. Future studies are encouraged to expand the array of independent variables include leadership style, organizational culture, work-life balance initiatives, and employee engagement strategies.

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APPENDIX I
QUESTIONNAIRE SURVREY

Dear Sir/Madam,

I am an EMBF Student at Yangon University of Economics, Department of Commerce, Myanmar. And conducting research “Factors Affecting Employee Job Satisfaction at KB Financial Group” for the partial requirement for the degree of EMBF.

These questions pertain to your experience in employee job satisfaction of KB Financial Group in Myanmar. The information you provide will remain definitely confidential and will be used only for dissertation purposes only. So, I would like to request you to answer completely and truly. Your cooperation is greatly appreciated and thankful for the efforts you provided for this study.

Thank you for your cooperation.

Wai Phyo Oo
EMBF – 49 (10th Batch)
Yangon University of Economics

Section (A): Demographic Profile of the Respondents

Please Tick () one of the following questionnaires, indicating your answer

1 Gender

- Male Female

2 Age group

- Under 25 25 ~ 29 30 ~ 39
 40 ~ 49 Over 49

3 Marital Status

- Single Married

4 Education

- Under graduate Graduate Post Graduate
 Master Degree Other

5 Position

- Assistant General Manager Senior Manager Manager
 Assistant Manager Supervisor Others

6 Total Years of Working Experience with Current Company

- Less than 1 year 1 ~ 2 years 2 ~ 3 years
 3 ~ 4 years 4 ~ 5 years Above 5 years

Section (B): This section is seeking your opinion regarding factors effecting employee job satisfaction at KB Financial Group in Myanmar. **Please tick one answer for the following questions:**

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Influencing Factors

I. Mean Value of Working Conditions

No.	Particular	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Workspace is comfortable and provides enough privacy and space to focus on tasks					
2	The tools and equipment provided by the company enable to perform job efficiently.					
3	The physical environment, including lighting, ventilation, and cleanliness, supports health and well-being.					
4	Noise levels and other distractions in work area are well controlled.					
5	The company offers flexible work hours that help balance job with personal life.					
6	Feeling on work is valued, and the administrative team considers needs and preferences in decisions that affect work life.					

II. Mean Value of Rewards

No.	Particular	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Providing monetary rewards such as annual salary increments and bonuses.					
2	Supporting the non-monetary rewards, such as the Employee of the year award, certificates of appreciation, and public recognition during meetings.					
3	The special rewards are provided by the company such as festivals or holiday gifts.					
4	Providing the reward policy that includes paid time off, such as annual leave.					
5	Giving the reward based on clear performance standards.					
6	Implementation the reward system to create a positive and motivating work environment.					

III. Mean Value of Job Security

No.	Particular	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Being secure at work due to the strong financial performance of the company.					
2	Job is secure in the current economic climate whereas stable company trends.					
3	Organization has clear communication about job security.					
4	Even when the economy is uncertain, believe the company will continue to employ.					
5	Confidence on the job is stable and not at risk in the future.					
6	Employees at different levels in the company feel equally secure in their jobs.					

IV. Mean Value of Relation with Co-workers

No.	Particular	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Having good relationships with my coworkers and enjoy working with them.					
2	Being supportive and willing to help of colleagues in facing difficulties at work.					
3	Cooperating as a team to achieve shared goals.					
4	Having a strong sense of mutual respect and trust between colleagues in daily work environment.					
5	Being open, honest, and effective communication among team members.					
6	My coworkers recognizing and appreciating the value of my ideas and contributions.					

V. Mean Value of Career Development

No.	Particular	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Necessary development programs are usually provided for updating skills as well as learning ones in KB Group.					
2	Having transparency or communication about an employee's career path.					
3	Basing employee promotions on reasonable and fair criteria.					
4	Receiving career advancement opportunities at the company.					
5	Having real opportunities for career advancement within the company.					
6	Understanding the steps for career development within the organization.					

Section (C): This section is seeking your opinion regarding employee job satisfaction of KB Financial Group in Myanmar.

VI. Mean Value of Job Satisfaction

No.	Particular	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Satisfying with organizational lines of communication flow easily.					
2	Satisfying with getting the chance to learn new things and grow professionally.					
3	Satisfying on praising for hard working and accomplishments.					
4	Satisfying for continue working in this job.					
5	Enjoying the work is meaningful and rewarding.					
6	Satisfying with the daily tasks and responsibilities.					

Section (D): This section is seeking your opinion regarding Job performance on effects of job satisfaction of KB Financial Group in Myanmar.

VII. Mean Value of Job Performance

Sr. No.	Job Performance	Mean	Standard Deviation
1	Delivering the best effort and consistently high-quality work.	4.86	0.370
2	Managing the time well to meet deadlines and complete tasks efficiently.	4.89	0.337
3	Sharing ideas and suggestions that help improve team performance.	4.85	0.359
4	Collaborating effectively with coworkers to achieve common goals.	4.82	0.387
5	Taking initiative and responsibility for solving problems at work	4.75	0.432
6	Working independently when needed and complete tasks without close supervision.	4.89	0.310
Overall Mean		4.84	

APPENDIX II

SPSS OUTPUT

1. Demographic Characteristics

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	100	43.1	62.9	62.9
	Male	59	25.4	37.1	100.0
	Total	159	68.5	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 ~ 29	63	27.2	39.6	39.6
	30 ~ 39	58	25.0	36.5	76.1
	40 ~ 49	8	3.4	5.0	81.1
	Under 25	30	12.9	18.9	100.0
	Total	159	68.5	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	78	33.6	49.1	49.1
	Single	81	34.9	50.9	100.0
	Total	159	68.5	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	151	65.1	95.0	95.0
	Master Degree	8	3.4	5.0	100.0
	Total	159	68.5	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Manager	25	10.8	15.7	15.7
	GM	1	0.4	0.6	16.4
	Junior	40	17.2	25.2	41.5
	Manager	18	7.8	11.3	52.8
	Managing Director	1	0.4	0.6	53.5
	Senior	42	18.1	26.4	79.9
	Senior Manager	5	2.2	3.1	83.0
	Senior Officer	27	11.6	17.0	100.0
	Total	159	68.5	100.0	

Total Years of Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 ~ 2 years	46	19.8	28.9	28.9
	2 ~ 3 years	55	23.7	34.6	63.5
	3 ~ 4 years	41	17.7	25.8	89.3
	4 ~ 5 years	12	5.2	7.5	96.9
	Above 5 years	5	2.2	3.1	100.0
	Total	159	68.5	100.0	

2. Results of Cronbach's Alpha Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
0.896	6

Reliability Statistics

Cronbach's Alpha	N of Items
0.919	6

Reliability Statistics

Cronbach's Alpha	N of Items
0.926	6

