

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

FACTORS INFLUENCING JOB SATISFACTION AND
EMPLOYEE PERFORMANCE
AT YANGON ELECTRICITY SUPPLY CORPORATION

CHO MIN HTET
EMBA II- 26
EMBA 20th BATCH

MAY, 2025

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**FACTORS INFLUENCING JOB SATISFACTION AND
EMPLOYEE PERFORMANCE
AT YANGON ELECTRICITY SUPPLY CORPORATION**

ACADEMIC YEAR (2023-2025)

Supervised By:

Dr. Khin Thet Htwe

Professor

Department of Management Studies

Yangon University of Economics

Submitted By:

Cho Min Htet

EMBA II - 26

EMBA 20th Batch

Yangon University of Economics

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

FACTORS INFLUENCING JOB SATISFACTION AND
EMPLOYEE PERFORMANCE
AT YANGON ELECTRICITY SUPPLY CORPORATION

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

Supervised By:

Dr. Khin Thet Htwe

Professor

Department of Management Studies

Yangon University of Economics

Submitted By:

Cho Min Htet

EMBA II - 26

EMBA 20th Batch

2023-2025

ACCEPTANCE

This is to certify that the thesis entitled “**Factors Influencing Job Satisfaction and Employee Performance at Yangon Electricity Supply Corporation**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

MAY, 2025

ABSTRACT

The objectives of the study are to analyze factors influencing employee performance, to analyze the mediating effect of job satisfaction on the relationship between influencing factors and employee performance, to analyze the effect of emotional intelligence on employee performance and to analyze the moderating effect of job satisfaction on the relationship between emotional intelligence and employee performance at Yangon Electricity Supply Corporation. Sample size of the study is 281 out of 1038 employees by using Raosoft sample size calculator in 2024. Simple random sampling method is used to select the employees. In this study, online survey method by using structured questionnaire with five-point Likert scale is used to collect the primary data. And secondary data are gathered from Yangon Electricity Supply Corporation website, academic sources, and documents. Descriptive statistics and linear regression analysis are applied in this study. According to the results, work environment has positive significant effect on employee performance and emotional intelligence has also positive significant effect on employee performance of Yangon Electricity Supply Corporation. According to the results of the Sobel test, there is a mediating effect of job satisfaction on the relationship between work environment and employee performance of Yangon Electricity Supply Corporation. Therefore, Yangon Electricity Supply Corporation should implement targeted human resource strategies that address the diverse employee needs based on age, experience, education, and job level to enhance overall job satisfaction and employee performance.

ACKNOWLEDGEMENTS

First and foremost, I would to thank Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics for his kind permission for an opportunity to undertake this study as a partial fulfillment towards the degree of Master of Business Administration.

Secondly, I would like to mention my deepest thanks to Dr. Thin Nwe Oo, Head of Department of Management Studies and Programme Director of MBA Programme, for her extensive and constructive suggestions and supporting excellent lecturers.

Thirdly, I would like to express my deep gratitude to my supervisor, Professor Dr.Khin Thet Htwe, Department of Management Studies, for her kind support and sharing her knowledge, experiences along the program, and for giving her valuable time and encouragement to finish this research study.

I would also like to express my gratitude to Professor Dr. Hla Hla Mon, Professor Dr. Than Thuzar, Professor Dr. Myint Myint May, Associate Professor Dr. Kay Thi Soe and Associate Professor Dr. May Win Kyaw from Department of Management Studies, Yangon University of Economics, for their kind permission to finish this paper.

I greatly appreciate the wonderful collaboration and support of my colleagues from the EMBA 20th batch throughout the entire programme. Furthermore, I would like to acknowledge the faculty and staff of the Department of Management Studies for their administrative support and encouragement during my academic years. Finally, I would like to thank all the officials and employees of Yangon Electricity Supply Corporation for their support and willingness to participate in this study.

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER 1	
INTRODUCTION	1
1.1 Rationale of the Study	4
1.2 Objectives of the Study	6
1.3 Scope and Method of the Study	6
1.4 Organization of the Study	7
CHAPTER 2	
LITERATURE REVIEW	8
2.1 Training and Development	8
2.2 Competence	9
2.3 Work Environment	10
2.4 Work Motivation	11
2.5 Emotional Intelligence	12
2.6 Job Satisfaction	13
2.7 Employee Performance	14
2.8 Previous Studies	16
2.9 Conceptual Framework of the Study	18
CHAPTER 3	
PROFILE AND FACTORS INFLUENCING JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT YANGON ELECTRICITY SUPPLY CORPORATION	20
3.1 Profile of Yangon Electricity Supply Corporation	20
3.2 Operating Functions of Yangon Electricity Supply Corporation	21
3.3 Organizational Structure of Yangon Electricity Supply Corporation	22

3.4	Factors Influencing Job Satisfaction and Employee Performance at Yangon Electricity Supply Corporation	25
3.5	Reliability Analysis	35
3.6	Demographic Profile of Respondents	36
CHAPTER 4	ANALYSIS ON FACTORS INFLUENCING JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT YANGON ELECTRICITY SUPPLY CORPORATION	39
4.1	Employee Perception of Factors Influencing Job Satisfaction and Employee Performance at Yangon Electricity Supply Corporation	39
4.2	Analysis of Factors Influencing Employee Performance at Yangon Electricity Supply Corporation	48
4.3	Analysis on the Mediating Effect of Job Satisfaction on the Relationship between Work Environment and Employee Performance	43
4.4	Analysis on the Effect of Emotional Intelligence on Employee Performance	53
4.5	Analysis on the Moderating Effect of Job Satisfaction on the Relationship between Emotional Intelligence and Employee Performance	54
CHAPTER 5	CONCLUSION	57
5.1	Findings and Discussions	57
5.2	Suggestions and Recommendations	59
5.3	Needs for Further Research	61
REFERENCES		
APPENDIX A		
APPENDIX B		

LISTS OF TABLES

Table No.	Description	Pages
Table (3.1)	Training Courses	26
Table (3.2)	Reliability analysis	36
Table (3.3)	Demographic Profile of the Respondents	37
Table (4.1)	Training and Development	40
Table (4.2)	Competence	41
Table (4.3)	Work Environment	42
Table (4.4)	Work Motivation	43
Table (4.5)	Emotional Intelligence	44
Table (4.6)	Job Satisfaction	45
Table (4.7)	Employee Performance	47
Table (4.8)	Factors Influencing Employee Performance	48
Table (4.9)	Effects of Work Environment on Employee Performance	50
Table (4.10)	Effects of Work Environment on Job Satisfaction	50
Table (4.11)	Effect of Work Environment and Job Satisfaction on Employee Performance	51
Table (4.12)	Sobel Test Result for Mediating Effect of Job Satisfaction on the Relationship between Work Environment and Employee Performance	51
Table (4.13)	Effect of Emotional Intelligence on Employee Performance	53
Table (4.14)	Moderating Effect of Job Satisfaction on the Relationship between Emotional Intelligence and Employee Performance	55

LIST OF FIGURES

Figure No.	Description	Pages
Figure (2.1)	Conceptual Framework of Aham	16
Figure (2.2)	Conceptual Framework of Atika et al.	17
Figure (2.3)	Conceptual Framework of Khanzada	18
Figure (2.4)	Conceptual Framework of the study	19
Figure (3.1)	Organization Chart of Yangon Electricity Supply Corporation	23
Figure (4.1)	Meditating Effect of Job Satisfaction on the Relationship between Work Environment and Employee Performance	52

CHAPTER 1

INTRODUCTION

The role of human resources in shaping the success of an organization has gained significant recognition in recent years. As organizations face increasingly dynamic operational environments, the performance and satisfaction of employees play a pivotal role in achieving organizational goals. In public service organizations, where the demand for efficient and responsive service is critical, employee performance and job satisfaction are crucial elements that directly effect service delivery and organizational credibility. These factors contribute not only to the operational efficiency of the organization but also to its ability to adapt and respond to the evolving needs of the communities it serves.

The challenge of maintaining high levels of employee performance while ensuring job satisfaction is especially prominent in organizations operating in sectors that are vital to public welfare. As such, understanding the factors that influence employee performance is essential for developing human resource strategies that enhance organizational effectiveness. These factors include training and development, competence, work environment, work motivation, and emotional intelligence all of which interact to shape employees' experiences and contributions.

Several interrelated factors that significantly influence both job satisfaction and individual performance. These include opportunities for training and development, the level of employee competence, the quality of the work environment, motivational support, and the presence of emotional intelligence within the workforce. Together, these elements form the foundation for cultivating a capable, engaged, and resilient team one that is well-positioned to contribute meaningfully to organizational goals while adapting to ongoing change.

Nadler (1984) defined training and development as organized learning experiences designed to improve performance and bring about skills growth, knowledge, and behavior necessary for job success. Hanaysha (2016) noted that training and development encompass recognized educational and support activities aimed at preparing and empowering employees for better performance. Training is specifically directed at improving employees' knowledge and skills to perform occupational tasks efficiently.

According to Yamoah (2014), training refers to any educational initiative designed to enhance an individual's skill set in a professional work. Development, on the other hand, is a more comprehensive process involving personal and professional growth through structured learning experiences. Agyei (2014) described development as a process where employees engage in improvement activities that help them attain higher levels of competence, contributing both to personal progress and organizational advancement.

According to Boyatzis (1982), competence refers to the underlying characteristics of an individual that are causally related to effective or superior performance in a job. Powell (1997) defined competence as a critical attribute encompassing authority and capability necessary for task execution. In public utility organizations, competence ensures that employees can carry out their responsibilities with a high degree of professionalism, efficiency, and accountability.

The rapid pace of technological advancement in the energy sector demands that employees possess both technical competencies and soft skills to adapt to new systems and regulations. Regular competency assessments and targeted skill-building initiatives are therefore essential in maintaining a competent workforce. Employees who perceive themselves as competent are more likely to experience job satisfaction, as they can meet job expectations and contribute meaningfully to organizational goals.

According to Shikdar and Sawaqed (2003), the work environment refers to the physical and organizational conditions under which employees perform their tasks, work environment can significantly influence their performance and well-being. Nitisemito (2015) defined the work environment as the physical and psychological conditions surrounding workers, which directly effect their performance. A supportive work environment characterized by effective communication, adequate resources, safety, and positive interpersonal relationships enhances employee motivation and job satisfaction.

Work motivation is defined as the psychological forces that determine the direction of a person's behavior in an organization, their level of effort, and their level of persistence (Jones & George, 2016). According to Maria (2024), work motivation encompasses the impulses, desires, needs, and expectations that drive individuals to engage in specific job-related activities. Motivation can be intrinsic stemming from personal satisfaction, arising from rewards such as salary, promotions, and recognition.

Emotional intelligence is defined as the ability to monitor one's own and others' emotions, to discriminate among them, and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990). Akhtar and Dad Khan (2019) defined emotional intelligence as the ability to realize, evaluate, and monitor individual behaviors and responses within private and social situations. In the workplace, Emotional intelligence contributes to conflict resolution, stress management, teamwork, and leadership effectiveness.

Job satisfaction refers to an employee's emotional response to their job, reflecting how positively or negatively they feel about their work, tasks, environment, and overall employment experience (Locke, 1976). As noted by Royal (2009), job satisfaction is a measure of the happiness an individual derives from their job. Satisfied employees typically exhibit greater commitment, lower absenteeism, and higher levels of performance. Conversely, dissatisfaction can lead to burnout, disengagement, and high turnover rates.

Employee performance refers to the extent to which an employee successfully fulfills the factors included in their job description, including quality, efficiency, and effectiveness of work (Campbell, 1990). Hameed and Waheed (2011) defined employee performance as the culmination of productivity and results achieved through employee development. Job satisfaction plays a pivotal role in influencing how employees perform; satisfied workers are more likely to be motivated, innovative, and aligned with organizational goals.

Yangon Electricity Supply Corporation is a government organization responsible for distributing electricity in Yangon Region, Myanmar. It operates under the Ministry of Electricity and Energy and plays a key role in ensuring reliable and safe power supply to households, businesses, and industries. Yangon Electricity Supply Corporation manages the planning, maintenance, and operation of the city's electrical distribution network. With a large number of employees across various departments, Yangon Electricity Supply Corporation focuses on improving service quality and customer satisfaction. The organization also aims to enhance employee performance and job satisfaction through training, a good work environment, and motivation, supporting its mission to serve the public effectively.

1.1 Rationale of the Study

In modern organizational management, employee performance stands as a critical driver of institutional success, especially within public service sectors. Performance, in this sense, goes beyond just task completion it encompasses the effectiveness, efficiency, and quality of how employees fulfill their roles and contribute to broader organizational objectives. High employee performance ensures that essential services are delivered reliably and responsively, especially in sectors that directly affect the public's daily lives. As such, organizations have increasingly recognized the need to explore the root causes that shape and sustain high performance across various levels of the workforce.

One of the most significant influencers of employee performance is job satisfaction. When employees feel fulfilled, valued, and content in their roles, they are more likely to engage positively with their tasks, collaborate effectively with colleagues, and remain committed to organizational goals. Job satisfaction serves as a psychological foundation that supports motivation, accountability, and initiative, all key characteristics of a high-performing workforce. Conversely, dissatisfaction can lead to reduced morale, absenteeism, and even turnover, undermining organizational continuity and service delivery.

To understand job satisfaction more holistically, focusing on influencing factors such as training and development, competence, work environment, work motivation, and emotional intelligence. Each factors contributes uniquely to how employees experience their work and how well they are able to perform. By mapping the pathways from these foundational elements to job satisfaction and, ultimately, to performance, this study offers a structured lens through which human resource strategies can be evaluated and improved.

Emotional intelligence is a critical yet often underestimated component of job satisfaction and performance. Employees with high emotional intelligence are better equipped to manage interpersonal relationships, cope with stress, and contribute to a collaborative and respectful workplace culture. Their ability to understand and regulate emotions, both their own and those of others, strengthens team cohesion and reduces conflict, further enhancing job satisfaction and workplace harmony.

The work environment also significantly impacts employee performance. A physically safe, psychologically supportive, and well-resourced environment enables employees to focus on their tasks without undue stress or distraction. It also fosters a sense

of belonging and inclusion, which enhances engagement and satisfaction. Similarly, work motivation, both intrinsic (internal drive and interest) and extrinsic (rewards, recognition), serves as an emotional engine that propels employees toward higher performance. Motivated employees are more likely to take initiative, stay committed during challenges, and continuously strive to improve.

Work motivation is important for improving employee performance. Employees feel motivated when they receive fair salaries, rewards, and chances for promotion. Good benefits, such as medical support and leave, also make employees feel valued. When workers are recognized for their efforts, they are more likely to work hard and meet their goals. Motivation helps employees stay happy and focused at work. This leads to better results, higher productivity, and strong support for the organization's success.

Competence itself, the knowledge, skills, and abilities that employees bring to the job, plays a central role in both satisfaction and performance. Competent employees are more confident in their tasks, more likely to take ownership of their responsibilities, and less prone to stress caused by uncertainty or lack of preparation. This confidence leads to increased job satisfaction, as employees experience less frustration and more achievement in their daily work. Competence also contributes to a smoother workflow across teams, reducing errors and inefficiencies.

Training and development initiatives are essential for keeping employees' skills up-to-date and aligned with organizational needs. When employees are provided with meaningful learning opportunities, they not only become more competent in their roles but also feel that the organization is investing in their growth. This sense of support and development enhances job satisfaction and, by extension, employee performance. Moreover, employees who undergo consistent training often exhibit increased adaptability, which is particularly valuable in rapidly changing service environments.

This study is structured to examine the influence of job satisfaction on employee performance while identifying how training and development, competence, work environment, motivation, and emotional intelligence collectively shape job satisfaction. By reversing the conceptual lens and starting with the desired outcome of enhanced performance, this approach allows for a deeper understanding of the mechanisms behind effective human capital management. The results are expected to inform strategic decision-making not only within the organization studied but also across similar public service

institutions in developing contexts, where human resource optimization is crucial to service improvement and socio-economic development. The study will provide insights into how Yangon Electricity Supply Corporation can optimize its human resource management strategies, including targeted interventions to improve training programs, enhance the work environment, boost employee motivation, strengthen emotional intelligence, and increase employee competence. These improvements will lead to higher levels of job satisfaction and performance.

1.2 Objectives of the Study

There are four main objectives in this study. They are;

1. To analyze factors influencing employee performance at Yangon Electricity Supply Corporation.
2. To analyze the mediating effect of job satisfaction on the relationship between influencing factors and employee performance at Yangon Electricity Supply Corporation.
3. To analyze the effect of emotional intelligence on employee performance at Yangon Electricity Supply Corporation.
4. To analyze the moderating effect of job satisfaction on the relationship between emotional intelligence and employee performance at Yangon Electricity Supply Corporation.

1.3 Scope and Method of the Study

This study focuses on analyzing the effects of job satisfaction on training and development, competence, work environment, work motivation, and employee performance at Yangon Electricity Supply Corporation, along with the role of emotional intelligence. The research is limited to Yangon Electricity Supply Corporation employees and uses a quantitative approach. Primary data are collected using structured questionnaires distributed to staff. Out of a total population of 1,038 employees, a sample size of 281 was determined using the Raosoft calculator at a 95% confidence level. A simple random sampling method is applied to ensure equal selection chances for each employee. The study is collected primary data via an online survey method with Likert-scale questionnaire and

gathered secondary data from Yangon Electricity Supply Corporation website, academic sources, and documents. Online survey is used to analyze the data. Descriptive statistics and regression analysis are applied in this study.

1.4 Organization of the Study

The study is organized into five chapters. Chapter one introduces rationale of the study, the objectives of the study, the scope and method of the study, and the organization of the study. Chapter two provides a theoretical review of training and development, competence, work environment, work motivation, job satisfaction and employee performance. Chapter three presents profile and factors influencing job satisfaction and employee performance at Yangon Electricity Supply Corporation, demographic profile of the respondents and reliability analysis. Chapter four involves analysis on factors influencing job satisfaction and employee performance at Yangon Electricity Supply Corporation. Finally, Chapter five summarizes the findings, discussions, suggestions and recommendations, and needs for further research.

CHAPTER 2

LITERATURE REVIEW

This chapter provides the theoretical foundation for the study, focusing on the key constructs of training and development, competence, work environment, work motivation, job satisfaction, emotional intelligence and employee performance. By examining relevant theories and previous studies, this chapter establishes the conceptual framework.

2.1 Training and Development

Training and development refer to planned efforts by an organization to facilitate employees' learning of job-related competencies, including knowledge, skills, or behaviors that are critical for current or future job performance (Noe, 2020). Aguinis and Kraiger (2009) highlighted that the powerful dual impact of effective training programs not only do they enhance individual skills, but they also significantly improve overall organizational performance.

Armstrong and Taylor (2023) explained that training is concerned with the acquisition of specific skills, while development focuses on the growth of employees to meet future organizational needs. According to Khan et al. (2011), training plays a vital role in improving employee performance by increasing their efficiency, productivity, and motivation to perform better in their current roles. Training programs emerge as more than just learning tools, they are strategic instruments that convert individual growth into measurable organizational outcomes, including better innovation, higher service standards, and stronger financial performance (Wright & McMahan, 1992).

Training and development are systematic approaches used by organizations to improve employee capabilities and foster personal growth for both current and future roles (Dessler, 2020). According to Dessler (2020), development of employee is defined as building employees' abilities and improving employee capabilities focused for future responsibilities, and when supported by effective training, it leads to sustained improvements in performance and career growth. When employees see that their organization is genuinely investing in their development, they are more likely to feel valued and motivated to reciprocate through greater engagement and loyalty (Blau, 1964). This mutual exchange can deepen job satisfaction and employee performance.

Training and development defined as the process of enhancing employees' skills, knowledge, and competencies to improve individual and organizational performance (Aguinis, 2019). Well-structured training initiatives are linked to increased job satisfaction and improved job performance. Strong, positive relationship between training and various employee outcomes, such as task performance, contextual behavior, and organizational commitment (Salas et al., 2012).

In today's fast-changing work environment, the importance of continuous professional development cannot be overstated. Regular development activities, such as coaching, peer learning, seminars, and online courses help build a culture of lifelong learning. This mindset not only supports individual development, but also strengthens an organization's collective resilience and ability to pivot in the face of change (Argyris & Schön, 1978).

2.2 Competence

According to Deist and Winterton (2005), competence is defined as in organizations encompasses cognitive, functional, and social dimensions that are essential for improving performance and achieving organizational success. Competence is a dynamic and multifaceted concept that brings together skills, knowledge, and behaviors essential for performing effectively in the workplace. According to Deist and Winterton (2005), competence in organizations encompasses cognitive, functional, and social dimensions that are essential for improving performance and achieving organizational success.

The value of competence as a predictor of job performance has been well articulated (McClelland, 1997), who emphasized that competencies offer a more accurate indicator of job success than traditional intelligence measures. At the individual level, core competencies including relevant knowledge, skills, and abilities are critical for fulfilling job requirements. However, technical competence alone isn't enough.

Competence is essential characteristics that lead to superior performance in a job, and aligning these competencies with organizational goals enhances overall performance (Boyatzis, 2008). Competency-based frameworks have become foundational in human resource management, particularly in areas like recruitment, training, and performance evaluation. By focusing on the development of key skills and behaviors, such systems support more effective workforce planning and talent development initiatives.

Competence is a strategic pillar that influences both individual and organizational outcomes. Schuler and Jackson (2007) pointed out that such environments are more likely to retain top talent and encourage a long-term commitment to organizational success. A strong organizational competence serves as the foundation for sustained success, enabling the organization to adapt, innovate, and achieve its strategic goals effectively.

Competence to job satisfaction refers to the positive relationship between an employee's ability to perform tasks effectively competence and their overall contentment with their job satisfaction (Deci & Ryan, 2000). When individuals feel skilled and capable in their work, they are more likely to experience pride, confidence, and fulfillment, which enhances their satisfaction with the job. Competence is the individual's belief in their capability to successfully perform work tasks. The sense of effectiveness contributes directly to job satisfaction, as employees who feel competent are more likely to experience enjoyment, pride, and motivation in their roles (Gagné & Deci, 2005).

Moreover, competence supports innovation and adaptability in a changing work environment. Organizations that invest in developing employee competence through training and continuous learning tend to achieve better performance and competitive advantage. In summary, employee competence is a key factor that drives individual growth and overall organizational excellence.

2.3 Work Environment

Work environment refers to the surrounding conditions in which an employee operates, including physical, social, psychological, and organizational factors that influence their work experience and overall productivity (Sedarmayanti, 2001). Work environment plays a crucial role in shaping how employees feel about their jobs, how motivated they are, and ultimately, how well they perform.

In addition, a healthy work environment can act as a buffer against job-related stress, helping employees stay engaged and focused on their work (Sutiyem et al., 2020). When employees have sufficient resources like work environment, they are better equipped to manage high demands, leading to greater well-being and sustained engagement (Bakker & Demerouti, 2007). When workers feel they are being treated inequitably or unsupported, their sense of purpose and commitment can weaken, leading to disengagement and a drop in overall employee performance levels.

According to Yusuf et al. (2018), a conducive work environment positively affects employee performance by enhancing job satisfaction, motivation, and engagement. The work environment on employee performance, it is essential for organizations to prioritize the creation and maintenance of a supportive workplace. This holistic approach not only enhances individual job satisfaction but also contributes to the long-term success of the organizational performance.

The work environment refers to the physical, social, and psychological conditions under which employees perform their jobs (Smith & Jones, 2020). It includes factors such as workplace safety, organizational culture, coworker relationships, and available resources, all of which significantly influence employees' job satisfaction. In conclusion, the work environment plays a crucial role in shaping employees' job satisfaction. A positive and supportive work environment enhances motivation, well-being, and overall satisfaction, leading to better performance and retention. Therefore, organizations should prioritize creating healthy, safe, and encouraging workplaces to boost employee happiness and productivity.

2.4 Work Motivation

Work motivation is a psychological process that causes the arousal, direction, and persistence of voluntary actions that are goal-directed in a work context (Luthans, 2011). Work motivation is a core psychological factor that influences how individuals direct their efforts, how much energy they invest in their tasks, and how consistently they sustain that effort over time.

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration (Pinder, 2014). According to Mangkunegara (2015), highly motivated employees tend to perform better and show a deeper commitment to their organizations.

Motivated employees are more likely to perform well because motivation is a key driver of effort, direction, and persistence in achieving organizational goals (Robbins & Judge, 2019). Both intrinsic motivations from personal interest and satisfaction and extrinsic motivation driven by rewards or external recognition are strongly linked to positive work outcomes, such as higher productivity and job satisfaction (Herzberg, 2017).

Work motivation refers to the internal drive or external factors that stimulate employees to achieve goals, put effort into their tasks, and persist in their work. It strongly influences job satisfaction by affecting how engaged and fulfilled employees feel in their roles (Brown & Lee, 2019). When employees are motivated, they are more likely to feel satisfied and perform well in their jobs. Thus, fostering strong work motivation is essential for enhancing overall job satisfaction and organizational success.

Motivation does not just effect individual outcomes it also plays a significant role in shaping broader organizational success. When employees are motivated, they are more likely to engage in creative thinking and contribute innovative solutions to workplace challenges (Amabile, 1997). By integrating these principles into their human resource practices, organizations can not only enhance motivation but also cultivate a high-performance culture that supports long-term success.

2.5 Emotional Intelligence

Emotional intelligence is the ability to perceive, understand, and manage emotions, which, when combined with training and development, contributes to higher job satisfaction and better work outcomes (Salovey & Mayer, 1990). Emotional intelligence is not only about emotional sensitivity but also about applying emotional knowledge in practical, impactful ways in the workplace.

Emotional intelligence is a complex and multidimensional capability that involves recognizing, understanding, and effectively managing one's own emotions, as well as being attuned to the emotions of others (Salovey & Mayer, 1990). Basic emotional awareness includes the ability to use emotional information to support reasoning, influence behavior, and make sound decisions (Mayer & Salovey, 1997).

O'Boyle et al. (2011) found strong associations between emotional intelligence and better teamwork, more effective leadership, and reduced occupational stress. These benefits stem largely from the interpersonal advantages emotional intelligence offers. Employees with strong emotional insight are more adept at navigating social dynamics, which supports collaboration and team cohesion (Druskat & Wolff, 2001).

In leadership roles, high emotional intelligence individuals tend to communicate with empathy, inspire their teams, and handle conflict constructively, enhancing their

overall leadership impact (George, 2000). Additionally, the self-regulation aspect of emotional intelligence helps individuals manage stress more effectively, which reduces the risk of burnout and supports workplace resilience (Lopes et al., 2006). Beyond leadership and stress management, emotional intelligence enhances everyday communication and social interaction at work.

Employees with high emotional intelligence typically show stronger empathy, more refined communication skills, and the ability to tailor their interactions to different people and situations (Bradberry & Greaves, 2009). Emotional intelligence also supports adaptability, helping employees remain steady and solution-focused during times of uncertainty or organizational change (Saarni, 1999). Recognizing the broad advantages of emotional intelligence, many organizations now prioritize emotional intelligence training as part of their leadership and professional development programs. These efforts are proving effective, fostering stronger teams, more emotionally competent leaders, and a workforce better equipped to thrive in today's fast-changing work environments.

2.6 Job Satisfaction

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). Job satisfaction is a central concept in organizational behavior, reflecting the extent to which employees feel positively about their work. It represents a comprehensive assessment of various job-related factors, including the physical working environment, compensation, benefits, interpersonal relationships, and opportunities for growth (Locke, 1969).

Job satisfaction is the extent to which employees like or dislike their jobs, influenced by factors such as work tasks, compensation, relationships, and work environment (Spector, 1997). Employees may feel differently about distinct aspects of their roles such as their pay, coworkers, supervisors, or the nature of the tasks they perform and these individual perceptions collectively shape their overall sense of satisfaction (Smith et al., 1969).

Job satisfaction is defined as a person's general attitude toward his or her job, which reflects how well the job fulfills the employee's needs and expectations (Greenberg & Baron, 2008). A consistent, positive link between job satisfaction and employee effectiveness. Employees who report high levels of satisfaction are more likely to perform

well, demonstrate commitment, and engage in organizational citizenship behaviors those voluntary actions that go beyond job descriptions but significantly contribute to organizational success (Organ, 1988; Judge et al., 2001).

When job satisfaction is low, organizations often face increased challenges such as employee turnover and absenteeism, which can be costly in terms of both financial resources and operational continuity (Tett & Meyer, 1993). This makes job satisfaction not only a reflection of individual well-being but also a strategic factor in maintaining workforce stability and productivity.

According to Locke and Latham (2004), job satisfaction is closely linked to performance because satisfied employees are more motivated, committed, and likely to achieve higher levels of job performance. Job satisfaction often serves as a crucial bridge between organizational practices and organizational performance outcomes. That initiatives such as supportive leadership, engaging job design, and fair compensation can directly enhance job satisfaction, which in turn boosts both individual performance and overall organizational effectiveness (Wright et al., 2003). Therefore, organizations can create an environment where employees are more engaged, productive, satisfied job and committed to long-term success.

2.7 Employee Performance

Employee performance is the outcome of an individual's efforts, abilities, and perception of tasks, which contributes to the overall success of the organization (Armstrong, 2020). Employee performance is a foundational concept in organizational, encompassing the full range of behaviors employees display while carrying out their job duties. These behaviors are evaluated based on how effectively they contribute to achieving organizational goals and maintaining overall operational effectiveness (Campbell et al., 1993).

Performance is typically understood in two main dimensions of task performance, which relates to the execution of core job responsibilities, and contextual performance, which includes behaviors that support the broader work environment, such as teamwork, helping others, and showing initiative (Borman & Motowidlo, 1993). Both dimensions are vital while task performance ensures operational output, contextual performance strengthens organizational culture and cohesion.

According to Mathis and Jackson (2011), employee performance is the result of an individual's efforts, abilities, and role perceptions in achieving job tasks and organizational goals. Those wide array of factors influences how well employees perform, cutting across personal attributes, workplace conditions, and organizational practices.

Employee performance aligns with organizational objectives, performance management systems are essential. Performance management systems provide structured ways to set goals, monitor progress, and deliver regular feedback helping employees understand what is expected and how they can improve (Kluger & DeNisi, 1996). As organizations continue to compete in fast-changing environments, effective performance management becomes more than a routine activity.

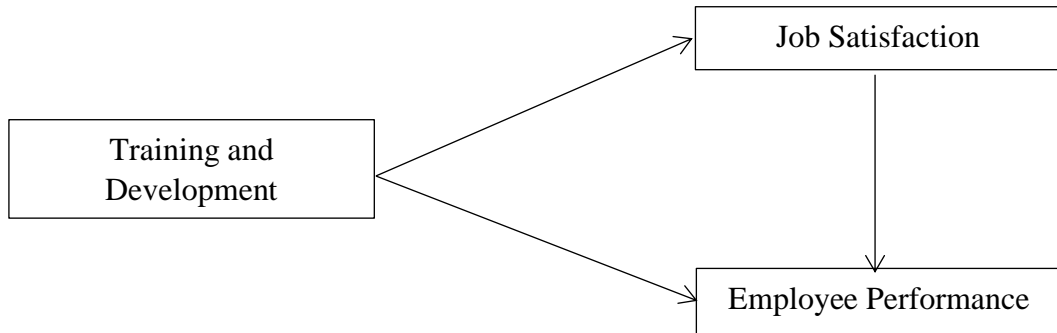
Employee performance involves how well employees execute their job duties and the extent to which they meet established objectives and standards (Bohlander & Snell, 2013). When organizations support a workforce that is motivated, skilled, and emotionally intelligent within an environment that encourages growth and collaboration, they are more likely to achieve organizational sustainable success. Such a workforce not only meets performance expectations but also contributes to innovation, customer satisfaction, and long-term organizational employee performance advancement.

2.8 Previous Studies

Aham (2024) conducted a study titled *Examining the Impact of Employee Training and Development Programs on Their Job Satisfaction and Performance*, which explored the influence of employee development initiatives on work-related outcomes. The study was based on a conceptual framework that positioned Training and Development as the independent variable, Job Satisfaction as the mediating variable, and Employee Performance as the dependent variable. Using a quantitative research design, data were collected through structured questionnaires distributed to employees working in various public service organizations. A total of 250 valid responses were obtained and analyzed using statistical methods, including regression and mediation analysis. The findings revealed that well-designed training and development programs significantly enhance employee competencies, which subsequently lead to increased job satisfaction. In turn, higher job satisfaction was found to have a strong positive impact on employee

performance, confirming its role as a key mediating factor between training and performance. The conceptual framework of Aham (2024) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Aham

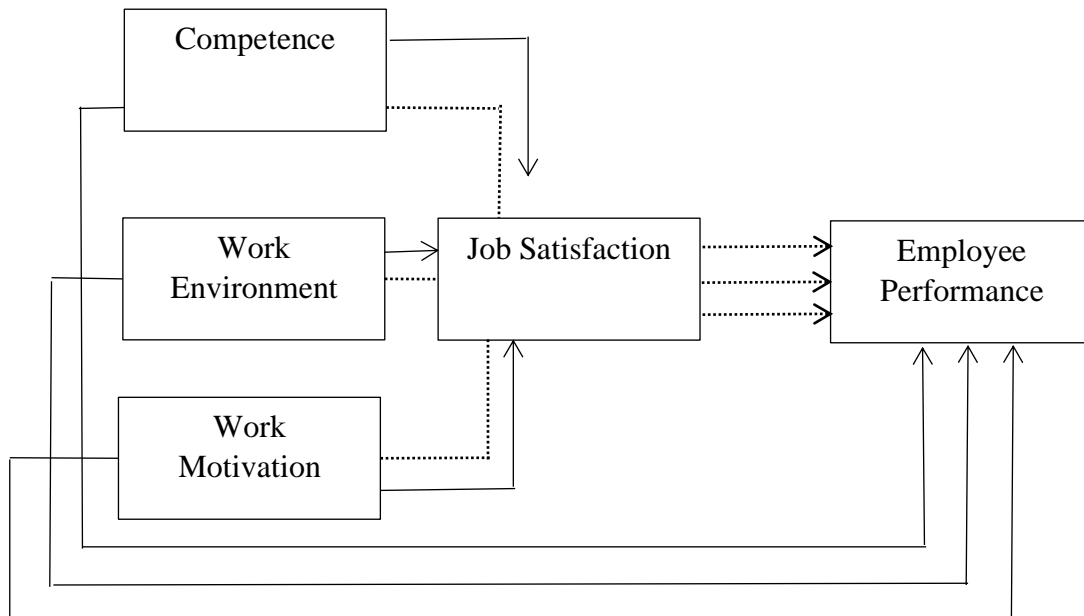


Source: Aham (2024)

This research highlighted the strategic importance of investing in employee development build a motivated and high-performing workforce. The findings of Aham (2024) supported the premise that employee training is not only a tool for skill enhancement but also a driver of workplace satisfaction and organizational productivity.

Atika et al. (2024) conducted a study examining the impact of emotional intelligence on job satisfaction and employee performance, with a particular focus on understanding the mediating role of job satisfaction in this relationship. The study was based on a conceptual framework that positioned emotional intelligence as the independent variable, Job satisfaction as the mediating variable, and Employee Performance as the dependent variable. Utilizing a quantitative research design, data were collected through structured questionnaires distributed to employees across various public service organizations. A total of 300 valid responses were analyzed using statistical techniques, including correlation and regression analysis.

Figure (2.2) Conceptual Framework of Atika et al.



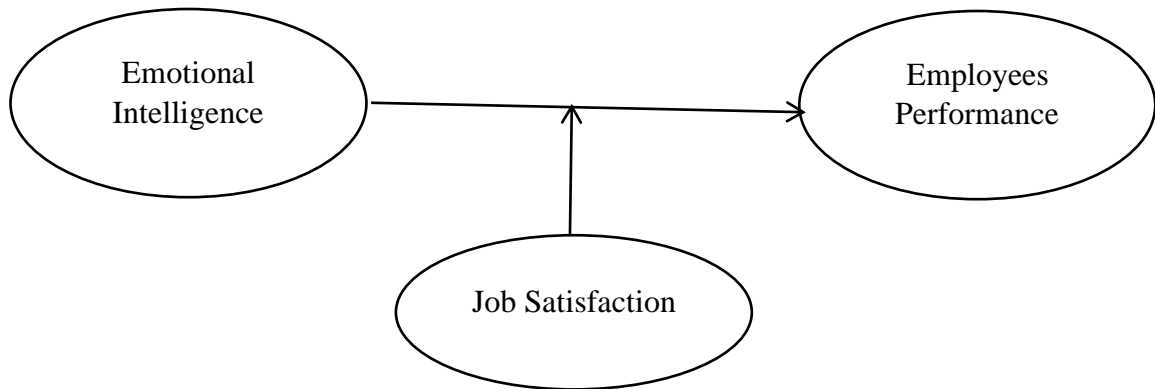
Source: Atika et al. (2024)

The results revealed that competence, work environment and work motivation significantly enhance employees' ability to manage stress, communicate effectively, and adapt to workplace challenges, which in turn leads to higher levels of job satisfaction. This increased satisfaction was found to have a direct positive effect on employee performance, highlighting job satisfaction as a crucial mediator.

Khazada (2018), in the study titled Emotional Intelligence Influence on Employee's/Organizational Performance with Mediating Role of Job Satisfaction in the Pakistani Health Sector, investigated the impact of emotional intelligence on workplace outcomes within healthcare organizations. The study was structured around a conceptual framework in which emotional intelligence was identified as the independent variable, job satisfaction served as the mediating variable, and employee performance as the dependent variable.

Using a quantitative research approach, data were collected through structured questionnaires administered to employees working in various healthcare institutions across Pakistan. A total of 275 valid responses were gathered and analyzed using statistical tools, including mediation analysis.

Figure (2.3) Conceptual Framework of Khanzada



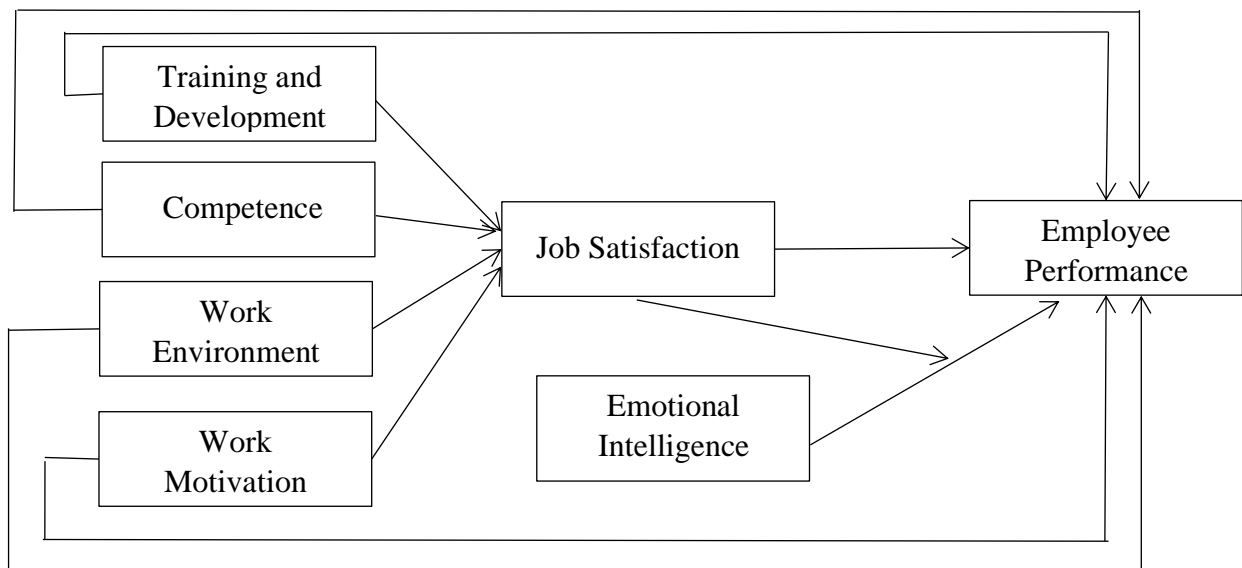
Source: Khanzada (2018)

The study concluded that fostering emotional intelligence within the workforce was essential, particularly in high-stress environments like healthcare, to improve job satisfaction and drive organizational success.

2.9 Conceptual Framework of the Study

This study developed a conceptual framework to examine the effects of training and development, competence, work environment, work motivation, job satisfaction, and emotional intelligence on employee performance among employee. This framework is illustrated in Figure (2.4). This conceptual framework is derived from the previous research papers conducted by Aham (2024), Atika et al. (2024) and Khanzada (2018).

Frame (2.4) Conceptual Framework of the Study



Source: Own Compilation (2025)

This study proposes a conceptual framework that explores training and development, competence, work environment, work motivation and emotional intelligence, job satisfaction, employee performance at Yangon Electricity Supply Corporation. In the first part of the conceptual framework, training and development, competence, work environment and work motivation are considered independent variables, job satisfaction is mediating variable and employee performance are considered dependent variables. In the second part of the conceptual framework, emotional intelligence is independent variable, job satisfactory is considered as moderator and employee performance is dependent variables.

CHAPTER 3

PROFILE AND FACTORS INFLUENCING JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF YANGON ELECTRICITY SUPPLY CORPORATION

This chapter highlights the profile of Yangon Electricity Supply Corporation, And the second part, the number and percentage of responses revealed the demographic characteristics of the respondents. The third is the presentation of reliability analysis.

3.1 Profile of Yangon Electricity Supply Corporation

Yangon Electricity Supply Corporation plays a crucial role in the advancement of the electric power sector within the Yangon region. Yangon Electricity Supply Corporation is committed to delivering reliable and efficient electricity to both residential and commercial users, establishing clear objectives and operational functions to facilitate the effective distribution of electric power throughout the region. The inception of Yangon Electricity Supply Corporation began with the establishment of the Yangon District Electric Head Office, which operates under the Myanmar Electric Power Enterprise, a division of the Ministry of Electric Power. On 1th April 2006, this office was restructured into the Yangon City Electricity Supply Board, marking a significant milestone in the management of electric power in the area.

Subsequently, on 15th May 2006, the Ministry of Electric Power underwent a reorganization, resulting in the division into two distinct ministries: Ministry of Electric Power No.1 and Ministry of Electric Power No.2, was formed with one department, two enterprises, and one board, which included the newly created Yangon City Electricity Supply Board. On 5th September 2012, the two ministries were consolidated back into a single Ministry of Electric Power, which now comprises three departments, three enterprises, and one board known as the Yangon Electricity Supply Board. This consolidation was intended to enhance the management of electric power resources and infrastructure within the region.

The transformation of Yangon City Electricity Supply Board into Yangon Electricity Supply Corporation commenced on 1st April 2015, following an official

directive from the president's office dated 29th January 2015. The Ministry of Electric Power sanctioned the corporatization of Yangon Electricity Supply Corporation in compliance with the 2014 Union Act no. 44, specifically the Electricity Law, Article 8, Section (c), and Article 72, Section (b). This was further endorsed by the president's office and the Cabinet Meeting/Union Government meeting on 13th August 2015. To function with a distinct budget separate from the state budget, Yangon Electricity Supply Corporation was officially established on 1st July 2015, under the Ministry of Electric Power's order no. 126/2015. Since its inception, Yangon Electricity Supply Corporation has demonstrated enhanced efficiency and effectiveness in the management of electric power distribution within the Yangon region.

The vision of the Yangon Electricity Supply Corporation focuses on enhancing power generation, ensuring a stable and reliable power system in terms of both transmission and distribution, strengthening international cooperation, and advancing the development of human resources. In alignment with Yangon Electricity Supply Corporation's mission emphasizes the expansion and construction of power plants to improve electricity production, as well as the development of substations to support system stability. The corporation is also committed to extending and building power lines, establishing cross-border power grids with neighboring countries to meet domestic electricity demand and to export surplus power. Furthermore, Yangon Electricity Supply Corporation prioritizes human capital development by offering educational and training programs aimed at improving the skills and capabilities of its workforce.

3.2 Operating Functions of Yangon Electricity Supply Corporation

Yangon Electricity Supply Corporation is responsible for overseeing all functions related to electricity in alignment with the policies set by the Government of Myanmar. This includes regulatory compliance, technical supervision, and strategic planning to ensure energy operations support national goals and public interest.

A key function of Yangon Electricity Supply Corporation is to provide effective and reliable electricity distribution to consumers. The corporation is also tasked with securing an adequate and continuous power supply to meet growing demand and ensuring equitable access to electricity for all users within its service area. Yangon Electricity Supply Corporation carries out a number of operational tasks, such as distributing electricity via

different voltage distribution lines, planning for system expansion and enhancement, maintaining the infrastructure of the distribution system, carrying out projects, cutting down on electricity losses, and precisely collecting electricity bills. The group ensures adherence to the Electricity Law as well as the laws and guidelines that control Myanmar's electric power industry.

Yangon Electricity Supply Corporation actively promotes and facilitates increased investment in electricity infrastructure. By upgrading and expanding the power grid and related facilities, the corporation aims to strengthen the energy sector and support sustainable development in Yangon and surrounding regions. Managing the corporation to emerge as a prosperous business entity is another important operational goal. Yangon Electricity Supply Corporation focuses on improving financial performance, service quality, and organizational efficiency to achieve long-term sustainability and profitability.

With franchise firms operating in East Dagon townships, Yangon Electricity Supply Corporation presently operates in 58 townships throughout the Yangon region. In order to satisfy the increasing demand from residential and commercial customers, the organization concentrates on developing its services and improving the quality and dependability of the electric power supply in the area. Yangon Electricity Supply Corporation is still dedicated to growing its services, cutting down on electricity losses, and making sure that all legal criteria are met while the Yangon region's demand for electricity keeps growing. By striving to establish a prosperous public-owned company and conducting business as a business.

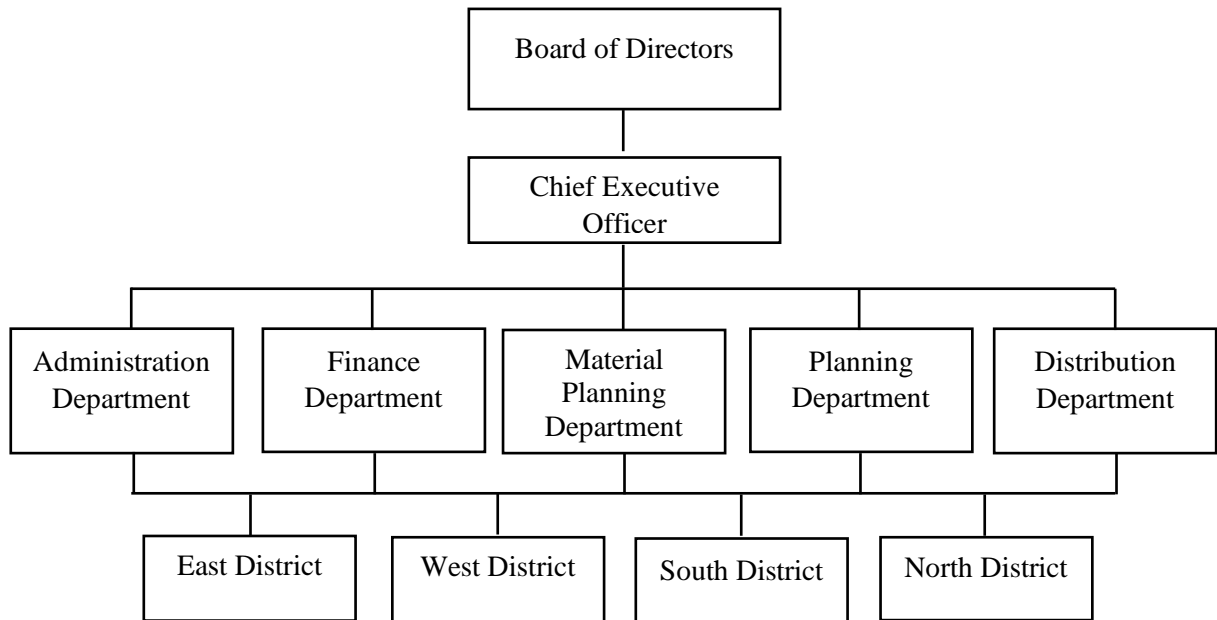
Finally, Yangon Electricity Supply Corporation seeks to operate as a sophisticated and commercial enterprise within the framework of a market economic system. By applying modern business practices, customer-oriented services, and competitive strategies, the corporation aims to function efficiently in a dynamic energy market.

3.3 Organizational Structure of Yangon Electricity Supply Corporation

Yangon Electricity Supply Corporation is organized to operate efficiently and effectively in providing electricity to consumers in Yangon region. The board of directors provide strategic direction for the organization. Under the board of directors there is Chief Executive Officer (CEO), who is responsible for management and decision making. The four departments which have to report to the CEO are four departments such as

administration department, finance department, material planning department, planning department, and distribution department. Each department is important in the functioning of Yangon Electricity Supply Corporation and works collaboratively to achieve the organizational goals. The organization chart of Yangon Electricity Supply Corporation is shown in Figure (3.1).

Figure (3.1) Organization Chart of Yangon Electricity Supply Corporation



Source: YESC (2025)

Yangon Electricity Supply Corporation operates through various functional departments, each contributing to overall organizational performance and influencing key factors such as employee competence, motivation, and job satisfaction. The administration department plays a vital role in managing staff affairs and human resource development, directly supporting training and development initiatives. By organizing international travel, overseeing public relations, and ensuring compliance with legal frameworks, the department fosters a structured and supportive work environment. It also provides legal guidance and documentation support, which contributes to emotional security and clarity in employee roles.

Finance department contributes to employee performance by developing and monitoring the organization's annual budget, recording daily transactions, and ensuring financial transparency. It is also responsible for managing compensation for staff and board members, which directly affects work motivation and satisfaction. By adhering to

international accounting standards and financial procedures, the department creates a performance-driven and compliant work culture that values accuracy and responsibility.

Material planning department oversees the procurement and management of materials, including equipment repair and distribution. Its focus on regulatory compliance and waste reduction ensures a reliable and efficient work environment. By managing procurement procedures and supporting project needs, the department contributes to employee performance through operational readiness and resource availability.

Planning department emphasizes technical competence and risk management by recording and analyzing infrastructure data, assessing future electricity demand, and controlling project quality. This department also provides ongoing training to engineering staff, thereby enhancing employee competence and supporting professional development. Its initiatives to forecast risks and ensure safety also reflect high emotional intelligence and proactive planning within the organization.

Distribution department ensures the availability and reliability of electricity supply through the monitoring of substations and infrastructure testing. It establishes systems for load control and develops contingency plans for power restoration, which promotes confidence in organizational resilience. The technical nature of this department, coupled with problem-solving tasks and interaction with external operators, encourages employee engagement, competence building, and motivation.

Call center has been established to manage public inquiries and complaints effectively. In response to increasing demand and system challenges, Yangon Electricity Supply Corporation carries out various improvement projects, including infrastructure upgrades and pilot programs aimed at enhancing efficiency and reliability. During periods of power shortage, the corporation implements load rotation schedules to manage distribution fairly across residential and industrial zones. These operational and customer-focused services reflect Yangon Electricity Supply Corporation's ongoing efforts to provide a stable electricity supply while promoting system modernization and improved service delivery for the economic and social development of the Yangon region.

Collectively, these departmental functions at Yangon Electricity Supply Corporation contribute to a work environment that supports employee development, encourages performance, fosters emotional intelligence, and promotes job satisfaction and employee performance.

3.4 Factors Influencing Job Satisfaction and Employee Performance at Yangon Electricity Supply Corporation

Yangon Electricity Supply Corporation, as a major electricity distributor in Myanmar, operates across various departments, each playing a significant role in service delivery and operational efficiency. Among the key internal factors affecting employee performance and job satisfaction, training and development is a central focus across Yangon Electricity Supply Corporation's functions and departments. Yangon Electricity Supply Corporation serves as a key organization responsible for ensuring the consistent and efficient delivery of electricity within the Yangon region.

Yangon Electricity Supply Corporation undertakes a variety of functions that support its operational reliability and service quality. These include the formulation of short-term and long-term project plans aligned with regional electricity demand, and the advancement of the electric power sector in accordance with international standards. The corporation is also engaged in forecasting and planning to maintain a sufficient electricity supply for consumers, implementing initiatives aimed at minimizing technical and non-technical power losses, and ensuring the uninterrupted distribution of electricity.

In addition, Yangon Electricity Supply Corporation is tasked with overseeing the accurate and complete collection of electricity bills, monitoring electricity usage, and supervising the performance of technical staff in project implementation. The organization also emphasizes capacity building by offering training and development programs to enhance staff competencies.

3.4.1 Training and Development

Yangon Electricity Supply Corporation undertakes comprehensive planning and execution of short-term and long-term projects to meet the growing electricity demand in the Yangon region. As part of its operating functions, the corporation carries out continuous system upgrades, maintenance, and infrastructure expansion. These responsibilities require employees, especially technical staff, to stay updated with evolving technologies and safety standards. To meet this need, Yangon Electricity Supply Corporation integrates skill development into its operational strategy, especially within all departments; planning, distribution, finance, administration and material planning departments.

Table (3.1) Training Courses

Sr. No.	Department	Course Name	Period (Days)	Number of Participants		
				Male	Female	Total
1.	Finance	Basic computer skills course	10	0	20	20
2.	Finance	Advanced computer skills course	14	0	20	20
3.	Administration	Basic computer (software/hardware) and networking concept	10	10	10	20
4.	Administration	Supervisor clerks job skills course	14	10	10	20
5.	Finance	Accountant (4) job skills refresher course	10	0	50	50
6.	Planning	Junior engineers (2) job skills pre-job training	30	25	5	30
7.	Material Planning	Basic material management course	21	7	13	20
8.	Distribution	Basic electrical skills course for workers (line)	14	40	0	40
9.	Distribution	Basic substation maintenance /repair course for substation employees	14	40	0	40
10.	Distribution	Basic electrical skills course for workers (line)	10	40	0	40
11.	Finance	Basic meter clerks course	14	40	10	50
12.	Planning	Electronic technician fresher level (4) and (5) course	10	40	0	40
13.	Planning	SCADA & ADMS basic course	10	10	10	20
14.	Material Planning	Material management refresher course	10	7	13	20
15.	Finance	Ledger clerks job skills course	10	0	50	50
16.	Planning	Clerk staff job skills course	10	40	0	40

Source: Yangon Electricity Supply Corporation (2025)

Training courses conducted across various departments, detailing the duration, gender participation, and total number of participants data helps identify departmental investment in human resource development and the gender distribution across technical and administrative skill-enhancement programs related Table (3.1).

Finance department organized five distinct training programs aimed at enhancing technical and clerical competencies. The basic computer skills course and advanced computer skills course, conducted over 10 and 14 days respectively, each trained 20 female participants, with no male participants enrolled. Similarly, accountant (4) job skills refresher course and ledger clerks job skills course, both lasting 10 days, exclusively targeted female employees, training 50 participants each. The basic meter clerks' course, which spanned 14 days, had a more diverse participation with 50 participants, indicating a broader gender integration for this technical clerical course. This suggests that while finance department courses were generally female-dominated, select technical roles demonstrated more inclusive gender representation.

Administration department conducted two training courses, each spanning 14 days. The basic computer (software and hardware) and networking concept course and supervisor clerks job skills course both trained 20 participants, evenly distributed by gender (10 males and 10 females each). These courses illustrate a balanced approach to gender inclusivity and highlight the department's focus on both foundational IT skills and supervisory clerical competencies.

Planning department offered four major training programs such as junior engineers (2) job skills pre-job training, the longest among all courses at 30 days, trained 25 males and 5 females, reflecting a traditionally male-dominated technical engineering role. The electrical skills course for electronic technician fresher level (4) and (5) are during 10 days and the clerk staff job skills course 10 days were also male-dominated, each involving 40 male participants. however, the SCADA (Supervisory Control and Data Acquisition) and AMI (Advanced Metering Infrastructure) basic course, lasting 10 days, was gender-balanced with 10 males and 10 females. this suggests a gradual shift towards gender diversity in technologically advanced training areas within the department.

Two training programs were held by material planning department. Basic material management course and the material management refresher course, with durations of 21 and 10 days respectively, each trained 20 participants. According to Table (3.1), both courses included 7 males and 13 females, indicating a slight female majority in logistics

and materials-related functions. This pattern may suggest a trend of increasing female participation in supply chain-related activities.

Distribution department focused heavily on technical skills, especially in electrical operations. It conducted three practical, male dominated training courses. Basic electrical skills course for workers (line), basic substation maintenance and repair course for substation employees, and basic electrical skills course for line workers trained 40 male participants each, with no female representation. These 10 to 14 days courses reflect the department's emphasis on field operations and technical maintenance skills, fields which still appear to have gender barriers in terms of participation.

Overall, the training data reveals strategic departmental investments in both administrative and technical capacity building. Gender participation varied significantly across departments, with finance and administration showing higher female involvement, especially in clerical and computer-based courses. In contrast, distribution and planning departments displayed male dominant participation, especially in technical and engineering related training. A few courses, particularly those focused on SCADA systems and supervisor skills, showed efforts toward gender balance. These trends have implications for workforce diversity, gender equity in training access, and strategic human resource development.

Planning department plays a critical role in improving and developing technical competencies by providing training, workshops, and skill enhancement programs for engineering personnel. This investment in human capital not only promotes technical competence and safety awareness but also fosters employee confidence and satisfaction through professional growth opportunities.

These departments where most of these engineers are responsible, and therefore, they are continuously offering modern electrical knowledge and safety awareness courses. For new employees and staff engineers, planning and distribution departments are offering pre-employment training courses for junior engineers to enter the workplace from time to time, so that employees can enter the workplace without much difficulty.

In addition, the basic maintenance and repair courses for substations can be taught in combination with practical work, which can further improve the personality and skills of employees. For other level employees, basic electrical skills courses and electrical skills courses are continuously taught in the workplace, which makes it a more reliable workplace

for improving professional skills. Workplace skills and a safe workplace are key components in the operation of electrical works. In addition to these activities, SCADA and ADMS basic courses have been opened to provide training to engineers, substation and technical maintenance (SCADA System). Employees in these areas benefit from hands-on learning and operational training, which enhance their effectiveness and engagement on the job. Moreover, the consistent collaboration with international and local partners in project implementation introduces staff to global standards and practices, contributing to their development and job enrichment.

Training and development within Yangon Electricity Supply Corporation are not limited to technical skills but also extend to legal, administrative, and financial competencies. The finance department ensures employees stay aligned with evolving financial regulations and international accounting standards, while administration department supports legal and procedural knowledge-sharing. These learning opportunities contribute to a positive work environment, reduce role ambiguity, and promote job satisfaction.

Overall, Yangon Electricity Supply Corporation's organizational structure and its emphasis on training and development as a strategic priority significantly influence job satisfaction and employee performance. This study considers these elements as core dimensions when examining how internal human resource practices affect outcomes within the corporation.

3.4.2 Competence

Yangon Electricity Supply Corporation plays a critical role in distributing electricity across the Yangon region by maintaining and upgrading its infrastructure and ensuring continuous, reliable power supply. To support its mission, employee competence is regarded as a key factor influencing both job satisfaction and performance outcomes across all departments. Yangon Electricity Supply Corporation can perform their original duties skillfully and can control the substation control systems related to technology in a systematic and systematic manner.

Yangon Electricity Supply Corporation can perform their original duties skillfully and can control the substation control systems related to technology in a systematic and Advanced Metering Infrastructure System (AMI), which can be used to read and record

meters systematically and employees have become more familiar with modern technology. Instead of manual reading of analog meters, digital meters and smart meters can be read with Hand Held Units (HHU) and calculate the unit of consumption, and use software to calculate electricity bills through MEB Software, print invoices, and receive payments. In addition, the ability to view data from substations from a single location at the headquarters through the Yangon Electricity Supply Corporation SCDA system (Supervisory Control and Data Acquisition) has also become a competency of workers.

In addition, the Yangon Electricity Supply Corporation's geographic information not only allows images to be stored and modified using a computer, but also uses a system that creates images in 3D dimension to provide real time information on the ground conditions at substations, which has also had an impact on the competency of employee. Yangon Electricity Supply Corporation employees have also been able to implement e-Government more accurately and quickly, and everyone in the office can participate in the work easily, which has become a competency.

Yangon Electricity Supply Corporation's operating functions including the planning, operation, and maintenance of power lines that is technically skilled, competent, and regularly updated with the latest industry standards. The ability of employees to manage high-voltage transmission systems and low-voltage distribution lines directly affects service quality and consumer satisfaction. This level of responsibility enhances job significance and, when matched with proper training, leads to increased job satisfaction.

The planning department supports competence development by collecting and analyzing infrastructure data, conducting demand forecasting, and formulating project plans. Employees here must show analytical skills and forward-thinking ability. Administration department further strengthens workforce competence by managing human resource development initiatives, such as performance appraisals, training sessions, and seminars. This not only helps staff stay compliant with laws and regulations but also aligns their individual competencies with the strategic goals of the corporation.

Distribution department demands advanced technical competence in monitoring substations, managing overhead lines, reducing power losses, and responding to system outages. Employees in this area must also be capable of using advanced monitoring technologies and implementing contingency plans in case of unexpected breakdowns. The complex nature of this work directly ties employee competence to job satisfaction, as

capable staff are more confident in their roles and are recognized for their critical contributions.

Competence also extends to legal compliance and stakeholder coordination, where Yangon Electricity Supply Corporation's staff must cooperate with government departments, private companies, and international organizations. Effective communication, negotiation, and technical expertise are essential in these interactions.

In conclusion, Yangon Electricity Supply Corporation recognizes that employee competence not only improves operational performance but also enhances employee morale and job satisfaction. A competent workforce is more motivated, committed, and capable of adapting to challenges, making it a central driver of Yangon Electricity Supply Corporation's continued success in the energy sector.

3.4.3 Work Environment

At Yangon Electricity Supply Corporation, the work environment plays a crucial role in determining employee performance and overall job satisfaction. With the responsibility of supplying stable electricity to both domestic and commercial consumers in Yangon region, Yangon Electricity Supply Corporation fosters a structured and supportive work environment across its departments to meet operational demands effectively.

For Yangon Electricity Supply Corporation employees, a good work environment, such as Yangon control center, call center, data center and other technical departments, provides physical and mental safety. The electricity industry is committed to performing its priority tasks such as safely operating and restoring power on time, and only good responsibility and accountability of our employees in accordance with precise instructions at every level can create a good work environment. The operating environment at Yangon Electricity Supply Corporation is defined by its technical complexity and coordination across voltage levels. This creates a challenging meaningful work environment where employee is contributing to essential public services to achievable job satisfaction.

Administration department ensures a well-regulated work environment by managing employee policies, workplace discipline, and staff performance. It supports professional development through training, seminars, and performance appraisals. These efforts promote a culture of recognition, fairness, and personal growth, all of which are

essential for employee motivation and satisfaction. Proper working conditions, including safe and efficient equipment and facilities, are provided to ensure staff comfort and safety.

In finance department, the structured handling of budgets, reporting, and compliance with national and international financial standards contributes to a stable and transparent working atmosphere. Employee benefit from clear expectations, organized workflows, and a predictable financial environment, allowing them to focus on performance without uncertainty or confusion.

Material planning department contributes by ensuring that all tools, equipment, and materials are adequately procured, stored, and distributed. This reduces delays and stress in the workplace, allowing employees to perform their duties efficiently and confidently.

Planning department and distribution department operate in highly collaborative environments where data analysis, forecasting, and infrastructure development are emphasized. Regular quality control, project evaluations, and risk assessments foster a proactive and safety-oriented culture. These departments also emphasize technical training and workshops, which not only build competence but also make the workplace more dynamic and engaging.

In summary, Yangon Electricity Supply Corporation creates a structured, resourceful, and professionally rewarding work environment that directly enhances employee satisfaction and performance. By combining technical challenges with supportive policies and a focus on human capital development, the organization enables its workforce to thrive in fulfilling its vital role in Yangon's power distribution system.

3.4.4 Work Motivation

At Yangon Electricity Supply Corporation, work motivation is a key driver of employee performance and job satisfaction. The nature of Yangon Electricity Supply Corporation's responsibilities such as delivering safe, efficient, and continuous electric power to the Yangon region requires a motivated workforce with strong technical and administrative capabilities. The organization has built systems and practices that encourage motivation across all levels, contributing positively to employee engagement and organizational performance.

For Yangon Electricity Supply Corporation employee, recognition of their performance, which cannot be measured in monetary terms, is also a major work motivation. Social security, medical facilities, medical leave, health care, and educational support are also work motivation. In addition, additional allowances according to position levels, rice, and oil are provided by departments from time to time, which motivates employees from one side.

Yangon Electricity Supply Corporation's role in ensuring electricity supply to both domestic and commercial consumers give employees a strong sense of purpose. Their work directly affects daily life in Yangon, which instills pride and meaning, motivating them to perform reliably. The technical nature of operations, such as managing power distribution lines and planning for increasing energy demands, provides stimulating challenges. These tasks not only keep employees engaged but also provide opportunities for skill enhancement and personal development. Structured departmental roles also contribute to motivation.

Administration department motivates staff by organizing performance appraisals, rewards, training, and international exposure. These practices recognize employee contributions and offer pathways for career advancement. Distribution department fosters motivation by involving staff in innovative technology usage, infrastructure testing, and crisis recovery planning. Being trusted with vital system reliability functions boosts confidence and job satisfaction.

Material planning department ensures that employees have the necessary tools and materials without delay, reducing frustration and enabling them to focus on meaningful work. Planning department stimulates long-term motivation by involving employees in critical tasks like forecasting future demand, designing infrastructure projects, and seeking international cooperation. These responsibilities empower staff and make them feel valued in achieving strategic objectives.

Recognition, training, and teamwork are additional motivating factors. Across all departments, regular project evaluations, inspections, and collaborative tasks build a culture of accountability and shared success. This creates a sense of belonging and motivates employees to maintain high performance. Moreover, Yangon Electricity Supply Corporation's compliance with the Electricity Law and international standards, and its active cooperation with government and global stakeholders, positions the organization as

a respected institution further motivating employees to be part of a professional and reputable workforce.

In summary, Yangon Electricity Supply Corporation builds employee motivation through meaningful work, structured career development, fair compensation, skill building opportunities, and organizational pride. This motivation significantly influences job satisfaction and leads to higher levels of employee performance across the corporation.

3.4.5 Emotional Intelligence

Yangon Electricity Supply Corporation has established several public service channels to enhance customer service and strengthen communication with electricity consumers. One significant step in this effort is the setup of call center public service telephones, which have been operational since 1st June 2015. These call centers are staffed 24 hours a day with employees working in rotating day and night shifts. Their main responsibility is to respond quickly and effectively to public complaints related to electricity supply, billing, service delays, and other issues. In addition to the call centers, Yangon Electricity Supply Corporation has introduced hotline numbers to provide an alternative and direct means for consumers to report urgent problems.

In situations involving sudden power outages or power system failures, Yangon Electricity Supply Corporation ensures that its response teams are well-prepared and operate with strong teamwork. The employees are trained to act swiftly, investigate the causes, and restore electricity in the shortest time possible. Their coordinated efforts during emergencies have helped minimize the inconvenience to consumers and build trust in the reliability of the service. Timely preparation and effective internal communication play a vital role in managing such situations successfully.

Beyond technical efficiency, Yangon Electricity Supply Corporation also emphasizes the importance of good social skills among its employees. Polite and respectful communication with customers helps build a positive relationship and reduces tension during service interruptions. Employees are encouraged to listen actively, explain issues clearly, and show empathy when handling consumer concerns.

Further, improving transparency and information sharing, Yangon Electricity Supply Corporation actively uses its official website and Facebook page to post regular updates. These online platforms provide consumers with information about planned

outages, maintenance schedules, emergency notices, and safety tips. By using digital tools, Yangon Electricity Supply Corporation not only improves service accessibility but also ensures that the public remains well informed. This proactive communication approach has enhanced public engagement and contributed to a more responsive and customer centered electricity service in Yangon.

At Yangon Electricity Supply Corporation, emotional intelligence plays a vital role in shaping the work environment, enhancing employee performance, and increasing job satisfaction across all departments. As a largescale public utility responsible for delivering electric power to Yangon Region, the ability of employees to manage their own emotions and respond effectively to others' emotions is critical to the success of the organization.

Yangon Electricity Supply Corporation's operations demand high levels of collaboration, problem solving, stress management, and accountability, all of which are enhanced by emotionally intelligent behavior. Staff responsible for billing, public communications, and franchise oversight use emotional intelligence to handle public inquiries, complaints, and service feedback with professionalism and courtesy, enhancing public trust and satisfaction.

In conclusion, Yangon Electricity Supply Corporation 's focus on capacity building such as conducting trainings, workshops, performance appraisals, and recognition programs helps employees strengthen their emotional intelligence skills, leading to greater self-confidence, improved teamwork, and increased job satisfaction. Emotional intelligence is a crucial factor that supports Yangon Electricity Supply Corporation's operational goals by fostering a positive work culture, improving decision-making under pressure, and enhancing the ability of staff to collaborate, lead, and serve effectively. This leads to improved employee performance and long-term job satisfaction across the corporation.

3.5 Reliability Analysis

Although Cronbach's Alpha technically ranges from 0.1 to 10, many researchers recommend a minimum value of 0.7 to ensure acceptable reliability in academic research. As shown in Table (3.1), all measured factors have Cronbach's Alpha values above 0.7, indicating strong internal consistency and measurement stability across the items.

Based on the guidelines, alpha values above 0.9 indicate excellent reliability, values between 0.8 and 0.9 are considered good, 0.7 to 0.8 are acceptable, 0.6 to 0.7 are questionable, 0.5 to 0.6 are poor, and values below 0.5 are viewed as unacceptable.

Table (3.2) Reliability analysis

Sr.No.	Category	Cronbach 's Alpha	Number of items
1	Training and Development	0.847	7
2	Competence	0.826	7
3	Work Environment	0.810	7
4	Work Motivation	0.856	7
5	Job Satisfaction	0.875	10
6	Emotional Intelligence	0.879	10
7	Employee Performance	0.888	10

Source: Survey Data (2025)

According to Table (3.2), since all Cronbach 's Alpha values are more than 0.7, it shows good internal consistency and reliability. Their range starts from 0.810 to 0.888. Therefore, the coefficient of these scales demonstrates the accuracy and validity of the measures in most of the category. According to George (2003), alpha values between 0.8 and 0.9 are considered good.

3.6 Demographic Profile of the Respondents

This section presents a detailed overview of the 281 respondents from Yangon Electricity Supply Corporation, who were selected from a total of 1038 employees. The demographic information was gathered using structured questionnaires and categorized into gender, age, marital status, educational background, job position, work experience, and monthly salary. The comprehensive profile is summarized in Table (3.3).

Table (3.3) Demographic Profile of Respondents

Sr.No.	Demographic Profile	Description	Number of Respondents	Percentage
1	Gender	Male	147	52.3
		Female	134	47.7
2	Age (Years)	18 - 25	45	15.7
		26 - 30	50	13.2
		31 - 40	47	15.7
		41 - 50	71	24.9
		above 50	86	30.6
3	Marital Status	Single	113	40.2
		Married	168	59.8
4	Education	High School	51	18.1
		Diploma	40	14.2
		Bachelor Degree	85	30.2
		B.E Degree	68	24.2
		B.Tech Degree	9	3.2
		Master Degree /higher	28	10.
5	Work Experience	Less than 1 year	38	13.5
		1-3 years	44	15.7
		4-6 years	38	13.5
		7-10 years	37	13.2
		Over 10 years	124	44.1
6	Department	Planning	83	29.5
		Distribution	60	21.4
		Administration	60	21.4
		Finance	37	13.2
		Material Planning	41	14.6
7	Job Position	Entry-Level	53	18.9
		Mid-Level	91	32.4
		Senior-Level	50	17.8
		Managerial	87	31.0
8	Income Level (MMK)	≥ 200,000	49	17.4
		200,001 - 350,000	99	35.2
		350,001 - 500,000	55	19.6
		Above 500,000	78	27.8
Total Respondents			281	100.0

Source: Survey Data (2025)

The study surveyed 281 employees from Yangon Electricity Supply Corporation to understand the demographic profile and examine factors influencing job satisfaction and employee performance within the organization.

The near equal representation of males 52.3% and females 47.7% provides an opportunity to examine whether gender differences influence job satisfaction or performance. Studies often find that workplace environment, recognition, and work life balance may affect men and women differently. Data show differences, targeted policies such as flexible work hours or equal opportunity programs could enhance satisfaction across genders.

Age distribution shows a diverse workforce, with a substantial proportion 55.5% aged above 40 years. This indicates that many employees are likely to have considerable work experience, which can positively affect their job competence and performance. However, older employees may also have differing expectations for job satisfaction, such as valuing job security and recognition more highly.

Marital status data shows that 59.8% of employees are married, which could influence their motivation and work life balance preferences, potentially impacting job satisfaction levels.

Educational qualifications vary widely, with over 60% holding bachelor's degrees or higher. Higher educational attainment is often associated with greater job expectations and aspirations for career development, which may affect satisfaction and motivation positively if these needs are met.

Work experience is notably high, with 44.1% having over 10 years of service, suggesting a stable workforce. Employees with longer tenure typically have a deeper understanding of their roles, which can enhance performance. However, organizations must also address potential complacency or resistance to change among longer serving staff.

The distribution across departments and job levels is relatively even, indicating a mix of responsibilities and hierarchies. Employees in managerial roles 31% may have different satisfaction drivers, such as leadership opportunities and decision-making autonomy, compared to entry-level staff 18.9%.

Income levels show a varied range, with a majority earning between 200,001 to 500,000 MMK. Adequate compensation is a key factor influencing job satisfaction and retention such as disparities or perceptions of unfair pay could impact motivation and performance negatively.

CHAPTER 4

ANALYSIS ON FACTORS INFLUENCING JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT YANGON ELECTRICITY SUPPLY CORPORATION

This chapter consists of the analysis of factors influencing job satisfaction and employee performance. This chapter also includes descriptive analysis of training and development, competence, work environment, work motivation, emotional intelligence, job satisfaction, and employee performance of employees at Yangon Electricity Supply Corporation. Additionally, it explores how factors influencing and job satisfaction influence employee performance through their effect on employee performance.

The questions are used a five-point Likert scale: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. Data were collected from 281 respondents. According to Best (1977), the mean values are interpreted as follows:

- (1) The score between 1.00-1.80 means strongly disagree.
- (2) The score between 1.81-2.60 means disagree.
- (3) The score between 2.61-3.40 means neither agree nor disagree.
- (4) The score between 3.41-4.20 means agree.
- (5) The score between 4.21-5.00 means strongly agree.

4.1 Employee Perception on Factors Influencing Job Satisfaction, Emotional Intelligence and Employee Performance at Yangon Electricity Supply Corporation

In this chapter, the mean values and standard deviations for influencing factors (training and development, competence, work environment, work motivation), emotional intelligence, job satisfaction, and employee performance of Yangon Electricity Supply Corporation.

4.1.1 Employee Perception on Factors Influencing Job Satisfaction

This section presents a descriptive analysis of influencing factors that effect job satisfaction and employee performance. Those influencing factors are training and

development, competence, work environment and work motivation of Yangon Electricity Supply Corporation.

(a) Training and Development

This section aims to explore the perception on training and development of Yangon Electricity Supply Corporation. The respondents are asked with seven structured questions. The survey findings for training and development are described in Table (4.1).

Table (4.1) Training and Development

Sr. No.	Description	Mean	Standard Deviation
1	Enhancing job-related skills through training programs	4.22	0.464
2	Providing training content relevant to daily job responsibilities	4.28	0.525
3	Offering ample opportunities for professional development	4.32	0.540
4	Supporting the application of acquired skills to the job	4.30	0.489
5	Providing good opportunities for continuing education	4.25	0.531
6	Ensuring necessary training for job effectiveness	4.31	0.487
7	Offering in-service/on-the-job training to employees	4.28	0.532
	Overall Mean	4.28	

Source: Survey Data (2025)

According to the mean values (including overall mean), the mean values of training and development ranges between 4.21 and 5.00 at strongly agree level, as shown in Table (4.1). Most respondents strongly agree with the effectiveness of the training and development practices at Yangon Electricity Supply Corporation. They express strong agreement that the organization enhances job-related skills through well-structured training programs and provides content relevant to daily job responsibilities. Respondents acknowledge opportunities for professional development and appreciated the support in applying acquired skills to their work. They also strongly agree that Yangon Electricity Supply Corporation offers good continuing education and ensures necessary training for job effectiveness. The availability of in-service and on-the-job training is also well received. Overall, employee satisfaction and positive perception regarding Yangon

Electricity Supply Corporation’s training and development efforts, reflecting its importance in supporting employee performance and organizational growth.

(b) Competence

This section aims to explore the perception on competence of Yangon Electricity Supply Corporation. The respondents are asked with seven structured questions. The survey findings for competence are described in Table (4.2).

Table (4.2) Competence

Sr. No.	Description	Mean	Standard Deviation
1	Feeling confident in handling work tasks due to competence	4.24	0.451
2	Feeling more satisfied with the job because of strong skills	4.31	0.477
3	Feeling proud and happy at work when performing tasks successfully	4.33	0.494
4	Believing performance improves when fully using abilities	4.37	0.497
5	Increasing job satisfaction when aware of capability to do the work	4.33	0.488
6	Supporting knowledge and skills improvement for promotional opportunities	4.35	0.493
7	Achieving good performance at work mainly due to personal competence	4.34	0.517
	Overall Mean	4.32	

Source: Survey Data (2025)

According to the mean values (including overall mean), the mean values of competence ranges between 4.21 and 5.00 at strongly agree level, as shown in Table (4.2). All respondents strongly agree with the positive role of competence in their work performance at Yangon Electricity Supply Corporation. They feel confident in handling their work tasks due to their skills and abilities. Employees report higher job satisfaction as a result of their competence and feel proud and happy when they perform tasks successfully. They believe that their performance improves when they can fully use their abilities. Job satisfaction increases when they are aware of their capability to complete tasks effectively. Respondents also support continuous improvement of knowledge and skills to

seek promotional opportunities. Most employees achieve good performance mainly because of their own competence. Moreover, employees acknowledge that their good performance at work is primarily due to their personal competence, which influences their job satisfaction and performance.

(c) Work Environment

This section aims to explore the employee perception on work environment of Yangon Electricity Supply Corporation. The respondents are asked with seven structured questions. The survey findings for work environment are described in Table (4.3).

Table (4.3) Work Environment

Sr. No.	Description	Mean	Standard Deviation
1	Providing workplace, a quietly undisturbed environment that allows to perform duties peacefully and with focus	4.10	0.604
2	Having office space and arrangement that be pleased	4.13	0.621
3	Improving performance with a better work environment (spacious office, enough lighting, etc.)	4.23	0.529
4	Offering clear responsibilities and allowing employees to decide how to accomplish them	4.24	0.476
5	Allowing employees to solve problems independently in complex situations	4.28	0.490
6	Creating a generally positive and supportive emotional climate in the organization	4.32	0.481
7	Giving a sense of personal accomplishment through the working environment	4.30	0.490
	Overall Mean	4.23	

Source: Survey Data (2025)

According to the mean values (including overall mean), the mean values of two statements of work environment ranges between 3.41 and 4.20 at agree level, as shown in Table (4.3). Respondents agree that the work environment at Yangon Electricity Supply Corporation influences their performance and satisfaction. Employee agree that a quiet and undisturbed environment supports focus, while the office space and arrangement contribute to their happiness at work.

According to the mean values (including overall mean), the mean values of five statements of work environment ranges between 4.21 and 5.00 at strongly agree level, as shown in Table (4.3). Employee strongly agree that a better physical environment such as spacious offices and adequate lighting helps improve performance. They also value having clear responsibilities and the freedom to choose how to complete their tasks. Respondents feel trusted to solve problems independently in complex situations. Furthermore, the emotional climate at Yangon Electricity Supply Corporation is seen as positive and supportive. The work environment also provides employee with a sense of personal accomplishment.

(d) Work Motivation

This section aims to explore the perception on work motivation of Yangon Electricity Supply Corporation. The respondents are asked with seven structured questions. The survey findings for work motivation are described in Table (4.4).

Table (4.4) Work Motivation

Sr. No.	Description	Mean	Standard Deviation
1	Aligning monthly salary with work experience	4.21	0.465
2	Providing recognition for outstanding employees	4.30	0.490
3	Offering compensation packages like bonuses to employees	4.26	0.509
4	Creating opportunities for job advancement and promotion	4.33	0.508
5	Providing good benefits (e.g., medical aid, study benefits, and leave forms)	4.32	0.484
6	Recognizing and rewarding good performance	4.31	0.507
7	Exposing a lot of opportunities in the job	4.31	0.507
	Overall Mean	4.29	

Source: Survey Data (2025)

According to the mean values including overall mean, the mean values of work motivation ranges between 4.21 and 5.00 at strongly agree level, as shown in Table (4.4). Respondents strongly agree that Yangon Electricity Supply Corporation provides strong

work motivation through fair and supportive practices. Employees feel that their salaries align with their work experience and appreciate recognition for outstanding performance. They strongly agree that compensation packages, including bonuses, help boost morale. Respondents also value the opportunities for promotion and job advancement. Good benefits such as medical aid, study assistance, and leave policies contribute positively to motivation. Moreover, consistent recognition and rewards for good performance further encourage employee effort. Employees also feel exposed to various job opportunities that promote growth. Recognizing and rewarding good performance is another aspect that employees feel positively about, reinforcing their motivation to perform well. Furthermore, employees feel that their job exposes them to numerous opportunities, which contributes to their overall motivation and satisfaction.

4.1.2 Emotional Intelligence

This section aims to explore the perception on emotional intelligence of Yangon Electricity Supply Corporation. The respondents are asked with ten structured questions. The survey findings for emotional intelligence are described in Table (4.5).

Table (4.5) Emotional Intelligence

Sr. No.	Description	Mean	Standard Deviation
1	Avoiding interrupting other people's conversations	4.21	0.483
2	Appreciating criticism with an open mind and accepting it when justified	4.30	0.483
3	Being aware of unreasonable behavior	4.19	0.555
4	Valuing awareness of own emotions at all times	4.27	0.527
5	Asking questions to understand what is important to people	4.25	0.523
6	Letting anger go quickly so it no longer affects	4.22	0.563
7	Being good at reconciling differences with others	4.24	0.497
8	Adapting to the goals of the group or organization	4.28	0.494
9	Recognizing own emotions and effect on decision-making	4.30	0.496
10	Managing and controlling emotions in any situation	4.29	0.514
	Overall Mean	4.26	

Source: Survey Data (2025)

According to the mean value including overall mean, the mean value of one statement of emotional intelligence ranges between 3.41 and 4.20 at agree level, as shown in Table (4.5). Employees are aware of behavior, adjust actions, and help maintain a respectful and productive work environment.

According to the mean value including overall mean, the mean value of nine statements of emotional intelligence ranges between 4.21 and 5.00 at strongly agree level. Employees of Yangon Electricity Supply Corporation demonstrate a high level of emotional intelligence. They avoid interrupting others and show respect during conversations. Employees appreciate constructive criticism and accept it when justified. They value being emotionally aware and understand the importance of managing their own feelings. Employees ask questions to better understand others and let go of anger quickly to maintain a positive work environment. They are also skilled at resolving conflicts and adapting to group or organizational goals. Employees recognize how their emotions influence decision-making and are capable of managing their emotions in various situations. The overall mean confirms that emotional intelligence is strongly practiced within Yangon Electricity Supply Corporation, supporting effective communication, collaboration, and decision-making in the workplace. Furthermore, employees recognize the effect of their emotions on decision-making, and they feel confident in managing and controlling their emotions in any situation.

4.1.3 Job Satisfaction

This section aims to explore the perception on job satisfaction of Yangon Electricity Supply Corporation. The respondents are asked with ten structured questions. The survey findings for job satisfaction are described in Table (4.6).

Table (4.6) Job Satisfaction

Sr. No.	Description	Mean	Standard Deviation
1	Contributing to something meaningful in role at work	4.22	0.430
2	Finding job at work engaging and stimulating	4.31	0.472
3	Being happy to spend the rest of life in this job	4.31	0.486
4	Feeling happy to make extra effort for this institution	4.36	0.495
5	Being satisfied with present job's environment and facilities	4.32	0.497
6	Receiving support from coworkers in carrying out work	4.33	0.501
7	Receiving the recognition, when doing a good job	4.38	0.515
8	Having a fair chance of promotion for good job performance	4.34	0.504
9	Being satisfied with chances for promotion	4.38	0.554
10	Feeling a sense of pride in doing job	4.39	0.510
	Overall Mean	4.33	

Source: Survey Data (2025)

According to the mean values (including overall mean), the mean values of job satisfaction ranges between 4.21 and 5.00 at strongly agree level, as shown in Table (4.6). Employees strongly agree on job satisfaction at Yangon Electricity Supply Corporation, Respondents agree that employees of Yangon Electricity Supply Corporation experience high job satisfaction. They feel they contribute meaningfully to their roles and find their jobs engaging and stimulating. Many are happy to continue in their current roles long term and are willing to make extra efforts for the organization. Employees express satisfaction with their work environment and receive support from coworkers. They feel recognized for their good performance and believe they have fair chances for promotion. Respondents also express pride in their jobs and satisfaction with available facilities. Therefore, overall means confirms a strong sense of fulfillment and contentment among employees, indicating a positive and supportive workplace culture at Yangon Electricity Supply Corporation.

4.1.4 Employee Performance

This section aims to explore the perception on employee performance of Yangon Electricity Supply Corporation. The respondents are asked with ten structured questions. The survey findings for employee performance are described in Table (4.7).

Table (4.7) Employee Performance

Sr. No.	Description	Mean	Standard Deviation
1	Maintaining a high level of productivity consistently at work	4.26	0.465
2	Performing better than colleagues with similar qualifications	4.32	0.490
3	Being satisfied with performance as most of it is very good	4.32	0.482
4	Performing better than employees in other companies with the same qualifications	4.34	0.483
5	Working based on targets that must be met	4.32	0.474
6	Producing quality in accordance with company standards	4.34	0.483
7	Completing targets on time	4.34	0.489
8	Working according to the operational standards set by the company	4.35	0.533
9	Valuing job satisfaction as the most important factor in employee performance	4.30	0.472
10	Using moral motivations to encourage employees to strive for greater achievements	4.35	0.493
	Overall Mean	4.32	

Source: Survey Data (2025)

According to the mean values (including overall mean), the mean values of employee performance ranges between 4.21 and 5.00 at strongly agree level, as shown in Table (4.7). Employees strongly agree on employee performance at Yangon Electricity Supply Corporation, indicating a high level of satisfaction with their work and performance standards. Employees maintain high productivity and perform better than peers with similar qualifications, both within the organization and in other companies. They express satisfaction with their performance and consistently meet work targets. Employees complete tasks on time, follow company standards, and produce quality results aligned with operational requirements. Job satisfaction is viewed as a key factor influencing performance, and moral motivation is used to inspire greater achievements. Therefore,

employees are reliable, efficient, and committed to meeting organizational goals, reflecting a high level of performance across the workforce at Yangon Electricity Supply Corporation.

4.2 Analysis of Factors Influencing Employee Performance at Yangon Electricity Supply Corporation

Firstly, direct effect of influencing factors such as training and development, competence, work environment, and work motivation (independent variable) on employee performance is described in Table (4.8).

Table (4.8) Factors Influencing Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.073	0.279		7.425	0.000
Training and Development	0.049	0.070	0.053	0.706	0.481
Competence	0.095	0.067	0.095	1.415	0.158
Work Environment	0.282***	0.067	0.298	4.184	0.000
Work Motivation	0.101	0.065	0.107	1.547	0.123
R value	0.459				
R square	0.210				
Adjusted R square	0.199				
F value	18.378***				
Durbin-Watson	1.839				

Source: Survey Data (2025)

Note: *** Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Hence, it proves that the factors such as training and development, competence, work environment, and work motivation perceived by employees are correlated with employee performance. Adjusted R Square value 0.199 explain 19.9% of the relationship between these factors and employee performance. Among all variables, the work environment standardized Beta value is 0.298, stating that it influences on employee performance.

Work environment has a positive significant effect on performance at the 1% level, showing that a better and more supportive work environment can lead to higher employee

performance at Yangon Electricity Supply Corporation. It implies that employees respond better in a workplace where safety, communication, and physical conditions are favorable.

The other factors training and development, competence, and work motivation have no significant effects on employee performance. This indicates that although these factors may contribute to performance to some extent, their effects are not enough in this model to be considered significant.

In conclusion, the analysis reveals that work environment is a key factor for enhancing employee performance at Yangon Electricity Supply Corporation. Improving physical conditions, management support, and a safe, motivating workplace help to boost employee outcomes. While training, competence, and motivation are important, their influence is less prominent in this specific model.

4.3 Analysis on the Mediating Effect of Job Satisfaction on the Relationship between Work Environment and Employee Performance

To test the mediating effect of job satisfaction on the relationship between work environment and employee performance, the following steps are followed:

1. Total effect through regression analysis on the effect of the independent variable on the dependent variable.
2. Regression analysis on the effect of the independent variable on the mediating variable.
3. Regression analysis on the effect of the independent variable and mediating variable on the dependent variable.
4. Sobel test for the significance of the mediating variable.
5. Finding the indirect effect, direct effect, and total effect.

As a first step, the effect of work environment (independent variable) on employee performance (dependent variable) is analyzed. The results are shown in Table (4.9).

Table (4.9) Effects of Work Environment on Employee Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.606	0.217		11.991	0.000
Work Environment	0.406***	0.051	0.429	7.928	0.000
R	0.429				
R Square	0.184				
Adjusted R Square	0.181				
Durbin-Watson	1.758				
F value	62.859***				

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.9), the effect of work environment on employee performance is 0.406 at 1% significance level. Then, the effect of work environment (independent variable) on job satisfaction (mediating variable) is analyzed, and the result is shown in Table (4.10).

Table (4.10) Effects of Work Environment on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.003	0.194		10.333	0.000
Work Environment	0.551***	0.046	0.586	12.064	0.000
R	0.586				
R Square	0.343				
Adjusted R Square	0.340				
Durbin-Watson	1.913				
F value	145.540***				

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.10), the coefficient value is 0.551 at 1% significance level, and the standard error is 0.046 for the effect of work environment on job satisfaction (effect of independent variable and mediating variable). After analyzing the effect of work

environment (independent variable) on job satisfaction (mediating variable), the third step of testing the mediating effect is continued. In this step, the independent variables are work environment and job satisfaction and the dependent variable is employee performance. The results are shown in Table (4.11).

Table (4.11) Effect of Work Environment and Job Satisfaction on Employee Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.100	0.249		8.420	0.000
Work Environment	0.267***	0.062	0.282	4.328	0.000
Job Satisfaction	0.253***	0.066	0.251	3.855	0.000
R	0.475				
R Square	0.225				
Adjusted R Square	0.220				
Durbin-Watson	1.874				
F value	40.420***				

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.11), the coefficient value of work environment on employee performance is 0.267 at the 1% significance level, and the standard error value is 0.062. The coefficient value of job satisfaction on employee performance is 0.253 at the 1% significance level, and the standard error value is 0.066. The Sobel test is conducted to test the mediating effect of job satisfaction on the relationship between work environment and employee performance. The result is shown in Table (4.12).

Table (4.12) Sobel Test Result for Mediating Effect of Job Satisfaction on the Relationship between Work Environment and Employee Performance

Input:		Test statistic	Std. Error:	p-value:	
a	0.551	Sobel test:	3.65093359	0.03818284	0.00026129
b	0.253	Aroian test:	3.63944708	0.03830335	0.00027322
s _a	0.046	Goodman test:	3.66252954	0.03806195	0.00024974
s _b	0.066	Reset all	Calculate		

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

As shown in Table (4.12), the Sobel test results confirm that job satisfaction significantly mediates on the relationship between work environment and employee performance. The Sobel test statistic is 3.650, with a p-value of 0.000. Therefore, there is the mediating effect of job satisfaction on the relationship between work environment and employee performance at 1% significance level.

The total effect, direct effect, and indirect effect are as follows:

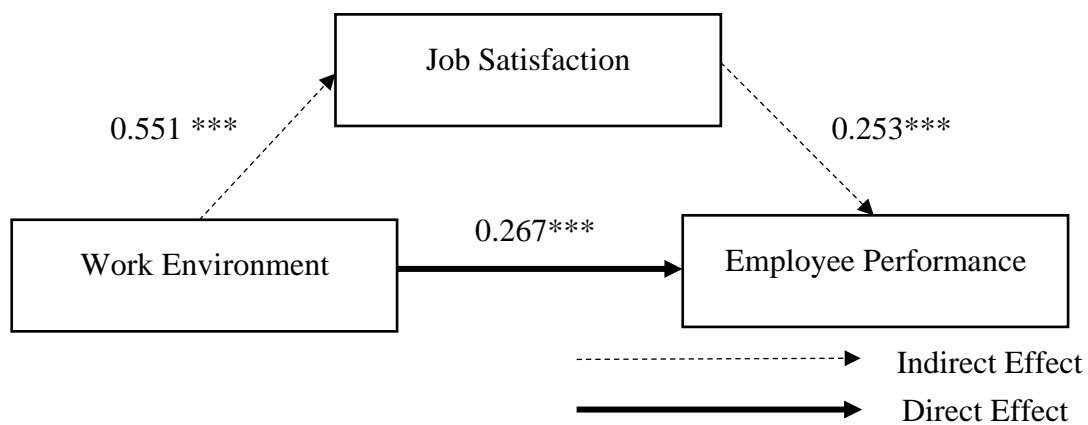
Total Effect = 0.406

Direct Effect = 0.267

Indirect Effect = $0.551 \times 0.253 = 0.139$

Direct Effect	+	Indirect Effect	=	Total Effect
0.267	+	0.139	=	0.406

Figure (4.1) Meditating Effect of Job Satisfaction on the Relationship between Work Environment and Employee Performance



Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

The findings reveal that there is a positive significant effect of work environment on job satisfaction as shown in Figure (4.1). According to the indirect effect, work environment has a significant positive effect on job satisfaction, and job satisfaction has a significant positive effect on employee performance. Job satisfaction plays a significant mediating role in the relationship between the work environment and employee performance at Yangon Electricity Supply Corporation, as in Figure (4.1). A positive and supportive work environment enhances employees' sense of satisfaction in roles, which in turn leads to improved performance outcomes.

Therefore, there is a mediating effect of job satisfaction on the relationship between work environment and employee performance of Yangon Electricity Supply Corporation. This mediating effect highlights the importance of not only providing a conducive physical and psychological work setting but also ensuring that such conditions translate into meaningful satisfaction among employees. When employees feel satisfied with their work environment, they are more motivated, engaged, and committed to delivering better results. Thus, job satisfaction serves as a pathway through which the work environment influences performance, emphasizing the need for Yangon Electricity Supply Corporation to focus on employee well-being as part of its performance enhancement strategies.

Moreover, work environment has a direct significant positive effect on employee performance. A supportive and safe environment improves employee focus, reduces stress, and increases motivation. When employees feel comfortable and valued, they are more likely to perform efficiently and with greater commitment. Proper lighting, ventilation, teamwork, and management support also boost morale and productivity. Therefore, enhancing the work environment at Yangon Electricity Supply Corporation lead to better service delivery and overall organizational success through improved employee performance.

4.4 Analysis on the Effect of Emotional Intelligence on Employee Performance

This section analyzes the effect of emotional intelligence on employee performance of Yangon Electricity Supply Corporation. The simple linear regression analysis is conducted to determine emotional intelligence on employee performance. Emotional intelligence used as the independent variable, and employee performance is the dependent variable. The outcomes of the simple linear regression model are summarized in Table (4.13).

Table (4.13) Effect of Emotional Intelligence on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.225	0.212		10.502	0.000	
Emotional Intelligence	0.493***	0.050	0.511	9.940	0.000	1.000
R	0.511					
R Square	0.262					
Adjusted R Square	0.259					
Durbin-Watson	1.666					
F value	98.804***					

Source: Survey Data (2025)

Note: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10% level

The regression results in Table (4.13) reveal that emotional intelligence positively and significantly affects employee performance. The R-squared value of 0.262 indicates that approximately 26.2% of the variation in employee performance explained by emotional intelligence. The Adjusted R-squared value of 0.259 offers a slightly refined estimate, accounting for the number of predictors in the model. The F value of 98.804, significant at the 1% level, confirms that the overall model significantly explains the variance in employee performance.

The findings show that emotional intelligence has a positive and significant impact on employee performance. The unstandardized coefficient for emotional intelligence is 0.493, which states that improving emotional intelligence among employees can lead to enhanced job performance. In such a dynamic environment, emotional intelligence is crucial for employees to handle high-stress situations, manage customer concerns empathetically, and collaborate effectively to ensure smooth service operations.

Employees with high emotional intelligence manage stress, communicate effectively, and work well in teams. They are better at understanding their own emotions and those of others, leading to improved decision-making and conflict resolution. This creates a more harmonious workplace and enhances productivity. Enhancing emotional intelligence within the workforce is therefore essential for both employee performance and the overall success of Yangon Electricity Supply Corporation.

4.5 Analysis on the Moderating Effect of Job Satisfaction on the Relationship between Emotional Intelligence and Employee Performance

In this section, linear regression analysis is used to determine the moderating effect of job satisfaction on the relationship between emotional intelligence and employee performance. Emotional intelligence and moderating effect of job satisfaction are independent variables in the regression model, and employee performance is dependent variable. Table (4.14) describes the results of the regression analysis.

Table (4.14) Moderating Effect of Job Satisfaction on the Relationship between Emotional Intelligence and Employee Performance

Variables	Model 1				Model 2			
	Unstandardized Coefficient		Standardized Coefficient (Beta)	Sig	Unstandardized Coefficient		Standardized Coefficient (Beta)	Sig
	B	Std Error			B	Std Error		
(Constant)	1.901	0.242		0.000	-.007	1.978		0.997
Emotional Intelligence	0.394***	0.061	0.409	0.000	0.851*	0.474	0.883	0.074
Job Satisfaction	0.172***	0.064	0.171	0.008	0.606	0.451	0.602	0.181
EI*JS					-0.104	.107	-0.811	0.332
R	0.529				0.532			
R Square	0.280				0.283			
Adjusted R Square	0.275				0.275			
F Value	54.099***				0.945			
Durbin Watson					1.762			

Source: Survey Data (2025)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

EI = Emotional Intelligence, JS = Job Satisfaction

Table (4.14) shows the effect of moderating variable (job satisfaction) on the relationship between independent variable (emotional intelligence) and dependent variable (employee performance).

According to the regression results in Model 2, there is no moderating effect of job satisfaction on the relationship between emotional intelligence and employee performance. However, emotional intelligence has a significant positive effect on employee performance. The findings indicate that while emotional intelligence directly influences employee performance, job satisfaction does not appear to strengthen or weaken this relationship. In other words, emotional intelligence alone is a key determinant of employee performance, and the presence of job satisfaction does not significantly alter or moderate this effect.

The lack of a moderating effect of job satisfaction on the relationship between emotional intelligence and employee performance indicate that emotional intelligence is a robust factor driving employee performance, regardless of the levels of job satisfaction. This implies that organizations can benefit by investing in the development of emotional intelligence skills among employees, as it directly enhances their performance. While job satisfaction is an important factor for employee well-being and general workplace morale, it does not amplify or reduce the influence of emotional intelligence on how employees perform their tasks.

CHAPTER 5

CONCLUSION

This chapter consists of three sections: the findings and discussions, suggestions and recommendations, and needs for further research on the factors influencing job satisfaction and employee performance at Yangon Electricity Supply Corporation.

5.1 Findings and Discussions

This study aims to analyze the factors influencing job satisfaction and employee performance at Yangon Electricity Supply Corporation. Specifically, the study examines the effect of training and development, competence, work environment, work motivation, and emotional intelligence on employee performance, and explores the mediating and moderating effects of job satisfaction. Data were collected from 281 employees using a structured questionnaire with a five-point Likert scale. Descriptive statistics and linear regression analysis were used to evaluate the responses.

The demographic profile of Yangon Electricity Supply Corporation employees highlights male and female participants are nearly equal, with males slightly higher. Most respondents are above 40 years old, and a majority are married. Nearly half have more than 10 years of work experience, and most are in planning, administration, or distribution departments. Respondents are well-distributed across job positions and income levels, reflecting a diverse and experienced workforce. However, this demographic profile demonstrates a workforce that is experienced, educated, and positioned to contribute meaningfully to organizational goals and long-term performance.

According to the results, the overall mean and item means of training and development are at the strongly agree level. Employees perceive relevant, job-related training programs that support professional development and practical application. Staff acknowledge that the corporation provides relevant training content aligned with daily responsibilities and offers ample opportunities for skill development and continuing education. In-service and on-the-job training are also appreciated, particularly in technical departments. This finding highlights the organization's commitment to capacity building and equipping employees with the tools necessary for high performance and career

advancement. This shows that training and development play a supportive role in enhancing employee satisfaction and performance at Yangon Electricity Supply Corporation.

For competence, all statements are rated at the strongly agree level. Employees feel capable in their roles, proud of their work, and confident in their abilities. Employees believe competence directly contributes to job satisfaction and improved performance. The use of advanced technology such as smart meters further enhances technical expertise. Respondents express confidence in their skills and recognize that competence directly contributes to task performance, job satisfaction, and advancement opportunities.

According to the results, overall mean and mean values of work environment are at strongly agree level except two statements. Employee strongly agree that their environment is encouraging, helpful, and conducive to independence and problem-solving. Their concentration, contentment, and output all rise in a supportive work environment.

According to the results, overall mean and mean values of two statements of work environment are at agree level. Employees agree that they operate in an environment that supports them both emotionally and physically. Performance and well-being are influenced by elements like well-defined roles, sufficient facilities, and a supportive emotional environment. Planning and administration are two departments that offer organized resources and rules to guarantee worker comfort and operational effectiveness. Focus, trust, and a sense of achievement are all encouraged in this setting, and these qualities are critical for engagement and productivity.

For work motivation, all statements are rated at the strongly agree level. Respondents strongly agree that fair salaries, bonuses, promotions, and recognition systems contribute to their motivation. Benefits like healthcare, educational support, and allowances also play a significant role in enhancing employee engagement. Motivation is reinforced through meaningful responsibilities and opportunities for career growth, positioning Yangon Electricity Supply Corporation as an employer that actively supports its staff's aspirations and well-being.

For emotional intelligence, overall mean and mean values except one statement are at strongly agree level. Employees at Yangon Electricity Supply Corporation are strongly agree that they communicate respectfully, avoid interruptions, and welcome constructive feedback when appropriate. These employees are emotionally self-aware and understand the importance of managing their emotions effectively. Employee actively listen, ask

questions for clarity, and quickly release anger to maintain a positive work atmosphere. Moreover, employees recognize how emotions influence decisions and feel confident in regulating their emotions in different situations.

For emotional intelligence, overall mean and mean values of one statement is at agree level. Employees are aware of behavior, adjust actions, and help maintain a respectful and productive work environment. The overall average indicates that emotional intelligence is well-practiced at Yangon Electricity Supply Corporation, promoting effective communication, teamwork, and sound decision-making throughout the organization.

For job satisfaction, employee strongly agree that they feel engaged, recognized, and committed to the organization. They are proud of their jobs and willing to make extra effort. These attitudes reflect a strong organizational culture and positive work environment. Employee performance is rated highly across all items. Employees report strong productivity, timely target achievement, and adherence to company standards. Job satisfaction and emotional motivation are seen as essential to sustaining this high level of performance.

For employee performance, respondents strongly agree that they consistently meet targets, exceed expectations, and deliver high-quality work. Satisfaction with job responsibilities, clear standards, and performance incentives contribute to strong individual outcomes. The findings confirm that the organization maintains a productive and accountable workforce that upholds service excellence.

The results reveals that there is a mediating effect of job satisfaction on the relationship between work environment and employee performance. A supportive work environment fosters satisfaction, which in turn leads to improved performance. This highlights the importance of cultivating both physical and psychological workplace conditions to drive long-term employee effectiveness.

The analysis of the moderating effect of job satisfaction on the relationship between emotional intelligence and employee performance reveals that job satisfaction does not moderate this relationship. Emotional intelligence is a critical determinant of employee performance, with job satisfaction plays a role in enhancing these effects. Job satisfaction does not strengthen or weaken the effect of emotional intelligence on employee performance. Emotional intelligence continues to have a positive significant effect on performance, that highlight the strength of emotional intelligence influences on employee performance.

In conclusion, the findings highlight that Yangon Electricity Supply Corporation focuses on developing emotional intelligence, improving work conditions, fostering employee motivation, and providing continuous training opportunities to drive higher performance and overall organizational success. Overall, the importance of strategic human resource practices foster development, satisfaction, and performance for sustainable organizational success.

5.2 Suggestions and Recommendations

Based on the findings of this study, several recommendations are put forward to enhance job satisfaction and employee performance at Yangon Electricity Supply Corporation. There are a number of steps to enhance employee satisfaction and performance at Yangon Electricity Supply Corporation. To strengthen employee outcomes, it is essential to focus on improving work environment, training, and emotional intelligence.

In addition, continuous investment in training and development should be emphasized. Employees strongly agree that relevant, on-the-job training improves job effectiveness. Yangon Electricity Supply Corporation should expand its training initiatives to include more targeted skill development programs, leadership training for mid-level staff, and technology-oriented learning. Periodic assessments of training needs and effectiveness will ensure that employees remain competent and motivated.

Employees value competence and associate it with performance and satisfaction. The organization should implement structured career progression plans linked to skill levels and performance. Periodic skill assessments, certification incentives, and mentorship programs help employees grow and feel rewarded for their expertise.

Work environment shows the effect on employee performance, the corporation should continue investing in improving physical infrastructure, safety measures, and office layout. Management should also maintain a supportive emotional climate by encouraging open communication, teamwork, and stress reduction practices. Regular feedback from employees can help identify specific environmental needs.

Work motivation, another key mediator identified in the study, states that job satisfaction positively influences work motivation, which in turn impacts employee performance. To optimize this, Yangon Electricity Supply Corporation should implement motivational programs that recognize and reward employee for their hard work.

Performance-based incentives, career progression opportunities, and regular recognition of achievements will help motivate employees. This fosters a sense of purpose and enhance employee engagement and performance.

Emotional intelligence has shown a significant effect on employee performance. Yangon Electricity Supply Corporation should encourage to integrate emotional intelligence development into staff training. Programs focusing on emotional regulation, empathy, and workplace conflict resolution can foster collaboration and reduce workplace stress. Encouraging open feedback, team building, and emotional well-being programs will promote a healthier workplace culture.

Managers play a critical role in fostering job satisfaction. Regular one-on-one meetings, goal-setting sessions, and appreciation of employee efforts help reinforce job satisfaction. Yangon Electricity Supply Corporation should encourage employee involvement in decision-making and offering flexible work arrangements where possible also support satisfaction and retention.

Coupled with efforts to improve job satisfaction and enhance overall organizational success improve employee performance across all departments. Yangon Electricity Supply Corporation should ensure equity in work motivation practices such as bonuses, promotion systems, and access to benefits. Transparent communication about salary policies and advancement opportunities will help address any perceived inequities that may affect morale.

Although job satisfaction is mediating role between work environment and performance states that job satisfaction is maintained and enhanced. Yangon Electricity Supply Corporation should continue recognizing employee contributions, offering fair promotional opportunities, and gathering regular feedback on workplace experiences, fostering a supportive atmosphere need to be prioritized to contribute to higher employee morale and better performance outcomes and enhancing non-financial incentives such as recognition programs and wellness activities further increase satisfaction.

In conclusion, strengthening Yangon Electricity Supply Corporation's organizational effectiveness requires a comprehensive focus on work environment, emotional intelligence, and employee development. Therefore, Yangon Electricity Supply Corporation should create a sustainable and high-performing workforce that drives long-

term institutional success through supportive leadership, continuous learning, and employee-centered policies,

5.3 Needs for Further Research

This study focuses on internal workplace factors, it may not have fully captured other external or psychological influences that could also shape employee satisfaction and performance. Variables such as leadership style, organizational culture, communication practices, job security, and personal work values significantly effect employee behavior and should be explored in future research. Including these variables could offer a more holistic understanding of what drives employee performance in a government service organization of Yangon Electricity Supply Corporation.

Additionally, the sample is limited to employees within Yangon, which may restrict the generalizability of findings to other regions in Myanmar. Expanding the research to include employees from different states and divisions would provide a more comprehensive national perspective. Moreover, while this study employed quantitative methods, qualitative research such as interviews or focus group discussions could uncover deeper insights into employee perceptions, motivations, and challenges at the workplace.

Future studies should also consider using longitudinal data to assess how changes in work environment or emotional intelligence development impact performance over time. The inclusion of moderating variables such as department type, job position, or income level could help determine differential effects across employee segments. These enhancements would support the development of more targeted and effective human resource strategies at Yangon Electricity Supply Corporation.

REFERENCES

- Adams, J. S. (1963). Towards an understanding of inequity. *The journal of abnormal and social psychology*, 67(5), 422.
- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60(1), 451-474.
- Agyei, D. D. (2014). *Teachers' professional development through ICT-mediated lesson study in Ghana: A case study* [Doctoral dissertation, University of Twente]. University of Twente Repository.
- Agyei, G. (2016). Internationalisation of artisanal and small scale mining in Ghana: opportunities and challenges. *Ghana Mining Journal*, 16(2), 20-27.
- Akhtar, Z., & Khan, A. D. (2019). Relationship between emotional intelligence and job satisfaction of university teachers. *Journal of Educational Research*, 22(1), 17-29.
- Amabile, T. M. (1997). Motivating creativity in organizations: On doing what you love and loving what you do. *California Management Review*, 40(1), 39-58.
- Argyris, C., & Schön, D. A. (1978). *Organizational learning: A theory of action perspective*. Addison-Wesley.
- Argyris, C., & Schön, D. A. (2001). *Apprentissage organisationnel*. Éditions d'Organisation.
- Armstrong, A. J., Halabi, S., Eisen, T., Broderick, S., Stadler, W. M., Jones, R. J., ... & George, D. J. (2016). Everolimus versus sunitinib for patients with metastatic non-clear cell renal cell carcinoma (ASPEN): a multicenter, open-label, randomized phase 2 trial. *The Lancet Oncology*, 17(3), 378-388.
- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

- Becker, G. S. (1993). Nobel lecture: The economic way of looking at behavior. *Journal of Political Economy*, 101(3), 385-409.
- Best, J. W. (1977). *Research in education* (3rd ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Blau, H. (1964). The Iroquois white dog sacrifice: Its evolution and symbolism. *Ethnohistory*, 11(2), 97-119.
- Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry*, 34(2).
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99-109.
- Boyatzis, R. E. (1982). *The competent manager: A model for effective performance*. John Wiley & Sons.
- Boyatzis, R. E. (2011). Managerial and leadership competencies: A behavioral approach to emotional, social, and cognitive intelligence. *Vision*, 15(2), 91-100.
- Bradberry, T., & Greaves, J. (2009). *Emotional Intelligence 2.0*. TalentSmart.
- Brown, T., & Lee, S. (2019). The relationship between work motivation and job satisfaction: A review. *International Journal of Human Resource Studies*, 9(2), 112–125.
- Campbell, J. D. (1990). Self-esteem and clarity of the self-concept. *Journal of personality and social psychology*, 59(3), 538.
- Campbell, J. Y., Grossman, S. J., & Wang, J. (1993). Trading volume and serial correlation in stock returns. *The Quarterly Journal of Economics*, 108(4), 905-939.
- Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, 93(5), 1082.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.

- Deist, F. D., & Winterton, J. (2005). What is competence? *Human Resource Development International*, 8(1), 27–46
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
- Druskat, V. U., & Wolff, S. B. (2001). Building the emotional intelligence of groups. *Harvard Business Review*, 79(3), 80-91.
- Dweck, C. S. (2006). *Mindset: The new psychology of success*. Random House.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362.
- George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations*, 53(8), 1027-1055.
- Goleman, D., & Intelligence, E. (1995). Why it can matter more than IQ. *Emotional Intelligence*.
- Hameed, A., & Waheed, A. (2011). Employee development and its effect on employee performance: A conceptual framework. *International Journal of Business and Social Science*, 2(13).
- Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 298-306.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of Applied Psychology*, 87(2), 268.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Johnson, L. A., Morgan, R. A., Dudley, M. E., Cassard, L., Yang, J. C., Hughes, M. S., ... & Rosenberg, S. A. (2009). Gene therapy with human and mouse T-cell receptors mediates cancer regression and targets normal tissues expressing cognate antigen. *Blood*, *The Journal of the American Society of Hematology*, 114(3), 535-546.
- Jones, G. R., & George, J. M. (2016). *Contemporary management* (9th ed.). McGraw-

Hill Education.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376.

Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*, 11(7), 63–68.

Kanuto, A. E. (2024). Examining the Influence of Organizational Learning on Employee Dynamic Capability and Employee Performance within NGOs and Private Enterprises in South Sudan. *International Journal of Science and Business*, 37(1), 1-16.

Khanzada, B., Naeem, S., & Butt, H. (2018). Emotional intelligence influence on employees' organizational performance with mediating role of job satisfaction in Pakistani health sector. *Journal of Health Education Research & Development*, 6(1), 1–6.

Kharisma, A. F., & Rosia, R. (2022). Effect of competence, work environment, and work motivation on employee performance through job satisfaction. *International Economic and Finance Review*, 1(1), 32–53.

Kluger, A. N., & DeNisi, A. (1996). The effects of feedback interventions on performance: a historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin*, 119(2), 254.

Lawler III, E. E. (1994). From job-based to competency-based organizations. *Journal of Organizational Behavior*, 15(1), 3-15.

Leonard, E. B., & Nadler, Z. (1984). *The handbook of human resource development*.

Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4(4), 309-336.

Locke, E. A., & Latham, G. P. (2013). *Goal setting theory*, 1990.

Locke, E. A., Sirota, D., & Wolfson, A. D. (1976). An experimental case study of the successes and failures of job enrichment in a government agency. *Journal of Applied Psychology*, 61(6), 701.

- Lopes, C. M., Lobo, J. M. S., Pinto, J. F., & Costa, P. (2006). Compressed mini-tablets as a biphasic delivery system. *International Journal of Pharmaceutics*, 323(1-2), 93-100.
- Lucia, A. D., & Lepsinger, R. (1999). *Art & science of competency models*. San Francisco, CA: Jossey-Bass.
- Mangkunegara, A. P., & Octorend, T. R. (2015). Effect of work discipline, work motivation and job satisfaction on employee organizational commitment in the company (Case study in PT. Dada Indonesia). *Marketing*, 293, 31-36.
- Maria, V., Aziz, A. F., & Rahmawati, D. (2024). Meningkatkan daya saing UMKM lokal melalui strategi pemasaran digital di era digital. *OPTIMAL Jurnal Ekonomi Dan Manajemen*, 4(2), 208-220.
- Mayer, J. D., & Salovey, P. (2007). *Mayer-Salovey-Caruso emotional intelligence test* (p. 2007). Toronto: Multi-Health Systems Incorporated.
- Mayer, J. D., Salovey, P., Caruso, D. R., & Sitarenios, G. (2003). Measuring emotional intelligence with the MSCEIT V2. 0. *Emotion*, 3(1), 97.
- McClelland, D. C., & Boyatzis, R. E. (1982). Leadership motive pattern and long-term success in management. *Journal of Applied Psychology*, 67(6), 737.
- McClelland, G. H. (1997). Optimal design in psychological research. *Psychological Methods*, 2(1), 3.
- Mirabile, R. J. (1997). Everything you wanted to know about competency modeling. *Training and Development*, 51(8), 73-77.
- Nadler, L. (1984). *The handbook of human resource development*. John Wiley & Sons.
- Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill Education.
- Nitisemito, Alex S. 2010. *Manajemen Personalia: Manajemen Sumber Daya Manusia*. Jakarta: Ghalia Indonesia.
- O'Boyle Jr, E. H., Humphrey, R. H., Pollack, J. M., Hawver, T. H., & Story, P. A. (2011). The relation between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 32(5), 788-818.

- O'Boyle Jr, E. H., Humphrey, R. H., Pollack, J. M., Hawver, T. H., & Story, P. A. (2011). The relation between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 32(5), 788-818.
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14(4), 547-557.
- Powell, J. R. (1997). Progress and prospects in evolutionary biology: *The Drosophila Model*.
- Rivai, D. A. (2012). Pembuatan Website Profil Sekolah Menengah Kejuruan (SMK) Miftahul Huda Ngadirojo. *Indonesian Journal of Networking and Security (IJNS)*, 2(3).
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67.
- Saarni, C. (1999). *The development of emotional competence*. Guilford Press.
- Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74-101.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185-211.
- Schuler, R. S., & Tarique, I. (2007). International human resource management: A North American perspective, a thematic update and suggestions for future research. *The International Journal of Human Resource Management*, 18(5), 717-744.
- Senge, M. P. (1990). *Aquinta disciplina. São Paulo: Best Seller*.
- Shikdar, A. A., & Sawaqed, N. M. (2003). *Worker productivity and occupational health and safety issues in selected industries. Computers & industrial engineering*, 45(4), 563-572.
- Smith, A., & Jones, B. (2020). *Work environment and its impact on job satisfaction*. *Journal of Organizational Psychology*, 15(3), 45-60.
- Smith, P. C. (1969). The measurement of satisfaction in work and retirement: *A strategy for the study of attitudes*.

- Spence, M. (1973). 1 the MIT Press. *The Quarterly Journal of Economics*, 87(3), 355-374.
- Spencer, L., & Spencer, S. (1993). Evaluación de competencia en el trabajo. *Modelo para un desempeño superior*, Jhon Wiley & Sons, Nueva York.
- Sutiyem, S., Linda, Suhery, S., Ravelby, T. A., M. R., & Nurofik, A. (2020). Pengaruh Self-Efficacy Dan Employee Engagement Terhadap Kepuasan Kerja Karyawan Perbankan Di Padang. *Media Bina Ilmiah*, 15(4), 4239-4248.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Ulrich, D. (1997). Measuring human resources: an overview of practice and a prescription for results. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 36(3), 303-320.
- Vroom, V., Porter, L., & Lawler, E. (2015). Expectancy theories. *In Organizational Behavior I* (pp. 94-113). Routledge.
- Wright Jr, T. C., Cox, J. T., Massad, L. S., Carlson, J., Twiggs, L. B., & Wilkinson, E. J. (2003). 2001 consensus guidelines for the management of women with cervical intraepithelial neoplasia. *American journal of obstetrics and gynecology*, 189(1), 295-304.
- Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295-320.
- Wrzesniewski, A., Dutton, J. E., & Debebe, G. (2003). Interpersonal sense making and the meaning of work. *Research in Organizational Behavior*, 25, 93-135.
- Yamoah, E. E. (2014). The link between human resource capacity building and job performance. *International Journal of Human Resource Studies*, 4(3), 139.

APPENDIX – I
QUESTIONNAIRE

Dear Sir/Madam,

This questionnaire survey is intended for my research, which will fulfill my MBA degree at Yangon University of Economics (YUE). I am researching “Factors Influencing Job Satisfaction and Employee Performance at Yangon Electricity Supply Corporation.”

I am requesting your assistance in completing the questionnaire survey.

The information

that you will disclose is for statistical and academic purposes only and individual responses will remain strictly confidential.

Your kind response to this questionnaire would be highly appreciated.

Cho Min Htet

EMBA (20th Batch)

Yangon University of Economics

Section A: Demographic Information

Please select the most appropriate option for each of the following questions.

1. Gender

- Male Female

2. Age

- 18-25 years 26-30 years 31-40 years
 41-50 years 50 years and above

3. Marital Status

- Single Married

4. Educational Background

- High School Diploma Bachelor's Degree
 B.Tech's Degree B.E's Degree Master's Degree or higher

5. Working experience

- Less than 1 year 1-3 years 4-6 years
 7-10 years Over 10 years

6. Department within the organization

- Administration Department Finance Department
 Material Planning Department Planning Department
 Distribution Department

7. Job Position

- Entry-Level Mid-Level Senior-Level
 Managerial

8. Monthly Salary (MMK)

- $\geq 200,000$
 200,001 - 300,000
 300,001 - 500,000
 Above 500,000

Section B: Training & Development

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr. No.	Statement	1	2	3	4	5
1.	The training programs offered by the work effectively enhance my job related skills.					
2.	The training content provided by the work is directly relevant to my daily job responsibilities.					
3.	I have ample opportunities for professional development within the work.					
4.	The work supports me in applying the skills I have acquired through training to my job.					
5.	Good opportunities for continuing education are available.					
6.	Necessary training is given to ensure job effectiveness.					
7.	In-service/on-the-job training adequately is made available to the employees.					

Section C: Competence

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr. No.	Statement	1	2	3	4	5
1.	I feel confident in handling my work tasks because of my competence.					
2.	Having strong skills makes me feel more satisfied with my job.					
3.	I feel proud and happy at work when I perform tasks successfully.					
4.	I believe my performance improves when I use my abilities fully.					
5.	My job satisfaction increases when I know I am capable of doing my work.					
6.	Improving knowledge and skills are supported to get more promotional opportunities.					
7.	Good performance at work is mostly because of my own competence.					

Section D: Work Environment

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr. No.	Statement	1	2	3	4	5
1.	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties					
2.	I am happy with my office space and arrangement.					
3.	A better work environment (spacious office, enough lighting, etc.) will make me perform better at my job.					
4.	Supervisors provide employees with clear responsibilities and allow them to decide how to accomplish them.					
5.	Supervisors allow employees to work problems on their own in complex situations.					
6.	The emotional climate of the organization is generally positive and supportive.					
7.	My working Environment gives me a feeling of personal accomplishment.					

Section E: Work Motivation

Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

Sr. No.	Statement	1	2	3	4	5
1.	Monthly salary is in accordance with your work experience.					
2.	Recognitions are available for outstanding employees.					
3.	Compensation packages like bonuses are given to employees.					
4.	Opportunities exist for job advancement and promotion.					
5.	The company has good benefits (e.g. medical aids, study benefits and the forms of leave.					
6.	Good performance is recognized and rewarded.					
7.	My job exposes me to a lot of opportunities					

Section F: Job Satisfaction My job exposes me to a lot of opportunities.

Sr. No.	Statement	1	2	3	4	5
1.	In my role at the work, I feel that I am contributing to something meaningful.					
2.	I find my job at the work to be engaging and stimulating.					
3.	I will be happy to spend the rest of my life in this job.					
4.	I feel happy to make extra effort for this institution.					
5.	I am satisfied with my present job's environment and facilities.					
6.	My coworkers always support me in carrying out my work					
7.	When I do a good job, I receive the recognition for it that I should receive.					
8.	Those who do well on the job stand fair chance of being promoted.					
9.	I am satisfied with my chances for promotion					
10.	I feel a sense of pride in doing my job.					

Section G: Emotional Intelligence

Sr. No.	Statement	1	2	3	4	5
1.	I never interrupt other people's conversations.					
2.	I appreciate criticism with an open mind and accept it when it is justified.					
3.	I always know when I'm being unreasonable.					
4.	Awareness of my own emotions is very important to me at all times.					
5.	I like to ask questions to find out what it is important to people.					
6.	I can let anger 'go' quickly so that it no longer affects me.					
7.	I am good at reconciling differences with other people.					
8.	I am able to adapt myself to the goals of the group or organization					
9.	I am able to recognize my own emotions and their impact on my decision-making.					
10.	I am able to manage and control my emotions in any situation.					

Section H: Employee Performance

Sr. No.	Statement	Degree				
		1	2	3	4	5
1.	Employees at the work consistently maintain a high level of productivity.					
2.	My performance is better than that of my colleagues with similar qualifications.					
3.	I am satisfied with my performance because most of it is very good.					
4.	My performance is better than that of employees in other companies who have the same qualifications.					
5.	I always work based on targets that must be met.					
6.	The quality I produce is in accordance with company standards.					
7.	I complete my targets on time.					
8.	I work in accordance with the operational standards set by the company.					
9.	Job satisfaction is the most important factor in employee performance.					
10.	Moral motivations encourage employees at the corporation to strive for greater achievements in their work.					

Thank you for your very kind cooperation, help, and precious time.

APPENDIX - II

SPSS and Sobel Test Outputs

Mediating Effect of Work Environment on the Relationship between Job Satisfaction and Employee Performance

Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df
1	.416 ^a	.173	.170	.313	.173	58.398	1
Model		df2		Sig. F Change			
1		279		.000		1.836	

a. Predictors: (Constant), JS Means

b. Dependent Variable: EP Means

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	2.510	.238		10.540	.000	
	JS Means	.419	.055	.416	7.642	.000	1.000
Model					Collinearity Statistics		
					VIF		
1		(Constant)					
		JS Means		1.000			

a. Dependent Variable: EP Means

Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.586 ^a	.343	.340	.295	.343	145.540	1
Model		Change Statistics					
		df2	Sig. F Change				
1		279	.000		1.913		

a. Predictors: (Constant), JS Means

b. Dependent Variable: WE Means

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	1.534	.224		6.838	.000	
	JS Means	.622	.052	.586	12.064	.000	1.000

Collinearity Statistics

Model	VIF
1	
	(Constant)
	JS Means
	1.000

a. Dependent Variable: WE Means

Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.475 ^a	.225	.220	.303	.225	40.420	2
Model	Change Statistics						
	df2				Sig. F Change		
1	278				.000		1.874

a. Predictors: (Constant), WE Means, JS Means

b. Dependent Variable: EP Means

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	2.100	.249		8.420	.000	
	JS Means	.253	.066	.251	3.855	.000	.657
	WE Means	.267	.062	.282	4.328	.000	.657

Collinearity Statistics

Model	VIF	
1		
	(Constant)	
	JS Means	1.522
	WE Means	1.522

a. Dependent Variable: EP Means

Effect of Emotional Intelligence on Employee Performance

Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.511 ^a	.262	.259	.295	.262	98.804	1
Model	Change Statistics						
	df2			Sig. F Change			
1	279			.000		1.666	

a. Predictors: (Constant), EI Means

b. Dependent Variable: EP Means

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	2.225	.212		10.502	.000	
	EI Means	.493	.050	.511	9.940	.000	1.000
Model	Collinearity Statistics						
	VIF						
1	(Constant)						
	EI Means						1.000

a. Dependent Variable: EP Means

Moderating Effect of Job Satisfaction on the Relationship Between Emotional Intelligence and Employee Performance

Model Summary ^c							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.529 ^a	.280	.275	.292	.280	54.099	2
2	.532 ^b	.283	.275	.292	.002	.945	1
Model	Change Statistics						
	df2			Sig. F Change			
1	278			.000			
2	277			.332		1.762	

a. Predictors: (Constant), JS Means, EI Means

b. Predictors: (Constant), JS Means, EI Means, EI_JS

c. Dependent Variable: EP Means

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.252	2	4.626	54.099	.000 ^b
	Residual	23.773	278	.086		
	Total	33.025	280			
2	Regression	9.333	3	3.111	36.374	.000 ^c
	Residual	23.692	277	.086		
	Total	33.025	280			

a. Dependent Variable: EP Means

b. Predictors: (Constant), JS Means, EI Means

c. Predictors: (Constant), JS Means, EI Means, EI_JS

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	1.901	.242		7.861	.000	
	EI Means	.394	.061	.409	6.431	.000	.640
	JS Means	.172	.064	.171	2.683	.008	.640
2	(Constant)	-.007	1.978		-.003	.997	
	EI Means	.851	.474	.883	1.796	.074	.011
	JS Means	.606	.451	.602	1.342	.181	.013
	EI_JS	-.104	.107	-.811	-.972	.332	.004
Model				Collinearity Statistics			
				VIF			
1	(Constant)						
	EI Means	1.562					
	JS Means	1.562					
2	(Constant)						
	EI Means	93.245					
	JS Means	77.722					
	EI_JS	269.107					

a. Dependent Variable: EP Means