

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**JOB SATISFACTION AND JOB PERFORMANCE  
OF EMPLOYEES AT  
TTN GROUP COMPANY LIMITED**

**AYE NANDAR AUNG**

**MBA (Online) 161102**

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**ACADEMIC YEAR (2016-2019)**

**Supervised By:**

Daw Zar Ni Min

Lecturer

Department of Management Studies

Yangon University of Economics

**Submitted By:**

Aye Nandar Aung

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**This thesis is submitted to the Board of Examiners in partial  
fulfillment of the requirements for degree of Master of Business  
Administration (MBA)**

**Supervised By:**

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Lecturer

Department of Management Studies

Yangon University of Economics

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## ACCEPTANCE

This is to certify that the thesis entitled “**Job Satisfaction and Job Performance of Employees at TTN Group Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

### Board of Examiners

.....

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

.....

(Supervisor)

.....

(Examiner)

.....

(Examiner)

.....

(Examiner)

DECEMBER, 2019

## **ABSTRACT**

The main objectives of the study are to examine the effect of job characteristics on job satisfaction of employees and to analyze the effect of job satisfaction on job performance of employees at TTN Group Company Limited. The data are collected from 120 respondents of different departments by using structured questionnaires. The findings indicate that among the five job characteristics, skill variety, task significance and autonomy have positive effect on job satisfaction of the employees at TTN Group Company Limited. The results also indicate that job satisfaction has strong impact on job performance of employees at TTN Group Company Limited. This study highly recommends the company to review the job nature on task identity and the feedback of the employees, so as TTN Group Company Limited to specify an appropriate mechanism to enhance the job satisfaction of the employees.

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Roll No-161102

Online MBA

December,2019

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## **LIST OF ABBREVIATIONS**

ACMV	-	Air Conditioning and Mechanical Ventilation
CCTV	-	Closed-Circuit Television
JCM	-	Job Characteristics Model
SPSS	-	Statistical Package for Social Science
TTN	-	Tun Tun Naing

# **CHAPTER 1**

## **INTRODUCTION**

Working people's management is an important part of the management process. Human Resource Management is a function in organizations designed to maximize employees' performance in service of their employers' strategic objectives. The value of HRM function is gaining increasing importance in managing organizations. HR is mainly concerned with managing people within organizations, concentrating on policies and systems. HR department and units in organization are typically responsible for a number of activities, including motivation on which the success and failure of an organization largely depends. By fulfilling employees' desires and needs at work, satisfied and motivated employees can put more effort on their work, can create more positive outcomes and can deliver excellent customer service so as it indirectly creates profit for the business.

Nowadays, many business managers come to aware of the effects of motivation on their business whether it is big or small business. However, motivating workers is not an easy task for managers since employees in organizations are having different needs and expectations and also their values, beliefs, backgrounds, lifestyles, perceptions and attitudes are different.

Job satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Job satisfaction is an emotional pleasurable or optimistic state arising from the evaluation of one's job or work experiences. Balzer (1997) cited in Stanton (2002) have also indicated that Job satisfaction is the feelings a person has about the job. Job satisfaction is the degree to which an individual feel positively or negatively about various aspects of the job (Schermerhorn, 1996). According to Loscocco and Roschelle (1991), the assumption of the definition is that people can balance their specific satisfactions and dissatisfactions to arrive at a general degree of satisfaction with their job. Job satisfaction is highly important not only for employee but also for the organization as a whole.

The Job Characteristics Model is a framework that is widely used to better understand how specific job characteristics, including job satisfaction, impact job results.

An employee's job satisfaction is an internal reaction, stemming from a system of norms, values and expectations formed by the employee, to perceptions of the work and job conditions (Saygi, Tolon, & Tekogul, 2011). According to Hackman and Oldham (1980), job satisfaction is the happiness that workers feel for their jobs. On the other hand, work frustration can be attributed to workers who are unable to show their personal abilities and tension from too many tasks. The model may produce three critical psychological states for workers, which include experienced meaningfulness, experienced responsibility and knowledge of results. The meaningfulness psychological state is directly affected by skill variety, task identity and task significance, the responsibility psychological state is directly affected by autonomy and feedback affects the knowledge of results psychological state.

Job performance is the observable behaviors people perform in their roles that are important to the organization's goals (Campbell, McHenry & Wise, 1990). Given the importance of high productivity in the workforce, job performance is of concern to companies (Hunter & Hunter, 1984). Most performance definitions focus on the behaviors of employees as a focus on outcomes could lead employees to find the easiest way to achieve the desired outcomes, which is likely to be disadvantageous to the organization as other important behaviors are not being performed. Therefore, job performance consists of the behaviors that employees actually engage in which can be observed.

The recognition for the effective use of human resources has highlighted the importance of the employee for job satisfaction. To achieve organizational goals, it is need to understand what kinds of satisfaction and psychological state are important for employees at many companies in today's engineering industry. Engineering firms in Myanmar are now increasingly taking steps to emphasize on job satisfaction because they realize that satisfied employees are essential to the success of organization. It can be said that high level of employee satisfaction is lead to high quality services to customers. In this study, the effect of job characteristics on job satisfaction and the effect of job satisfaction on job performance of employees at TTN Group Company Limited are conducted.

## **1.1 Rationale of the Study**

Nowadays, job satisfaction and job performance of employees within the organization is becoming vital role for the organizational management level and to achieve goals and objectives. Job satisfaction is of utmost importance for employees to remain happy and also deliver their level best. According to the nature of engineering firm, the employees have to employ to accomplish the work based on their skills, knowledge and experiences. If employees could not able to cope the sensitive work nature, they would not gain job satisfaction. No job satisfaction may lead to decrease in job performance and even chance for accidents. Therefore, it would be required to study the effect of job satisfaction on job performance of employees at TTN Group Company Limited.

The Job Characteristics Model was created to identify job characteristics gaps for the purpose of job design (Tahun, 1997). Hackman and Oldham (1975) defined the five job characteristics as; Skill Variety, Task Identity, Task Significance, Autonomy and Feedback. Although the work definitions might be different, various people shall have multiple thoughts of job satisfaction, their backgrounds, needs and beliefs will be interested to make a study. A high level of performance advancement of an organization is an absolute necessity to do that highly satisfied work force. Employee job performance plays a crucial role in the effectiveness of the organization. High-level achievement through productivity and efficiency has always been a high-priority organizational goal. Thus, each organization attempts to create a satisfied workforce to operate the organization's well-being.

The success of engineering firm is significantly relied on the job satisfaction of employees towards their works. This requires that the organization has a good understanding of the effect of job satisfaction on job performance of employees. Many engineering firms in Myanmar are now increasingly taking steps to strengthen the job performance by emphasizing on job satisfaction. Increasing satisfaction results in high job performance and it also has a strong correlation between engagement, absenteeism and employee turnover. Moreover, a satisfied employee is not just a retained employee but an ambassador for the company internally and externally. They are giving the best services to customers to achieve the organizational as well as personal goals and take pride in their jobs of their teams and their achievements. In the same way, job satisfaction

plays a significant role in reducing employee accidents in the workplace like engineering firms. Therefore, the analysis on the job satisfaction and job performance of employees at TTN Group Company limited is conducted in this study.

## **1.2 Objectives of the Study**

The main objectives of the study are:

- (1) To examine the effect of job characteristics on job satisfaction of employees at TTN Group Company Limited,
- (2) To analyze the effect of job satisfaction on job performance of employees at TTN Group Company Limited.

## **1.3 Scope and Method of the Study**

This study focuses on the analysis of job satisfaction and job performance of employees at TTN Group Company Limited. To achieve the objectives of this study, both primary and secondary data are used. Secondary data is collected from the records of TTN Group Company Limited, relevant textbooks, relevant articles, previous research papers, thesis papers, journals, websites and online resources.

The primary data are collected with structured questionnaires. Most of the questions in the questionnaire are Likert scales questions. The size of the research is 120 respondents who are randomly selected from total of 200 employees in TTN Group Company Limited. Simple random sampling method is applied for the selection of respondents from different departments of TTN Group Company Limited. It is a quantitative study where the structured questionnaires are given out to the respondents. Linear regression analysis is applied to evaluate the effect of job satisfaction and job performance of employees at TTN Group Company Limited.

## **1.4 Organization of the Study**

This study is organized into five chapters. Chapter one provides introduction section that consists of rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two presents the theoretical background of the study. Chapter three includes profile of TTN Group Company Limited, research design, demographic profile of the respondents, reliability test and job

characteristics of Employees at TTN Group Company Limited. Chapter four reveals the analysis on the effect of job characteristics on job satisfaction and the effect of job satisfaction on job performance of employees at TTN Group Company Limited. Finally, chapter five is the conclusion of the study including findings and discussions, suggestions and recommendation, needs for further research.



## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

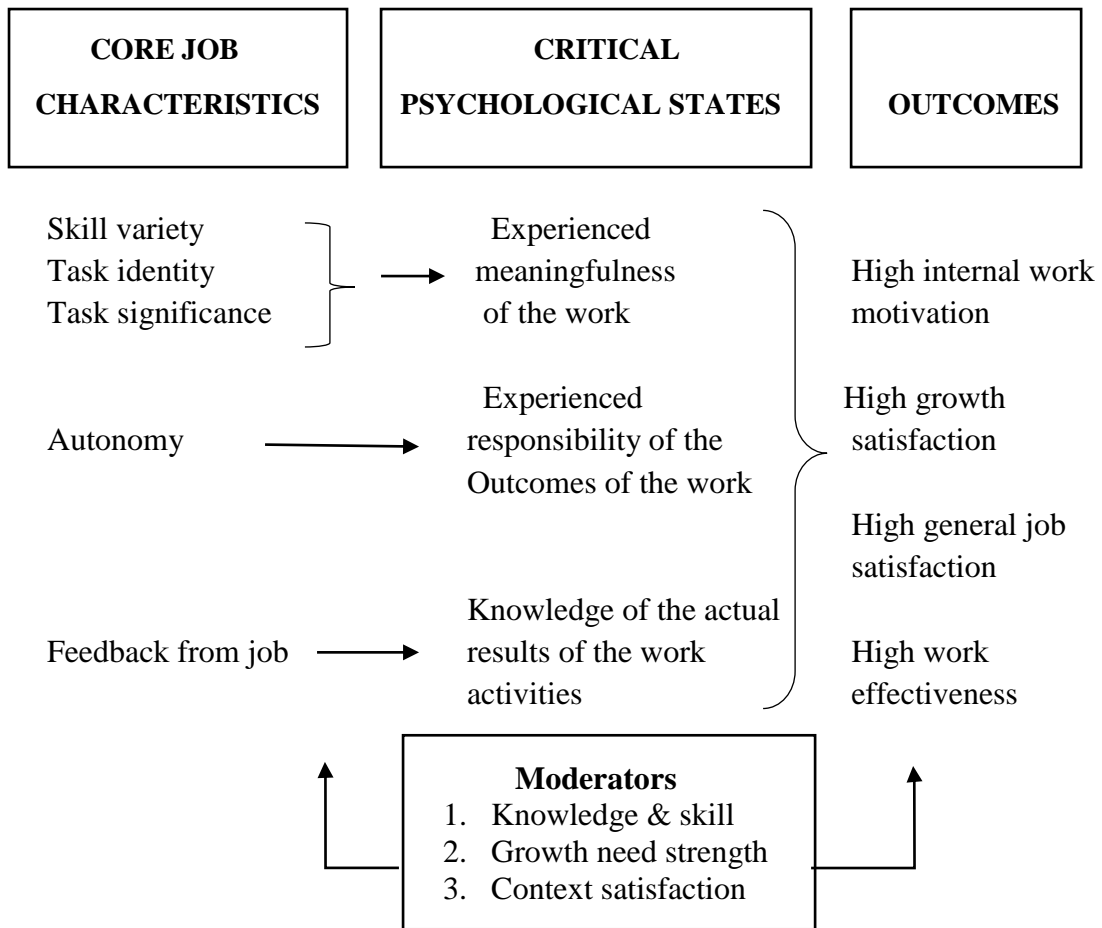
This chapter includes the theories and concepts that form the theoretical framework of the study and it can be classified into five parts. The first part includes the definition of job satisfaction. The second part is about theory and model of job satisfaction which is job characteristics theory. The third part describes about job performance. The previous study is shown in the fourth part and the final part is the conceptual framework of the study.

#### **2.1 Job Characteristics Model**

According to Robbins (2001), Richard Hackman and Greg Oldham developed the Job Characteristics Model (JCM). Job Characteristics Model based on the idea that the task itself is the key to employee motivation. It was originally intended as a way to evaluate jobs and to see if they should be redesigned to increase employee satisfaction and production. Job characteristics are the best predictors of job satisfaction since job satisfaction is affected by interaction of task characteristics, characteristics of employees and organizational characteristics. The two researchers tried to determine how work can be structured so that employees are intrinsically motivated. Employees are more internally motivated if they are satisfied with overall job and personal growth opportunities. As a result, it can generate high quality of work and have lower absent turnover rates that turn result in positive work outcome. The job characteristics model consists of three primary components as shown in Figure (2.1).

The first component in the model is core job characteristics; skill variety, task identity, task significance, autonomy and feedback from job. In general terms, core job characteristics are common characteristics found to a varying degree in all jobs. The core job characteristics foster the critical psychological states, the second component of the model. The critical psychological states are experienced meaningfulness of the work, experienced responsibility for the outcome of the work and knowledge of the actual results of the work activities and the states are presumed to determine the extent to which characteristics of the job enhance employee's response to that task.

**Figure 2.1 Job Characteristics Model**



Source: Hackman and Oldham, (1980)

These psychological states are theorized to mediate the relationship between the characteristics of the job and the results of the work. According to the theory, these three critical psychological states are non-compensatory conditions, meaning that all three critical psychological states must be experienced by jobholders in order to achieve the results proposed in the model. For example, when employees experience the three psychological states, they feel good about themselves when they perform well. These positive feelings, in turn, reinforce the employees to keep performing well. Subsequently, these three vital psychological states affect work results, the model's third aspect, and decide a variety of personal and work outcomes; high internal work motivation, high growth satisfaction, high overall job satisfaction, and high work performance. The main concept is to create the condition into jobs for higher work motivation, satisfaction and performance.

According to the Hackman and Oldham's Job Characteristics Model, there are five core job characteristics namely skill variety, task identity, task significance, autonomy and feedback which influence the three psychological states, which, in turn influence work outcomes including job satisfaction. The core dimensions of job characteristics are as follows:

**(a) Skill Variety**

Skill variety is the degree to which a job requires various activities, requiring the employee to develop a variety of skills and talents. For jobs that require many different skills and abilities, job holders may experience more meaningfulness than when the jobs are simple and routine. It is the variety and complexity that is apparently seems to be convolution of skill and talent required by a job to execute it (Buys, Olckers, & Schaap, 2007). In other words, it is the extent up to which a job demands a number of various behaviours in performing the work; it involves the usage of a set of different skills and traits of the person for purposeful accomplishment.

**(b) Task Identity**

Task identity is the degree to which the job requires the jobholders to identify and complete a work-piece with a visible outcome. Employees perceive more meaning in a workplace when they are involved in the whole process rather than being solely responsible for part of the job. It is the level up to which a job requires accomplishment of full and considerable part of work from starting to end that brings a viable outcome.

**(c) Task Significance**

Task significance is the degree to which the job effect on other people's lives. If the amount of task that an employee is performing has a significant impact on the life of employee and on the lives of others then this is known as task significance. In the specific company or in the external environment, the impact may be. In a career that significantly improves other people's psychological or physical well-being, employees feel more valuable than a job that has little impact on anyone else.

#### **(d) Autonomy**

Autonomy is the degree to which the job gives considerable flexibility, independence and autonomy to the employee in preparing the work and deciding the procedures in the job. In employment with a high degree of autonomy, the results of the work depend on the actions, strategies and decisions of the workers themselves, rather than on orders from a boss or a work procedures manual. The more autonomy the employees have their job, the more they feel responsibility for that job. The perceived autonomy of Narang and Dwivedi (2010) is among many a single variable that can have an effect on job satisfaction.

#### **(e) Feedback**

Feedback is the degree to which the worker has knowledge of the results. This is clear, specific, detailed, actionable information about the effectiveness of employees' job performance. When employees receive clear, actionable information about their work performance, they have a better overall understanding of the impact of their work activities and what specific actions (if any) they need to take to improve their productivity. The more feedback the work provides to the worker, the more feelings of knowledge the worker experiences psychologically.

## **2.2 Job Satisfaction**

This second part deals with the theoretical background related to Job satisfaction. Job Satisfaction is one of the most studied factors in the psychology of the workplace and has been correlated with various psychosocial issues ranging from leadership to job design. Exploring what factors precede and are influenced by job satisfaction is also important. In terms of health and well-being, job satisfaction plays an important role for an employee (Kornhauser, 1965; Khaleque, 1984) and for an organization in terms of productivity, performance, employee relations, absenteeism and turnover (Vroom, 1964; Locke, 1976; Khaleque, 1984).

Job satisfaction is defined as employee like or dislike their job in general (Weiss, Dawis, England, & Lofquist, 1967). According to the Graham 1982, job satisfaction can be seen as a measurement of an individual's feeling and attitude towards their jobs.

Locke (1976) defined job satisfaction as an emotional pleasurable or positive state resulting from the assessment of one's job or job experiences. A worker's sense of achievement and success is attributed as satisfaction from a job. Robbins and Judge (2007) noted that an employee's assessment of how satisfied or dissatisfied with the job is a complex summation of a number of discrete job elements. Robbins and Judge (2007), believed that specific individual and situational characteristics influence job satisfaction. Individual characteristics include personality, education, gender and family roles whereas situational characteristics include job characteristics, organizational characteristics and promotion opportunities.

The essence of job satisfaction needs fulfillment. The concept of need-satisfaction was the basic theoretical framework for interpreting job satisfaction (Salancik and Pfeffer, 1977). Job satisfaction is presumed to result from the match between the needs of individual and the characteristics of the job. When the characteristics of the job are compatible with the person's needs, then job satisfaction is assumed to happen and the person will be more likely to perform the job. Luthans (2005) further postulates that job satisfaction is a result of the employee's perception of how well their job provides those things that are viewed as important. Job satisfaction is a general attitude towards an employee's current job and organization that encompasses the feelings, beliefs and thoughts of the job. Job satisfaction is not only how employees feel about their jobs overall, but also how they feel about the various facets of the job.

### **2.3 Job Performance**

Job performance is about doing a job. Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 1990), but not the accrual consequences of the acts performed within a job. Job performance can be defined as all employees' activities are engaged at work. Individual work performance is a relevant outcome measure of studies in the occupational setting; it refers to how well someone performs at the work. Aspects such as job-specific task proficiency, behavior related to core tasks of the job, the level of commitment to core tasks, and general work behavior are becoming important factors related to job performance. Performance is an important variable in work organization and has become a significant indicator in measuring organizational performance in many studies.

Performance is a multi-dimensional concept. On the most basic level, Borman and Motowidlo (1997) distinguished between task and contextual performance. Task performance refers to the ability of a person to conduct tasks with which the employee contributes to the technological center of the company. Contextual success refers to behaviors that do not contribute to the functional center but help the organizational, social and psychological context in which organizational goals are viewed.

According to Williams and Karau (1991), a task performance covers an employee's contribution to the organizational performance and addresses the requirement as specified in job descriptions. Task performance in itself is multi-dimensional. Among the eight performance components suggested, for example, there are five variables that contribute to task success: (1) job-specific task skills, (2) job-specific task skills, (3) written and oral communication skills, (4) supervision-in the case of supervisory or leadership positions, and (5) management / administration. Each of these factors has a number of subfactors that can vary from job to job.

Contextual performance is activity that does not contribute directly to organizational success but promotes organizational efficiency, social and psychological environment. It has two types in very general level: behaviors which aim primarily at the smooth functioning of the organization as it is at the present moment, proactive behaviors which aim at changing and improving work procedures and organization process. The stabilizing contextual performance behaviors include organizational citizenship behavior with its five components of altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, some aspects of organizational spontaneity (e.g. helping coworkers, protecting the organization, George & brief, 1992) and prosocial organizational behaviour. The more proactive behaviors include personal, voice, taking charge. Contextual output is therefore not a single set of uniform actions, but a multi-dimensional definition in itself.

## **2.4 Previous Studies**

Numerous studies have explored the factors influencing job satisfaction and job performance of employees. Previous literatures show an increasing trend of researches on the relationship between job satisfaction and job performance of employees. However,

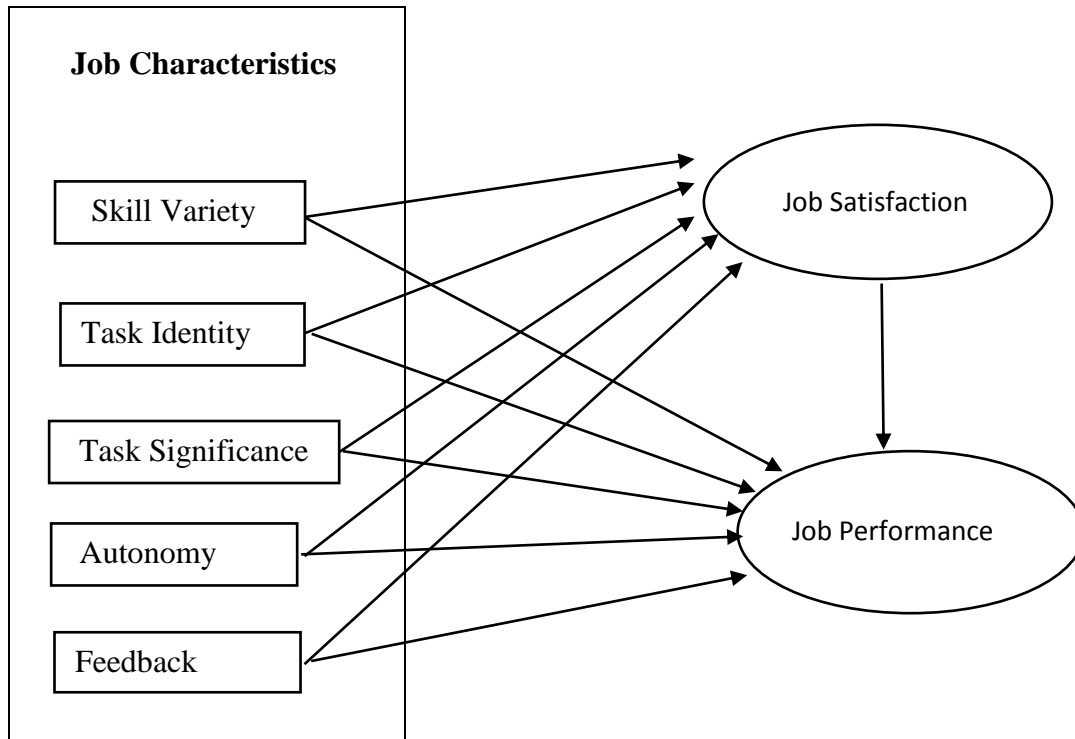
each of the studies looked at the effect of job satisfaction and job performance of employees from a different aspect.

Job satisfaction leads to better results being assisted by the work of Vroom (1964), which is based on the notion that success is the natural product of meeting employee needs. Of industrial-organizational psychology, the analysis relating to the relationship between job satisfaction and job performance has become a research tradition. The relationship between job satisfaction and job performance was described as the industrial psychologists' Holy Grail (Landy, 1989). Many organizational theories are based on the notion that organizations that are able to make their employees happy will have more productive employees. Over the years, researchers have been exploring this concept of a satisfied worker being a productive worker; however, evidence in this regard is not yet definitive.

In the study of Apisit Tunkiatsilp (2013), the authors examined the effects of Job Characteristics and Job Satisfaction on Job Performance in the restaurant Industry. Figure 2.2 shows the model of Apisit Tunkiatsilp's study.

According to the Figure 2.2, Apisit Tungkiatsilp (2013) studied the effect of Job Characteristics and Job Satisfaction on Job Performance among 300 Chefs of full service restaurants in 5, 4 and 3 star rating hotels in Bangkok. The study employed both quantitative and qualitative methods and data were statistically analyzed by means of confirmation factor analysis and structural equation modeling. In the study, Job Characteristics were measured using scale developed by Hackman and Oldham (1980). Job satisfaction was measured using scale developed by Herzberg (1987). Job Performance was developed by Heilman, Block and Lucas (1992) and used by Sy, Tram and O'Hara (2006); Lam, Chen and Schaubroeck (2002). The study found that job satisfaction was an essential part that would lead to a better performance because when chefs were delighted and had a preference on their job, they would be more attentive to their work with more determination that would result in better job outcome.

**Figure 2.2 The Effect of Job Characteristics and Job Satisfaction on Job Performance**



Source: Apisit Tungkiatsilp (2013)

Gombeski (1996) stated that the job design characteristics of skill variety, task identity, task significant, autonomy and feedback have become the contributors of job satisfaction. In the study of Margeotes (1995), task significant, autonomy and feedback were highly correlated with job satisfaction of workers. Moreover, Abbott (2000) studied on the relationship between job characteristics and job satisfaction and team-commitment and found that the higher level of five-core job dimensions of skill variety, task identity, task significant, autonomy and feedback contribute to the higher level of job satisfaction.

Organ, Podsakoff and MacKenzie (2006) also stated that job feedback on their operational efficiency would affect the employees' performance. Employees gain knowledge from learning that results from their endeavor. Arfanda (2011) found that job autonomy has a strong influence on performance. In addition, Phoomphong (2008)



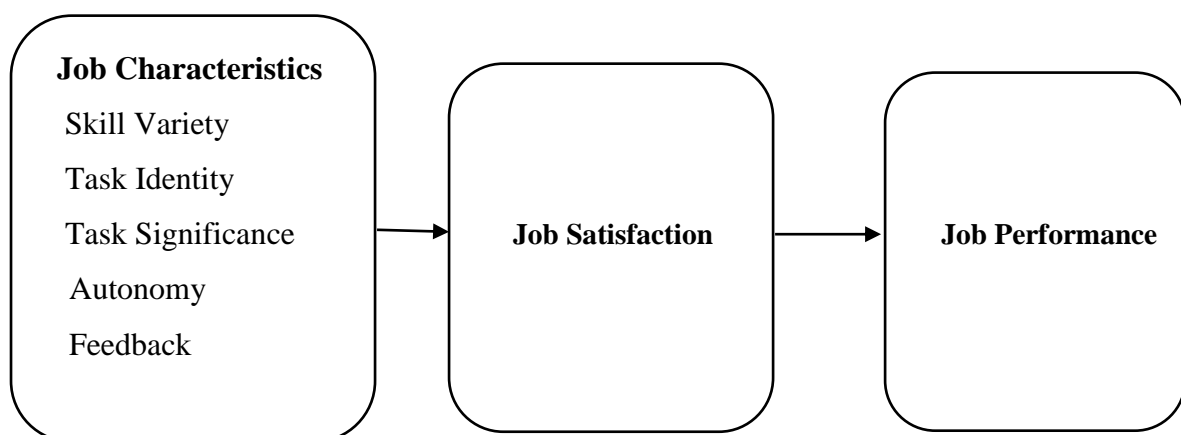
studied on the relationship between perceived self-efficacy; job characteristics, job satisfaction and job performance, then found that overall job characteristics revealed the significant positive relationship with job performance in the paper at Chiang Mai University. Skill variety, task identity, autonomy and feedback showed the significant positive relationship with job performance.

The result of the study showed that job characteristics were positively related to job satisfaction and job satisfaction was positively related to job performance. The study also found a significant and positive correlation between Job characteristics and job satisfaction on employees' job performance. Based on the above study, it can be expected that the positive effects of Job characteristics and job satisfaction on job performance among chefs in the restaurant industry. Nevertheless, the current study uses the above literature reviews to provide background concepts of Job Satisfaction and to develop the conceptual framework of current study in TTN Group Engineering Company Limited.

## 2.5 Conceptual Framework of the Study

According to the results from the prior researches, the following conceptual framework is developed for this study. The conceptual framework of this study shows how job characteristics effect on job satisfaction and how job satisfaction effect on job performance of employees at TTN Group Company Limited. Job Characteristics is defined with five factors. The job performance is inclined by job satisfaction. The conceptual framework of the study is shown in the Figure (2.3).

**Figure 2.3 Conceptual Framework of the Study**



Source: Own Compilation (2019)

In the conceptual framework of the study, three major sections are involved. They are job characteristics, job satisfaction and job performance. To measure the effect of job characteristics, five factors are used to collect the data. They are skill variety, task identity, task significance, autonomy and feedback. Job satisfaction is measured upon Multifactor satisfaction questionnaires. Job performance is measured based on multi-dimensional concept included task performance and contextual performance. Although previous studies measured the relationship between the job characteristics and job performance, the job performance is explicitly linked to the job satisfaction in this study because of the nature of job of the TTN Group Company Limited. In term of job performance, this conceptual framework only explains the connection between job satisfaction and job performance. This framework describes how job characteristics impact on job satisfaction and how job performance is affected by job satisfaction of employees at TTN Group Company Limited.

## **CHAPTER 3**

### **PROFILE AND JOB CHARACTERISTICS OF TTN GROUP COMPANY LIMITED**

Firstly, in this chapter, the profile of TTN Group Co., Ltd is presented. Then, the research design, the reliability test, and the demographic profile of the respondents are presented. Finally, in the last section of this chapter, the descriptive explanation of the job characteristics of TTN Group Co., Ltd based on the questionnaire results are discussed.

#### **3.1 Profile of TTN Group Co., Ltd**

TTN Group has been established in October 2010. It is organized by experienced technicians who have worked over 10 years in Singapore. It is an Electrical and Mechanical Engineering Firm specializing in installation of commercial & residential, institutional and mixed used facilities. TTN Group offers our customers one-stop services, including mechanical and electrical services. TTN Group secures contracts based on the expertise of our quality people. TTN Group reputation in customer service is recognized and trusted. TTN Group is a place where trained and passionate individual make up a train.

TTN Group provide high standard of supply and installation of Electrical and Mechanical System based on Singapore Standard. Looking ahead, TTN Group seek to take a more active pursuit in expanding our horizons for new ideas and new markets. Be it the local of global area. TTN Group is poised and ready to take on challenging tasks that await with great confidence. As a trusted company in this growing construction industry, TTN Group has devoted a reputable service to M&E Services, which is renowned for its fast turn-around times of uncompromising product quality, competitive price positioning, and aiming for excellence.

TTN Group can provide the professional services of Supply and installation for:

- Low Voltage System (Supply and installation of complete Electrical System)

- Extra Low Voltage System (Supply and installation of CCTV and Security System, Card Access System, Public Address System, Building Management System, etc.,)
- Mechanical System (Supply and installation of ACMV, Fire Protection, Plumbing and Sanitation, etc.,)

A statement of vision is a statement of the priorities of a company to direct its internal decision-making. For its future prospects, TTN Group has its own dream that contributes to customer satisfaction regarding M & E Company. A statement of mission is a short statement of the purpose of an organization. Mission of TTN Group is to create exceptional value for our customers and communities by providing quality services and meeting the highest international accepted health & safety standards through our proud, knowledgeable and engaged team, who are known as leaders of service excellence and integrity, and consistently delivering our customers expectation-exceeding experience.

TTN Group Company Limited is composed with four major departments which are Admin and HR Department, Finance Department, Engineering Department and Marketing Department. All those departments are integrated and linked each other in carrying out tasks. The employees perform their job description under duties and responsibilities, rules and regulations of TTN Group Company Limited.

### **3.2 Research Design**

The study focuses on the effect of job characteristics on job satisfaction and the effect of job satisfaction on job performance of employees at TTN Group Co., Ltd. There are 200 employees in TTN Group Co., Ltd. The target population of this study focuses only on employee of TTN Group Co., Ltd. The size of this research is 120 respondents. The descriptive quantitative research method and linear regression method are used in this study. The simple random sampling method is used for the selection of respondents from different departments of TTN Group Co., Ltd. The data collection period is May, 2019.

A structural questionnaire is constructed for primary data acquiring. Questionnaires are derived from the literature review based on previous studies. There are altogether four parts in the questionnaire to specifically address each variable applied in the study. Part 1 is about the job characteristics of the employees, part 2 is about their job

satisfaction, part 3 is about the performance on the job and finally, part 4 is about the demographic profiles of the employees. The respondents are requested to rate each statement on the five-point Likert scale depending on their level of agreement and disagreement to each statement (1= Strongly Disagree to 5= Strongly Agree). 120 employees are randomly selected from the sampling frame. Senior engineers, engineers, supervisors and skills workers who are currently working at TTN Group Co., Ltd are included in the participant list. All the respondents fully answered questionnaires and those data are used for statistical analysis.

### 3.3 Reliability Test

Reliability refers to the extent to which it is a consistent measure of a concept of the study and the Cronbach's alpha ( $\alpha$ ) is one way of measuring the strength of that consistency. Cronbach's alpha is used to assess reliability and it indicates if the designed study is accurately measuring the variable of interest. It is most commonly used when Likert questions in a survey or questionnaire that form a scale are applied to the study.

**Table (3.1) Reliability Test Results**

Scale	Number of Items	Cronbach's Alpha
<u>Job Characteristics</u>		
Skill Variety	5	0.799
Task Identity	5	0.786
Task Significant	5	0.707
Feedback	5	0.809
Autonomy	5	0.775
Job Satisfaction	11	0.781
Job Performance	8	0.723

Source: Survey Data (2019)

The resulting coefficient of reliability ranges from 0 to 1 in providing this overall assessment of a measure's reliability. If all of the scale items are entirely independent from one another (i.e., are not correlated or share no covariance), then  $\alpha = 0$  and, if all of the items have high covariance, then  $\alpha$  will approach 1 as the number of items in the scale approaches infinity. Many methodologists recommend a minimum  $\alpha$  coefficient between

0.65 and 0.8 (or higher in many cases);  $\alpha$  coefficients that are less than 0.5 are usually unacceptable. Some indicates that the minimum acceptable value for Cronbach's alpha is 0.70.

In this study, Cronbach's alpha is used to assess the reliability of 7 constructs of this study. Table (3.1) shows the outcomes of reliability test of the study. According to the results, the Cronbach's alpha values of all constructs are above 0.7 and it indicates that the consistency or reliability of the constructs under this study is undoubtedly accepted.

### **3.4 Demographic Profile of the Respondents**

Before conducting the detail analysis, the demographic factors of the respondents are reviewed. The demographic factors contain the gender, age group, education, designation, and service years in TTN Group Co., Ltd. The summarized data of demographic profile of respondents in TTN Group Co., Ltd are shown in Table (3.2).

According to Table (3.2), 75% of the respondents are male and 25% are female. This is because of the nature of the job which is more related to the male workers. Dominant age group of the respondents are under the age of 40. 45.8% are the age between 20 and 30, 41.7% are at the age between 31 and 40. The minority of respondents are above the age of 41. According to the survey results, there are 8.3% of respondents who are between 41 and 50. The lowest number of respondents of the study is 4.2% and their age is above 50. The results indicate that most of the workforce in TTN Group Co., Ltd are young people.

As mentioned in Table (3.2), the respondents are categorized into three groups of education backgrounds. The results show that there are 80% graduate, 16.7% under graduate and 3.3% postgraduates. It indicates that most respondents are graduates. In this study, total of 120 respondents are studied and 40% are currently working as Skill workers, 29.17% are Engineers, 22.5% are Supervisors, and 8.33% are Senior Engineers. Majority of the respondents are skill workers and above position holders in their respective organizations. TTN Group Co., Ltd is assumed preferring young people who are enthusiastic to work and develop. Most of authorized persons are middle management level in the organization or job requirement because most of project operation are well known by site supervisors, operation managers or engineering managers. The majority of the respondents are engineering and project management professionals because TTN

Group Co., Ltd is mainly focused on company strategy and core values are more suitable for international standard regulation than other competitors.

**Table (3.2) Demographic Profile of the Respondents**

Sr. No.	Demographic Factors	No. of Respondents	Percentage (%)
	Total Respondents	120	<b>100.00</b>
1	Gender		
	Male	90	75.00
	Female	30	25.00
2	Age Group (Years)		
	20 - 30	55	45.80
	31 - 40	50	41.70
	41 – 50	10	8.30
	Above 50	5	4.20
3	Education		
	Under Graduate	20	16.70
	Bachelor Degree	96	80.00
	Master Degree	4	3.30
4	Position		
	Senior Engineer	10	8.33
	Engineer	35	29.17
	Supervisor	27	22.50
	Skill Worker	48	40.00
5	Service Years		
	Less than 2 years	45	37.50
	Above 2 years- 3 years	36	30.00
	Above 3 years- 6 years	20	16.70
	Above 6 years	19	15.80

Source: Survey Data (2019)

When the service years of the respondents are conducted, 37.5% have the experience of less than two years, 30% of respondents have the working experience of two years to three years, 16.7% of respondents have been working for three years to six

years. Only 15.8% of the respondents have worked for more than six years. It indicates that only a few numbers of employee have more than six service years because of the nature of the job.

### 3.5 Job Characteristics of TTN Group Co., Ltd

In this study, job characteristics of TTN Group Co., Ltd are studied. According to the Job Characteristics Theory, five core job characteristics should prompt three critical psychological states, which lead to many favorable personal and work outcomes. For five core job characteristics, skill variety, task significant, task identity, autonomy and feedback are asked with total 25 questions to collect data. The questions are asked by five scale points (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree).

#### 3.5.1 Skill Variety

In this study, skill variety of employees at TTN Group Co., Ltd are studied. Table (3.3) shows the results of data collected from employees regarding with their skill variety. The survey questionnaire comprises of five items.

**Table (3.3) Employees Perception on Skill Variety**

<b>Sr. No</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Being require many different things to work, using a variety of skills and talents	4.03	0.63
2	Having chance to do different things on job	4.14	0.71
3	Being not simple and repetitive	4.08	0.63
4	Giving the opportunity to use a number of different skills	4.03	0.70
5	Providing with a variety of work	3.90	0.72
<b>Overall Mean</b>		4.04	

Source: Survey Data (2019)

The mean value of each question on skill variety is presented in table (3.3). The overall mean is slightly above agreed. It shows that the skill variety of employees at TTN Group Co., Ltd is moderately good. The two highest mean scores indicate that employees



have a chance to do different things on job and overall their tasks are not simple and repetitive. The rest of mean values illustrate that employees have the opportunity to use a number of different skills and talents. According to the results, it can be interpreted that skill variety of employees at TTN Group Co., Ltd is good. Moreover, employees feel they can do many different things at work using a variety of their skill and talents.

### 3.5.2 Task Identity

To analyse the task identity of employees at TTN Group Co., Ltd, to which the job requires the jobholders to identify and complete a work-piece with a visible outcome. The mean score of employees are presented in Table (3.4).

**Table (3.4) Employees Perception on Task Identity**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Knowing exactly what kind of task that needed to do.	3.51	0.53
2	Allowing to complete the work started.	3.38	0.56
3	Having clear instruction.	3.33	0.45
4	Doing a complete task form start to finish. The results are clearly visible and identifiable.	3.57	0.63
5	Knowing thoroughly the purpose of job.	3.75	0.59
<b>Overall Mean</b>		3.51	

Source: Survey Data (2019)

The overall mean value is well above neutral. Overall mean can be interpreted that employees are more likely to perform the whole job from the beginning to the end. The highest mean value shows that employees knowing thoroughly the purpose of their job that is the reason that the duties and responsibilities are clearly mentioned in the job description. The second highest mean value indicates that employee do a complete task form start to finish. The third ranked mean score shows that the respondents are knowing what kind of task they need to do.

According to the results, it illustrates that employees at TTN Group Co., Ltd, employees are more likely to perform the whole job from the beginning to the end. Moreover, TTN Group Co., Ltd generally provide employees the chance to completely finish the pieces of work.

### 3.5.3 Task Significance

To analyse the task identity of employees at TTN Group Co., Ltd, to which the job affects other people's lives. The result of employee perception on task significance are shown in Table (3.5).

**Table (3.5) Employees Perception on Task Significance**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Being one where a lot of other people, in this organization and other organization, can be affected by how well the work gets done.	4.26	0.54
2	Being important that the results of the work can significantly affect other peoples' ability to do their work.	4.28	0.71
3	Being very significant and important in that it facilitates or enables other peoples' work.	3.89	0.56
4	Being very important in the broader scheme of things, that is, in the general workplace.	4.16	0.54
5	Giving the opportunity to find out how well it has done.	4.37	0.60
<b>Overall Mean</b>		4.19	

Source: Survey Data (2019)

According to Table (3.5), the overall mean points out that employees at TTN Group Co., Ltd feeling proud that their work can significantly affected other people's ability to do. The highest mean value shows that employees at TTN Group Co., Ltd are given the opportunity to find out how well they doing. The second and third highest mean score indicate that employees at TTN Group Co., Ltd perceive their job is important and the result of their work can significantly affect other people's ability to do their work. Some of them are not satisfied with this job that it facilitates or enables other people's work, according the lowest mean value.

### 3.5.4 Autonomy

To analyse the autonomy of employees at TTN Group Co., Ltd, to which the job provides the employees with significant freedom, independence and discretion to plan out the work and determine the procedures in the job. The result of employee's perception on autonomy are shown in Table (3.6).

**Table (3.6) Employees Perception on Autonomy**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Having not to refer matters to the leader/supervisor for a final decision.	4.24	0.53
2	Allowing much opportunity to make own decision.	4.10	0.66
3	Giving a chance to use the personal initiative and judgment in carrying out the work.	4.13	0.62
4	Being able to do what needed on this job without consulting the leader/supervisor.	4.08	0.65
5	Having not control over the detail instructions.	4.19	0.51
<b>Overall Mean</b>		4.15	

Source: Survey Data (2019)

According to the Table (3.6), the overall mean points out that the respondents work their job with autonomy. The highest mean value shows that employee usually do not have to refer matters to their supervisor for a final decision. The second and third highest mean score indicate that employee at TTN Group Co., Ltd usually make their own decision about what to do on their job. The lowest mean value shows that employees at TTN Group Co., Ltd want on this job without consulting their leader or supervisor.

Therefore, it can be interpreted that employees at TTN Group Co., Ltd are working with moderate level of autonomy in their workplace. At TTN Group Co., Ltd, each of employee has own level of autonomy at the workplace. Employees always have to face emergency cases on daily basis. They need to have some extent level of autonomy to be able to solve the problem on time.

### 3.5.5 Feedback

To analyse the feedback of employees at TTN Group Co., Ltd, to which the employee has knowledge of the results. The results are shown in Table (3.7).

**Table (3.7) Employees Perception on Feedback**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Providing the information about the work performance.	3.54	0.74
2	Being able to know whether it is performed well.	3.71	0.48
3	Providing many chances to figure out how well it has done.	3.48	0.51
4	Providing constant feedback about how it has done.	3.64	0.76
5	Knowing whether the job has been performed well or poorly.	3.74	0.63
<b>Overall Mean</b>		3.62	

Source: Survey Data (2019)

According to Table (3.7), the overall mean shows that how the respondents feel with the feedback given to them. The overall mean score is slightly above neutral and it indicates that employees at TTN Group Co., Ltd are satisfied with the feedback. The highest mean value shows that employees are feeling to know whether they perform their job well or poorly. The second and third mean scores indicate that manager provides them with constant feedback about how they doing and they know whether they perform it well. The lowest mean score shows that employee just doing the work required by this job provides many chances for them to figure out how well they are doing.

At TTN Group Co., Ltd, managers and supervisors always give feedback to their employees on daily, monthly and yearly basis. Therefore, the feedback for the employees at TTN Group Co., Ltd can be interpreted in the way that they always get the appropriate feedback from not only their work but also their managers and supervisors.

## CHAPTER 4

### ANALYSIS ON JOB SATISFACTION AND JOB PERFORMANCE OF EMPLOYEES AT TTN GROUP COMPANY LIMITED

This chapter focus on the analysis of job satisfaction on job performance of employees at TTN Group Company Limited. This chapter includes four parts. The first part explores about the job satisfaction of employees at TTN Group Company Limited. The second part is the analysis on the effect of job characteristics on job satisfaction. The third part is the job performance of employees at TTN Group Company Limited. The last part is the analysis on the effect of job satisfaction on job performance of employees at TTN Group Company Limited.

#### 4.1 Job Satisfaction of Employees

Job Satisfaction of employees at TTN Group Company Limited is analysed, based on pay, promotion, benefit, reward recognition, co-worker, working condition and expectations. The respondents are asked to rated themselves regarding job satisfaction. The questions are asked by five-point Likert scale (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree). The results on job satisfaction of employees at TTN Group Company Limited are shown in Table (4.1).

**Table (4.1) Employees Perception on Job Satisfaction**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Being enjoy working at this company.	4.30	0.60
2	Having good working relationships with co-workers.	4.47	0.55
3	Having enthusiasm most days about the job.	4.25	0.73
4	Feeling to do something that makes use of my abilities.	3.88	0.64
5	Feeling the acceptable level of responsibility.	3.89	0.55
6	Doing interesting and challenging work.	4.23	0.48

7	Feeling that it is a worthwhile job.	4.14	0.57
8	Having freedom to use the own judgment.	4.08	0.72
9	Having the chance to do different things from time to time.	3.84	0.50
10	Feeling of accomplishment getting from the job.	4.24	0.53
11	Praising for doing a good job.	4.21	0.59
<b>Overall Mean</b>		4.14	

Source: Survey Data (2019)

As shown in Table (4.1), employees' satisfaction on their jobs are above the average level. Among the survey results, the highest mean from item number two mentions that the respondents have good working relationships with their co-workers. The second highest mean value points out that employees enjoy working at this company. They are also satisfied about working condition, current position and feeling of accomplishment they get from the job. The rest of mean values indicate that some employee feels their salary are not fair, least satisfied with the management style of their supervisor and current job does not meet their expectations. Overall mean score of job satisfaction is above agree. Therefore, it can be interpreted that job satisfaction of employees at TTN Group Company Limited are satisfied at their job.

#### **4.2 Analysis on the Effect of Job Characteristics on Job Satisfaction**

This section finds out the effect of job characteristics on job satisfaction. In this study, linear regression is used to test the relationship between independent variables: skill variety, task identity, task significance, autonomy, feedback and dependent variable, job satisfaction. The results are shown in Table (4.2).

According to the results shown in Table (4.2), R value is 0.63 and it indicates that job satisfaction and job characteristics of employees are correlated. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. All the VIFs (Variance Inflation Factor) of independent variables are less than 10. Hence, there is no problem of multi-collinearity (correlation between independent variables).

**Table (4.2) The Effect of Job Characteristics on Job Satisfaction**

Variable	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
(Constant)	2.014	0.304		6.627	0.000	
Skill Variety	0.185***	0.076	0.282	2.434	0.017	2.557
Task Identity	-0.003	0.088	-0.004	-0.039	0.969	2.211
Task Significance	0.575***	0.094	0.697	6.111	0.000	2.456
Autonomy	0.243***	0.078	0.258	3.115	0.002	2.782
Feedback	0.111	0.074	0.159	1.493	0.138	2.139
R	0.630					
R Square	0.396					
Adjusted R Square	0.370					
F Value	14.977***					

Source: Survey Data (2019)

Note\*\*\* significant at 1% level, \*\*significant at 5% level, \* significant at 10% level

Skill variety is one of the factors that have a significant effect on employees' satisfaction. According to the analysis, it is significant at 95 percent confidence level and it has a positive coefficient value. It means that one unit of increment in Skill Variety factor results in 0.185 units of increment in employees' satisfaction level.

Task significance variable has the expected positive sign and significant coefficient variable at 1 percent level. The Standardized Coefficient (Beta) indicates that task significance has positive relationship with job satisfaction of this study. The positive relationship means that the increase in independent variables supports to more job satisfaction of employee at TTN Group Company Limited. The result shows that a unit increase in task significance variable results in 0.575 increases in job satisfaction of employees at TTN Group Company Limited.

Autonomy variable has the expected positive sign and significant coefficient value. The standardized coefficient (Beta) indicates that autonomy has positive relationship with job satisfaction. According to the result, one unit increase in autonomy

factor results in 0.25 increases in job satisfaction of the employees at TTN Group Company Limited.

Skill variety is an important factor that develops the satisfaction level of employees in the industry. There are a lot of skills that need to be fulfilled by employees. If employees have a variety of skills in the job area, they are more likely to be satisfied in their career. Being an engineering industry, the engineers in the company have different variety of skills such as language skills, engineering drawing, building a good relationship with clients, and so on. These skills play an underlying cause of being significant in their satisfaction level in the company.

TTN Group Company Limited is an engineering company. Therefore, the work assignments have clear and precise instructions to individuals of the company, and their tasks are significant to the company. This means that the employees in the company play a vital role to the organization. The employees in the company feel that they have important roles in the company. Their task significance explicitly contributes the work done and the improvement of the organization. These are the reasons of why the task significance factor is positively significant in employees' job satisfaction in the company.

Being a professional in the industry, the employees in the company have no interfere of their immediate supervisors. To some extent, they have the rights to make their own decisions. This in turn results in the accountability of the employees. Having not a high pressure and control upon the workload, they mainly focus on clients' requirements. Therefore, they are confident at their work. Thus, autonomy plays a pivotal role in enhancing the employees' satisfaction level in the company.

According to the results, among the factors, skill variety, task significance and autonomy have positive significant impacts on the satisfaction of respondents. The employees at TTN Group Company Limited have high satisfaction on skill variety, task significance and autonomy variables. Employees at TTN Group Company Limited have different tasks which are significant individually and as a whole. Any deviation due to any employee can affect the quality of services as well as profitability and image of TTN Group Company Limited. Therefore, it can be concluded that skill variety, task significance and autonomy factors positively influence employee's satisfaction of TTN Group Company Limited.



### 4.3 Job Performance of Employees

The job performance of employees at TTN Group Company Limited is studied by using linear regression model. Questionnaires are based on task performance and contextual performance. Total eight questions are involved to measure the job performance of employees at TTN Group Company Limited. The mean value results are shown in Table (4.3).

**Table (4.3) Employees Perception on Job Performance**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Maintaining high standard of work	4.15	0.80
2	Having passionate about the work	4.03	0.83
3	Ability to handle assignments without much supervisions	4.13	0.67
4	Planning to work that done on time	3.98	0.41
5	Sharing knowledge and ideas among team members	4.48	0.60
6	Participating in group discussions and work meetings actively	4.24	0.45
7	Helping to co-workers when asked or needed	4.38	0.52
8	Keeping job knowledge up-to-date	4.40	0.51
<b>Overall Mean</b>		4.23	

Source: Survey Data (2019)

According to the Table (4.3), the highest mean value shows that the respondents used to share knowledge and ideas among their team members. The second and third greatest mean value indicates that the respondents used to extent help to co-workers when asked or needed and worked at keeping job knowledge up-to-date. The middle mean values show that employees at TTN Group Company Limited used to maintain high standard of work and participate in group discussions and work meetings. The lowest mean score shows that employees managed to plan their work that done on time.

#### 4.4 Analysis on the Effect of Job Satisfaction on Job Performance

In this section, the effect of job satisfaction on job performance is studied. The linear regression is used to test the relationship between independent variable: job satisfaction and dependent variable: job performance. The results are shown in Table (4.4).

**Table (4.4) The Effect of Job Satisfaction on Job Performance**

Variable	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
(Constant)	0.754	0.261		2.891	0.005	
Job Satisfaction	0.838***	0.063	0.776	13.344	0.000	1.000
R	0.776					
R Square	0.601					
Adjusted R Square	0.598					
F-Value	178.058***					

Source: Survey Data (2019)

Note\*\*\* significant at 1% level, \*\*significant at 5% level, \* significant at 10% level

According to the results shown in Table (4.4), this model can explain 60% about the variance of dependent variable (job performance) and independent variable (job satisfaction). R value indicates that job satisfaction and job performance are correlated. The value of F test, the overall significance of the model is highly significant at 1 percent level. This specified model can be said valid. All VIFs (Variance Inflation Factor) of independent variable are less than 10. Hence, there is no problem of multi-collinearity (correlation between independent variables).

Job satisfaction has the expected positive sign and significant coefficient variable at 1 percent level. Due to the Standardized Beta Coefficient, job satisfaction of the employees has positive relationship with job performance of this study. The positive relationship means that the increase in independent variable supports to higher job performance at workplace. A unit increase in job satisfaction results in 0.776 increase in job performance of employee at TTN Group Company Limited.

In this study, it is found that employees have a sense of certain satisfaction level to work. Moreover, they have a good relationship with their peers as well as their clients. Their job is also challenging and this in turn makes them energetic and gives them a good chance of doing different things. These are the driving forces to satisfy the employees in the company. The employees' satisfaction positively results in the high performance of their job.

Therefore, the more satisfied the employee is the higher in job performance at workplace. The result indicates that there is strong direct impact of job satisfaction on job performance of employees at TTN Group Company Limited. According to the survey results, it can be interpreted that the satisfied employees at TTN Group Company Limited leads to higher job performance in the organization. If the employee feels energetic, enthusiastic, inspiration and commitment to their work, they work not only for their own duties and responsibilities but also for their co-workers and organization. Thus, the implication on this study is that the more satisfied employees are there in the company, the more their job performance for the company is. The job performance is explicitly related to the employees' satisfaction on their job.

## **CHAPTER 5**

### **CONCLUSION**

This chapter consists of three main parts. The first part is findings and discussions from previous chapters. The second part is suggestions and recommendations according to the findings of the study. The third part is the limitations and needs for further research of the job satisfaction.

#### **5.1 Findings and Discussions**

This study attempts to explore the job characteristics and to analyse the effect of job satisfaction on job performance of employees at TTN Group Company Limited. Important findings, based on the data analysis, were found and they are discussed in the following paragraphs.

One of the findings of the analysis is that skill variety positively affects the employees' satisfaction at the company. Employees are glad to work showing and using a variety of their skills and talents. It is found that they have more opportunities to use their skills and talents if they have a chance to do different things at work. To sum up, skill variety has an effect on the employees' satisfaction if the job provides a chance to use their skills and talents.

According to the analysis, task significance factor strongly influences the employees' job satisfaction at TTN Group Company Limited. The respondents are willing to cooperate and coordinate with their colleagues, enabling their task significance level. This is strongly related to their satisfaction at job. Furthermore, they have become more and more confident at job. This factor also gives them the opportunity to find out how well they are doing at work. Moreover, this factor enables the company to get a higher ability of colleagues and this in turn improves the role of completing tasks.

Another important finding is that autonomy factor has a positive effect on the employees' job satisfaction at TTN Group Company Limited. Autonomy provides the employees a chance and the right of making their own decision. Being professionals, employees are not willing to waste their time with the diplomatic procedures. They prefer

initiative and innovative work assignments. They also want to be accountable with their own decision. By doing so, they feel that they have a sense of doing their own work. Having a chance to show their responsibilities and accountabilities, the employees enables their satisfaction at the work area and thus, this factor highly effects the employees' job satisfaction at the company.

There are two insignificant factors, task identity and feedback, on the employees' satisfaction related to job performance at TTN Group Company Limited. Many of the respondents claim that they were not having a chance to do entire work from beginning to end. According to the nature of work in the company, they need teamwork to finish an assignment. Feedback is not necessary once the employees have done their assignments to meet the clients' requirements in this company. Employees' job satisfaction does not rely on their clients' feedback on their work done. It is, therefore, concluded that the task identity factor and the feedback factor do not influence the employees' job satisfaction.

Finally, it is observed that the higher level of job satisfaction offers the better performance of the employees at job. In this study, the respondents have highest positive perception on job satisfaction. The result shows that the respondents have good relationships with their co-workers and enjoy working at TTN Group Company Limited. Thus, it can be concluded that the respondents of this study feel satisfied about their job and there is direct impact of job satisfaction on job performance for the employees at TTN Group Company Limited.

## **5.2 Suggestions and Recommendations**

According to the findings of the study, the employees prefer to improve some set of skills rather than normal job routine. This study highly recommended that the company should provide the circumstances that enable their employees have a variety of skills. For example, providing on-job training is a good option for both employees and the company. This study proves that skill variety is an influencing factor on the employees' job satisfaction. This is also the underlying cause of their satisfaction and improving job performance.

In terms of task significance, the company is recommended to maintain the job nature, which provides the high level of task significance, as the analysis shows that the task significance positively effects the employees' job satisfaction. It is also discovered

that the employees feel satisfied and confident if they are innovative at their work. Satisfied and confident employees are energized and passionate about their job.

Being responsible and accountable highly effects the job performance of the company. In this regard, it is found that autonomy supports the employees' job satisfaction related on their job performance. The employees in the company want to work free from the influences of their upper level. They prefer to make their own decision related to their professions rather than getting approval from their upper level. The nature of work in this company originally supports this factor and the company is strongly recommended to take advantages by balancing between the professionals' own decision and their impacts on job satisfaction and performance.

The TTN Group Company Limited is highly recommended that they should review their job nature on the task identity factor and the feedback factor. According to the nature of the job, the employees have a separated assignment from clients. It means that they have separate identity that offers the job satisfaction. It also applies to the feedback factor. The employees do not need to entirely rely on the feedback from their customers because they can review their output in their own ways. Therefore, the company is recommended that they should provide an appropriate mechanism to review their employee's satisfaction level through these two factors.

The result of the study shows that the employees at TTN Group Company Limited are satisfied at their job and enjoy working at their workplace. It is important to know which factors get employees satisfied job so that the management can strategically manage the performance of the employees. The organization should give better job characteristics in the workplace. Moreover, the top management of TTN Group Company Limited should always monitor the job satisfaction of employees and should set the rules and regulations to improve job characteristics of employees.

### **5.3 Needs for Further Research**

This study has a few limitations. One of the limitations of this study is that the survey is done only to the TTN Group Company Limited and it does not represent the results of other Electrical and Mechanical Engineering Firms of Myanmar. Hence, the study can only represent the job satisfaction of employees at TTN Group Company Limited. Another one is time limitation. One-time investigation may affect the

representativeness of the company. The findings in this study may need to adjust with the results of the further studies.

Furthermore, this study only focuses on job characteristics, job satisfaction and job performance of employees at TTN Group Company Limited. The items to measure job satisfaction and to explore job characteristics are only based on Job Characteristics Model. There are many other relevant articles and models which are presented about job satisfaction. In the future, if time, effort, data available are not limited, the larger research should be conducted by considering the limitations of the study. Moreover, the job satisfaction issue of Electrical and Mechanical Engineering Firms in Myanmar should also be investigated in the future.

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**APPENDIX A**

**YANGON UNIVERSITY OF ECONOMICS**

**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA PROGRAMME**

**Survey Questionnaire for Job Satisfaction of TTN Group  
Company Limited**

Dear Participant,

I am a MBA candidate from Yangon University of Economic. As part of the academic requirements for the Master of Business Administration (MBA) degree, students need to complete MBA thesis. The purpose of my thesis paper is to analyse the effect of job satisfaction on job performance at TTN Group Company Limited. I would appreciate your help in completing my MBA thesis of filling out the following questionnaires.

Your answers will be handled strictly confidential and will exclusively be used for the purpose of this research. Your name will not be mentioned anywhere on the document so kindly answer the questions as honest and objective as possible in order to contribute to the success of this study.

Thank you so much for your time and support.

Sincerely,

Ma Aye Nandar Aung

Roll No-161102

Online MBA

### Part I – Job Characteristics

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

#### Skill Variety

No.	Statement	1	2	3	4	5
1.	My job requires me to do many different things at work, using a variety of my skills and talents.					
2.	I have chance to do different things on the job.					
3.	Overall, my tasks are not simple and repetitive.					
4.	My job gives me the opportunity to use a number of different skills.					
5.	My job provides me with a variety of work.					

#### Task Identity

No.	Statement	1	2	3	4	5
1.	I know exactly what kind of task that I need to do.					
2.	My job allows me to complete the work I start.					
3.	My job has clear instructions.					
4.	I do a complete task form start to finish. The results of my effort are clearly visible and identifiable.					
5.	I know thoroughly the purpose of my job.					

### Task Significance

No.	Statement	1	2	3	4	5
1.	This job is one where a lot of other people, in this organization and other organization, can be affected by how well my work gets done.					
2.	This job is important that the results of my work can significantly affect other peoples' ability to do their work.					
3.	This job itself is very significant and important in that it facilitates or enables other peoples' work.					
4.	My job is very important in the broader scheme of things, that is, in the general workplace.					
5.	My job gives me the opportunity to find out how well I am doing.					

### Autonomy

No.	Statement	1	2	3	4	5
1.	In my work, I usually do not have to refer matters to my leader/supervisor for a final decision.					
2.	My job allows me much opportunity to make my own decision.					
3.	My job gives me a chance to use my personal initiative and judgment in carrying out the work.					
4.	I can usually do what I want on this job without consulting my leader/supervisor.					
5.	I have no control over the detail instructions.					

### Feedback

No.	Statement	1	2	3	4	5
1.	My job itself provides me with plenty of clues about whether or not I am performing well.					
2.	After I finish a task, I know whether I perform it well.					
3.	Just doing the work required by this job provides many chances for me to figure out how well I am doing.					
4.	My manager provides me with constant feedback about how I am doing.					
5.	The feeling that I know whether that I performing my job well or poorly.					

## Part II – Job Satisfaction

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

### Job Satisfaction

No.	Statement	1	2	3	4	5
1.	I enjoy working at this company.					
2.	I have good working relationships with my co-workers.					
3.	Most days I am enthusiastic about my job.					
4.	I feel that my work to do something that makes use of my abilities.					
5.	I feel the level of responsibility I am given is acceptable.					
6.	I do interesting and challenging work.					
7.	I feel I am doing a worthwhile job.					
8.	I get freedom to use my own judgment.					
9.	I get the chance to do different things from time to time.					
10.	I get a feeling of accomplishment from my job.					
11.	I get a praise for doing a good job.					

### Part III – Job Performance

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

#### Job Performance

No.	Statement	1	2	3	4	5
1.	I used to maintain high standard of work.					
2.	I am very passionate about my work.					
3.	I am capable of handling my assignments without my supervisor.					
4.	I managed to plan my work so that it was done on time.					
5.	I used to share knowledge and ideas among my team members.					
6.	I actively participate in group discussions and work meetings.					
7.	I used to extend help to my co-workers when asked or needed					
8.	I worked at keeping my job knowledge up-to-date.					

#### **Part IV– Demographic Profile**

Please select the check box for each question.

1. What is your gender?

Male  Female

2. What is your age group?

20-30 Years  31-40 Years  41-50Years  51-60 Years

3. What is your current position?

Skill worker  Supervisor  Engineer  Senior Engineer

4. What is your education?

Under Graduate  Graduate  Master Degree

5. How many Service Years do you have at TTN Group Company Limited?

Less than 2 years  2-3 Years  3-6 Years  6-9 Years

**Thank you for your kind participation.**



**APPENDIX B**  
**STATISTICAL OUTPUTS**

**(1) The Effect of Job Characteristics on Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.630 <sup>a</sup>	.396	.370	.26325	.396	14.977	5	114	.000	1.52

- a. Predictors: (Constant), Autonomy Mean, Task Identity Mean, Task Significance Mean, Feedback Mean, Skill Variety Mean  
 b. Dependent Variable: Job Satisfaction

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.189	5	1.038	14.977	.000 <sup>b</sup>
	Residual	7.900	114	.069		
	Total	13.090	119			

- a. Dependent Variable: Job Satisfaction  
 b. Predictors: (Constant), Autonomy Mean, Task Identity Mean, Task Significance Mean, Feedback Mean, Skill Variety Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.014	.304		6.627	0.000		
	Skill Variety	.185	.076	.282	2.434	.017	.391	2.557
	Task Significance	.575	.094	.697	6.111	.000	.407	2.456
	Task Identity	-.003	.088	-.004	-.039	.969	.452	2.211
	Feedback	.111	.074	.159	1.493	.138	.468	2.139
	Autonomy	.243	.078	.258	3.115	.002	.359	2.782

- a. Dependent Variable: Job Satisfaction

**(2) The Effect of Job Satisfaction on Job Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.776 <sup>a</sup>	.601	.598	.227	.601	178.058	1	118	.000	1.595

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Job Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.202	1	9.202	178.058	.000 <sup>b</sup>
	Residual	6.098	118	.052		
	Total	15.300	119			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.754	.261		2.891	.005		
	Job Satisfaction	.838	.063	.776	13.344	.000	1.000	1.000

a. Dependent Variable: Job Performance