

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE PERFORMANCE IN
AGRO YADANAR COMPANY LIMITED**

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EMBA II – 99

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DEPARTMENT OF MANAGEMENT STUDIES
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**EFFECT OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE PERFORMANCE IN
LIMITED**

ACADAEMIC YEAR (2023-2025)

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

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Human Resource Management Practices on Employee Performance in Agro Yadanar Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The objectives of the study are to analyze the effect of quality of work life on job satisfaction, to examine the effect of human resource management practices on employee performance, to analyze the mediating effect of job satisfaction on the relationship between human resource management practices and employee performance and to analyze the moderating effect of employee engagement on the relationship between human resource management practices and employee performance Agro Yadanar Company Limited. The sample size is all employees based on the total population by using census sampling on 60 employees by using online survey method in Agro Yadanar Company Limited. The primary data is collected through structured questionnaires from employees. The secondary data is gathered from previous research paper, website, published journals, relevant textbooks, international thesis and the company. Online survey method is used to collect the data in 2025. Descriptive statistics and regression analysis are used for data analysis. Human resource management practices (except job training) have a positive and significant effect on employee performance. There is a mediating effect of job satisfaction on the relationship between supervision, pay practices and employee performance. The study also reveals that there is no moderating effect of employee engagement on the relationship between human resource management practices and employee performance. Agro Yadanar Company Limited should continue prioritizing both effective HRM strategies and high levels of engagement, as both independently contribute to organizational success.

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	4
1.2 Objectives of the Study	8
1.3 Scope and Method of the Study	8
1.4 Organization of the Study	9
CHAPTER 2 THEORETICAL BACKGROUND	10
2.1 Quality of Work Life	10
2.2 Human Resource Management Practices	12
2.3 Job Satisfaction	14
2.4 Employee Engagement	15
2.5 Employee Performance	17
2.6 Previous Studies	18
2.7 Conceptual Framework of the Study	20
CHAPTER 3 PROFILE, QUALITY OF WORK LIFE AND HUMAN RESOURCE MANAGEMENT PRACTICES IN AGRO YADANAR COMPANY LIMITED	22
3.1 Profile of Agro Yadanar Company Limited	22
3.2 Organizational Structure of Agro Yadanar Company Limited	23
3.3 Practices of Quality of Work Life in Agro Yadanar Company Limited	25
3.4 Human Resource Management Practices in Agro Yadanar Company Limited	27
3.5 Demographic Profile of Respondents	28
3.6 Reliability Analysis	31

CHAPTER 4	ANALYSIS ON THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN AGRO YADANAR COMPANY LIMITED	32
4.1	Employee Perception on Quality of Work Life, Human Resource Management Practices, Employee Engagement, Job Satisfaction and Employee Performance	32
4.2	Analysis on the Effect of Quality of Work Life on Job Satisfaction	41
4.3	Analysis on the Effect of Human Resource Management Practices on Employee Performance	42
4.4	Analysis on the Mediating Effect of Job Satisfaction on the Relationship between Human Resource Management Practices and Employee Performance	44
4.5	Analysis on the Moderating Effect of Employee Engagement on the Relationship between Human Resource Management Practices and Employee Performance	53
CHAPTER 5	CONCLUSION	56
5.1	Findings and Discussions	56
5.2	Suggestions and Recommendations	60
5.3	Needs for Further Research	61

REFERENCES

APPENDICES

LIST OF TABLES

Table No.	Description	Page
Table 3.1	Demographic Data of the Respondents	29
Table 3.2	Reliability Test Result	31
Table 4.1	Work Environment and Facilities	33
Table 4.2	Job Security	34
Table 4.3	Supervision	35
Table 4.4	Job Training	36
Table 4.5	Pay Practices	37
Table 4.6	Job Satisfaction	38
Table 4.7	Employee Engagement	39
Table 4.8	Employee Performance	40
Table 4.9	Effect of Quality of Work Life on Job Satisfaction	41
Table 4.10	Effect of Human Resource Management Practices on Employee Performance	43
Table 4.11	Effect of Supervision on Employee Performance	45
Table 4.12	Effect of Supervision on Job Satisfaction	46
Table 4.13	Effect of Supervision and Job Satisfaction on Employee Performance	47
Table 4.14	Sobel Test Result for Mediating Effect of Job Satisfaction on the Relationship between Supervision and Employee Performance	47
Table 4.15	Effect of Pay Practices on Employee Performance	49
Table 4.16	Effect of Pay Practices on Job Satisfaction	50
Table 4.17	Effect of Pay Practices and Job Satisfaction on Employee Performance	50
Table 4.18	Sobel Test Result for Mediating Effect of Job Satisfaction on the Relationship between Pay Practices and Employee Performance	51
Table 4.19	Mediation Effect of Job Satisfaction on the Relationship between Human Resource Management Practices and Employee Performance	54

LIST OF FIGURES

Figure No.	Descriptions	Page
Figure 2.1	Conceptual Framework of Mudor & Tooksoon	18
Figure 2.2	Conceptual Framework of Alsafadi & Altahat	19
Figure 2.3	Conceptual Framework of Gayathiri et al.,	20
Figure 2.4	Conceptual Framework of the Study	21
Figure 3.1	Organization Chart of Agro Yadanar Company Limited	24
Figure 4.1	Mediating Effect of Job Satisfaction on the Relationship between Supervision and Employee Performance	48
Figure 4.2	Mediating Effect of Job Satisfaction on the Relationship between Pay Practices and Employee Performance	52

LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
DICA	Directorate of Investment and Company Administration
EE	Employee Engagement
EMBA	Executive Master of Business Administration
EP	Employee Performance
GM	General Manager
HRM	Human Resource Management
JD-R	Job Demands-Resources (Model)
JS	Job Satisfaction
MD	Managing Director
QWL	Quality of Work Life
RBV	Resource-Based View
ROAG	Return on Average Gross Assets (contextual assumption)

CHAPTER 1

INTRODUCTION

Human resource management (HRM) is a fundamental organizational function focused on the effective management of people within a company or institution. In today's rapidly evolving business environment, the ability to adapt and embrace change is a crucial competitive advantage, with human resources recognized as one of the most valuable assets for sustaining and advancing organizational success. Human resource management (HRM) is the formal system and set of managerial decisions used to recruit, hire, develop, and manage employees, ensuring that people management aligns with the organization's mission and fosters a healthy, productive workplace culture (Dessler, 2023).

Quality of work life (QWL) is defined as an organization's commitment to creating jobs and conditions that are more involving, satisfying, and effective for employees at all levels, encompassing factors such as work-life balance, economic rewards, job security, and overall well-being (Cascio & Anguini, 2019). Human resources are the backbone of any organization, representing its most valuable asset. Effective human resource management ensures that the right people are recruited, developed, and retained, directly influencing organizational culture, employee motivation, and overall success. HRM plays a critical role in aligning employee efforts with organizational goals, fostering a positive workplace, and supporting business growth and sustainability. Quality of work life is essential for creating a supportive and engaging workplace where employees feel valued and satisfied. High QWL leads to reduced absenteeism and turnover, greater productivity and job satisfaction, improved management-employee relationships, and enhanced company reputation. When employees experience a positive work-life balance and well-being, their job satisfaction and commitment to the organization increase significantly.

The work environment and facilities are defined as all physical and social conditions where employees perform their jobs such as location, equipment, management style, and ergonomic factors directly influencing productivity, engagement, and satisfaction (Robbins & Judge, 2022). A healthy work environment, encompassing both physical conditions and organizational culture, is vital for employee productivity, engagement, and satisfaction. Positive environments foster retention, boost innovation, and reduce stress and absenteeism, while well-maintained facilities ensure safety and comfort for all employees.

Job security refers to the assurance employees feel regarding the continuity and stability of their employment, which is essential for morale, mental health, retention, and satisfaction (Noe et al., 2023). Job security provides employees with the assurance that their positions are stable and protected from sudden termination. This sense of stability reduces stress and anxiety, enhances well-being, increases engagement, and leads to higher productivity and retention. Secure employees are more likely to be committed and motivated, contributing positively to organizational performance.

HRM practices refer to organizational activities and strategies like recruitment, training, performance management, compensation, and employee relations designed to effectively manage human resources and achieve business goals (Armstrong & Taylor, 2023). Effective HRM practices such as recruitment, training, performance management, compensation, and employee relations ensure that employees are well-managed, motivated, and aligned with business objectives. These practices are crucial for attracting talent, developing skills, and maintaining a productive workforce, ultimately supporting organizational effectiveness.

Supervision is defined as overseeing and guiding employee performance to ensure tasks are completed according to standards, playing a vital role in maintaining quality and accountability (Rue & Byars, 2021). Supervision is fundamental for maintaining workplace safety, productivity, and employee development. Good supervision ensures tasks are completed to standard, provides guidance and feedback, identifies training needs, and fosters a positive work culture. This leads to higher employee satisfaction, retention, and overall business success.

Training is defined as a formal and systematic adjustment of behavior through learning which occurs as a result of education, instruction, and development and planned experience (Armstrong, 2001). Job training refers to on-the-job training, equips employees with new skills and competencies in real-world contexts, supporting adaptability and organizational success (Noe, 2023). Job training equips employees with the necessary skills and competencies to adapt to changing job requirements and perform effectively. Continuous training enhances performance, supports career development, and ensures that employees remain competent and confident in their roles, benefiting both individuals and the organization.

Pay practices refer to the policies and principles governing employee remuneration and benefits, promoting fairness, transparency, and alignment with organizational objectives (Milkovich et al., 2023). Fair and transparent pay practices are key to motivating employees, reducing turnover, and attracting top talent. Well-structured compensation policies ensure employees feel valued and rewarded for their contributions, which fosters loyalty, satisfaction, and alignment with organizational goals.

Job satisfaction is defined as the degree of contentment employees derive from their work, influenced by tasks, environment, pay, and relationships, and is closely linked to loyalty and productivity (Locke, 1976; Spector, 2022). Job satisfaction reflects how content employees are with their roles, influenced by tasks, environment, compensation, and relationships. High job satisfaction leads to lower turnover, greater loyalty, and increased productivity, making it a crucial factor for organizational health and success.

Employee engagement is defined as the individual's involvement and satisfaction with as well as enthusiasm for work (Harter, 2002). Employee engagement describes the level of enthusiasm, dedication, and emotional investment employees have in their work and the organization, making it a critical driver of high performance and positive workplace outcomes (Kahn, 1990; Saks, 2022). Employee engagement is the level of enthusiasm, dedication, and emotional investment employees have in their work and organization. Engaged employees are more productive, innovative, and committed, driving positive workplace outcomes and supporting long-term organizational success.

Employee performance is commonly defined as the effectiveness and efficiency with which individuals carry out their core duties and responsibilities as outlined in their formal job description, representing a crucial contribution to organizational goals (Robbins & Judge, 2017). Employee performance measures how effectively employees fulfill their duties and contribute to organizational goals, serving as a key indicator of success. Employee performance measures how well individuals fulfill their job responsibilities and contribute to organizational objectives. High performance is linked to quality, efficiency, and discipline, serving as a key indicator of both individual and organizational achievement.

Agro Yadanar Company Limited is a Myanmar-based agricultural enterprise specializing in the production and distribution of a wide variety of seeds for local farmers. The company plays a significant role in supporting Myanmar's agricultural sector by

providing high-quality seeds for various crops, helping to improve crop yields and farm productivity. Through its focus on quality seed production and its commitment to serving the needs of smallholder farmers, Agro Yadanar Company Limited contributes to the advancement of modern farming practices and the overall development of agriculture in Myanmar. This study aims to examine the effect of human resource management practices and quality of work life on job satisfaction and employee performance in Agro Yadanar Company Limited.

1.1 Rationale of the Study

Employee performance is a critical driver of success for seed production companies like Agro Yadanar, as it directly affects both the quality and quantity of seeds produced, which in turn affects the livelihoods of farmers and the broader agricultural sector. In the seed industry, high employee performance ensures that best practices in seed selection, breeding, quality assurance, and distribution are consistently upheld, leading to superior crop yields and greater food security for the nation. Given the technical complexity and precision required in seed production, every stage from research and development to field operations and post-harvest handling relies on skilled, motivated, and well-coordinated employees.

Strong employee performance in Agro Yadanar enables the company to innovate, adapt to changing market demands, and maintain its reputation for delivering high-quality seeds to Myanmar's farmers. Moreover, effective performance management helps identify skill gaps, align individual goals with organizational objectives, and foster a culture of continuous improvement and accountability. Regular performance evaluations and feedback not only boost morale and engagement but also support employee development and succession planning, ensuring the company is prepared for future challenges and opportunities.

In an industry where seasonal pressures, regulatory compliance, and the need for rapid innovation are ever-present, high-performing employees help Agro Yadanar minimize errors, reduce waste, and comply with industry standards and safety protocols. This not only improves operational efficiency but also strengthens the company's competitive advantage and ability to respond to external risks such as climate change, pests, and market fluctuations. Ultimately, prioritizing employee performance is essential for

Agro Yadanar to fulfill its mission of supporting Myanmar's farmers, contributing to national food security, and sustaining long-term business growth in the agricultural sector.

Employee engagement is crucial for Agro Yadanar because engaged employees bring energy, commitment, and innovation to their work, which is especially important in the seed production industry where precision and reliability are essential. Engaged employees are more likely to take initiative, collaborate effectively, and contribute to continuous process improvements, all of which are vital for maintaining high standards in seed quality and operational efficiency. High engagement also reduces absenteeism and turnover, ensuring that Agro Yadanar retains experienced workers who understand the company's unique processes and customer needs. In a sector where seasonal demands and rapid responses to environmental challenges are common, engaged employees provide the adaptability and resilience necessary for Agro Yadanar to remain competitive and responsive to farmers' needs.

Job satisfaction is an important driver of organizational stability and performance at Agro Yadanar. Employees who are satisfied with their roles are more likely to demonstrate loyalty, motivation, and a willingness to go above and beyond in their duties. In seed production, where consistency and attention to detail are critical, satisfied employees help ensure that seeds meet rigorous quality standards and that production targets are achieved. High job satisfaction also reduces turnover, which is particularly important in specialized agricultural roles where recruiting and training new staff can be costly and time-consuming. Research consistently shows that job satisfaction is positively linked to productivity and negatively associated with turnover, making it a strategic priority for Agro Yadanar to foster a supportive and rewarding work environment.

Fair and competitive pay practices are fundamental important factor for Agro Yadanar to attract and retain skilled workers in a competitive labor market. Transparent and equitable compensation systems not only help in recruiting top talent but also reinforce a culture of fairness and recognition. In the seed production industry, where the work can be physically demanding and requires technical expertise, appropriate pay ensures that employees feel valued for their contributions. Moreover, effective pay practices are linked to higher job satisfaction and lower turnover, as employees are less likely to seek alternative employment when they perceive that their compensation reflects their skills and efforts.

Continuous job training is essential for Agro Yadanar to maintain high standards of seed quality and adapt to technological advancements in agriculture. Well-structured training programs equip employees with the latest knowledge and skills, enabling them to perform their tasks efficiently and safely. In the context of seed production, training on new equipment, quality control measures, and safety protocols is vital for minimizing errors and ensuring compliance with industry standards. Ongoing learning opportunities also boost employee confidence and engagement, fostering a culture of innovation and continuous improvement that benefits both employees and the organization.

Effective supervision is a cornerstone of operational success at Agro Yadanar. Supervisors play a pivotal role in guiding employees, providing feedback, and ensuring that work is carried out according to established standards. In the seed production process, close supervision helps maintain quality control, ensures adherence to safety protocols, and facilitates the timely identification and resolution of issues. Positive supervisory relationships also contribute to higher job satisfaction and motivation among employees, as they feel supported and recognized for their efforts. Conversely, poor supervision can lead to dissatisfaction, increased errors, and higher turnover rates.

Comprehensive human resource management (HRM) practices are vital for Agro Yadanar to effectively manage its workforce and achieve organizational goals. HRM practices such as recruitment, training, performance appraisal, and compensation help align employee behavior with the company's mission and values. In a seed production company, where precision, quality, and teamwork are critical, robust HRM practices ensure that employees are well-prepared, motivated, and committed to delivering high performance. Effective HRM practices are positively correlated with job satisfaction and negatively associated with turnover, underscoring their importance for long-term organizational success.

HRM practices are widely recognized as fundamental drivers of employee attitudes and organizational outcomes, with job satisfaction being a key area of focus. Research consistently demonstrates that effective HRM practices not only foster a positive work environment but also serve as important levers for motivating employees, building trust, and cultivating a sense of organizational commitment. The relationship between HRM practices and job satisfaction is particularly significant in dynamic and competitive industries, where attracting and retaining skilled employees is crucial for maintaining a competitive edge.

Job security is particularly important in the agricultural sector, where external factors such as market fluctuations and climate change can affect employment stability. For Agro Yadanar, providing job security helps build trust and loyalty among employees, reducing anxiety and turnover. Secure employees are more likely to invest in their roles, participate in training, and contribute to process improvements. Job security also supports workforce stability, which is essential for maintaining consistent production quality and meeting the needs of Myanmar's farmers. Modern facilities and ergonomic conditions reduce workplace injuries and stress, while a positive organizational culture fosters teamwork and innovation. Investments in the work environment translate into higher employee morale, improved seed production outcomes, and a stronger company reputation. The quality of the physical environment, including access to necessary tools and resources, directly affects employees' ability to perform their jobs effectively and efficiently.

Quality of work life (QWL) is a multidimensional concept that encompasses fair pay, job security, healthy working conditions, work-life balance, and opportunities for personal and professional growth. At Agro Yadanar, a high QWL leads to greater employee satisfaction, loyalty, and performance. QWL initiatives not only improve individual well-being but also enhance organizational effectiveness, reduce absenteeism, and support sustainable business growth in the competitive seed industry. Research shows that QWL is positively linked to job satisfaction and performance, making it a critical focus area for Agro Yadanar's HR strategy.

The background of this study highlights that employee engagement, job satisfaction, pay practices, job training, supervision, HRM practices, job security, work environment and facilities, and quality of work life are all fundamental drivers of organizational success in the seed production sector, particularly for Agro Yadanar. Furthermore, job security and equitable pay practices help build trust and loyalty, ensuring that Agro Yadanar can attract, develop, and retain skilled employees in a competitive market. Ultimately, prioritizing these HR factors not only enhances individual and team performance but also strengthens the company's ability to innovate, adapt, and deliver value to Myanmar's farmers and the broader agricultural sector. Their analysis mainly focuses on human resource management practices and quality of work life on job satisfaction and employee performance in Agro Yadanar Company Limited.

1.2 Objectives of the Study

This study aims to investigate the effect of human resource management practices and quality of work life on job satisfaction and employee performance in Agro Yadanar Company Limited. The four specific objectives are:

- 1) To analyze the effect of quality of work life on job satisfaction in Agro Yadanar Company Limited.
- 2) To analyze the effect of human resource management practices on employee performance in Agro Yadanar Company Limited.
- 3) To analyze the mediating effect of job satisfaction on the relationship between human resource management practices and employee performance in Agro Yadanar Company Limited.
- 4) To analyze the moderating effect of employee engagement on the relationship between human resource management practices and employee performance in Agro Yadanar Company Limited.

1.3 Scope and Method of the Study

In this study, both primary data and secondary data are used. The sample size was all employees based on the total population by using census sampling on 60 employees in Agro Yadanar Company Limited. The primary data was collected through structured questionnaires from employees who are working at Agro Yadanar Company Limited. The secondary data was gathered collected from previous research, website, published journals, relevant textbooks, international thesis and the company. Online survey method was used to collect the data from 60 staffs by using structured questions in 2025. Descriptive statistics and regression analysis were used for data analysis.

1.4 Organization of the Study

This thesis is structured into five chapters. Chapter one is the introduction which include rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two presents theoretical background of the study, previous studies and conceptual framework of the study. Chapter three outlines the profile of Agro Yadanar Company, the organization structure, quality of work life and human resource management practices of Agro Yadanar Company, the demographic profile of the

respondent and reliability analysis. Chapter four contains an analysis of the effect of human resource management practices and quality of work life on job satisfaction and employee performance in Agro Yadanar Company Limited. Conclusion that describes findings and discussions, suggestions and recommendation, and needs for further research are included in chapter five.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter primarily covers the theory of quality of work life (QWL), HRM practices, job satisfaction, employee engagement and employee performance. Moreover, previous studies and the conceptual framework the study are also described.

2.1 Quality of Work Life

Quality of work life (QWL) is a comprehensive concept that refers to the overall quality of an employee's experience within their work environment, encompassing both tangible and intangible factors that affect their satisfaction, well-being, and performance (Sirgy et al., 2001). It involves job design, work environment and facilities, job security, health, stress and safety, wages and rewards, work life balance, aesthetics and creativity conflict, learning and development, leadership and employee empowerment (Gayathiri et al., 2013)

2.1.1 Work Environment and Facilities

A work environment refers to the combination of physical, social, and organizational conditions in which employees perform their daily tasks (Robbins & Judge, 2022). It included the physical environment such as office layout, lighting, equipment, and amenities as well as working conditions like compensation, safety regulations, and work schedules. Additionally, the work environment encompasses company culture, which involves shared values, communication styles, management approaches, and interpersonal relationships among colleagues. Together, these elements shape employees' comfort, motivation, productivity, and overall job satisfaction. A positive work environment supports employee well-being, reduces stress and absenteeism, fosters collaboration, and enhances organizational performance. Conversely, a poor work environment can lead to decreased morale, lower productivity, and higher turnover. Thus, creating and maintaining a supportive, safe, and engaging work environment is essential for both employee fulfillment and organizational success.

Theoretical perspectives on work environment and facilities emphasize their foundational role in shaping quality of work life. The physical work environment including

factors such as lighting, air quality, noise levels, ergonomic design, and cleanliness directly influences employee comfort, health, and productivity. Vischer (2008) stated that environmental psychology and workspace design research, meeting employees' environmental needs through safe, clean, and functionally supportive facilities not only reduces workplace stress but also enhances satisfaction and performance. Vischer and Wifi (2015) proposed that functional comfort how well workspace features enable or hinder task performance is a key determinant of QWL; environments that support tasks and minimize barriers foster well-being and engagement, while poor conditions can lead to stress and reduced effectiveness. Beyond the physical, the social environment characterized by positive interpersonal relationships, supportive management, and a culture of respect further contributes to QWL by promoting a sense of belonging and collaboration. As organizations increasingly recognize the strategic importance of QWL, attention to both the physical and social dimensions of the work environment and the adequacy of workplace facilities is seen as an investment in human capital, organizational sustainability, and overall employee fulfillment.

2.1.2 Job Security

Job security refers to an employee's perception or confidence that their current job position is stable and that they are unlikely to lose it due to factors beyond their control, such as layoffs, company restructuring, or economic downturns (Noe et al., 2023). It is the assurance that employment continued for the foreseeable future, providing employees with a sense of stability and peace of mind (Growthspace & Cobrief, 2025). Unlike job stability, which relates to the duration an employee remains in the same role, job security focuses on the short-term likelihood of retaining employment regardless of changes in job tasks or organizational shifts (Growthspace, 2025). Job security is influenced by factors such as the financial health of the organization, labor laws, employment contracts, and individual job performance (Cobrief, 2025). High job security reduces employee stress and anxiety, fosters greater job satisfaction, motivation, and loyalty, and contributes to a positive work environment and improved productivity. Conversely, lack of job security can lead to decreased engagement, higher turnover, and a negative workplace culture (Persona, 2023). Overall, job security is a vital element in creating a stable and productive workforce, enabling employees to focus on their roles without fear of sudden job loss.

Job security is a critical component of QWL that significantly influences employees' psychological well-being, motivation, and behavior within organizations. Theoretically, job security refers to the perceived stability and continuity of employment, where employees feel confident that their jobs are not at risk of sudden loss (Probst & Graso, 2023). Job security represents a valuable resource that employees strive to protect; threats to this resource, such as job insecurity, induce stress and can negatively affect behaviors including safety compliance and overall engagement (Hong et al., 2023). Job insecurity can diminish employees' sense of meaningfulness at work, which mediates the relationship between insecurity and negative outcomes like reduced safety behavior (Hong et al., 2023). Moreover, clear organizational policies that protect employees from arbitrary termination and opportunities for career advancement enhance perceptions of job security, thereby improving job satisfaction and reducing resistance to organizational change (Elst et al., 2023). Overall, job security plays a vital role in fostering a stable, motivated, and committed workforce, which is essential for maintaining high quality of work life.

2.2 Human Resource Management Practices

Human resource management (HRM) practices refer to the formal policies, strategies, and activities that organizations implement to manage their workforce effectively and align employee performance with organizational goals (Armstrong & Taylor, 2015). These practices include supervision, job training and pay practices (Mudor & Tooksoon, 2011).

2.2.1 Supervision

Supervision refers to the process of overseeing, guiding, and directing the work activities of employees to ensure that tasks are performed according to organizational plans, policies, and standards (Rue & Byars, 2021). It involves one-on-one, immediate guidance, monitoring, and control of subordinates to help them accomplish assigned duties effectively and efficiently. The term of supervision originates from the Latin words *super*, above and *to see*, meaning to oversee or inspect the work of others. In management, supervision is considered a key function that includes instructing employees, resolving work-related problems, motivating, and ensuring adherence to schedules and quality standards. Supervisors act as a vital link between management and workers, providing support and feedback while maintaining productivity and discipline. Effective supervision balances

both task-oriented functions, such as maximizing output and quality, and human relations aspects, such as fostering team spirit and developing employee potential.

Supervision fundamentally means overseeing or inspecting the work of others to ensure tasks are performed correctly and according to plan (Toolshero, 2024). Theoretically, supervision is considered a key managerial function involving direct and immediate guidance, direction, and control of subordinates in their work activities. It encompasses multiple roles, including motivating employees, providing instructions, resolving problems, monitoring performance, and ensuring adherence to organizational policies and schedules.

Different theoretical perspectives highlight supervision's dual focus: maximizing productivity by ensuring work quality and quantity, and fostering human relations by supporting employee adjustment, team spirit, and personal development. Supervisors act as vital links between management and frontline employees, balancing task-oriented control with interpersonal support to enhance both operational efficiency and employee growth. Overall, supervision is a continuous social process aimed at achieving organizational goals through cooperative relationships, guidance, and leadership, which together promote professional development, quality assurance, and effective workforce management (Toolshero, 2024).

2.2.2 Job Training

Job training refers to the structured process by which employees acquire the specific knowledge, skills, and competencies required to perform their current or future job roles effectively (Armstrong, 2001). It includes both formal and informal learning activities, such as workshops, on-the-job instruction, mentoring, and e-learning, all designed to enhance employees' performance, adaptability, and career development within the organization. Job training is grounded in several foundational theories of learning and human resource development. One key perspective is the Human Capital Theory, which posits that investments in employee training increase individual productivity and, consequently, organizational performance (Becker, 1964).

Organizations that provide comprehensive training programs develop a more skilled, adaptable, and innovative workforce, leading to a sustainable competitive advantage. Bandura (1977) emphasized the importance of observational learning, imitation,

and modeling in the workplace, stating that employees acquire new behaviors and skills not only through direct instruction but also by observing peers and supervisors. Knowles (1980) highlighted that adults learn best when training is relevant, self-directed, and problem-centered. Baldwin and Ford (1988) stated the conditions under which skills and knowledge gained during training are successfully applied on the job, emphasizing the importance of organizational support, motivation, and reinforcement.

2.2.3 Pay Practices

Pay practices refer to the policies, systems, and procedures an organization uses to determine and administer employee compensation (Alsafadi & Altahat, 2021). This includes base salary, wage structures, incentive pay, bonuses, merit increases, and benefits. Pay practices are designed to ensure fairness, competitiveness, and alignment with organizational goals, while also complying with legal and regulatory requirements.

Adams (1965) posited that employees assess the fairness of their compensation by comparing their input-output ratio (effort versus rewards) to that of others. Perceived inequities can lead to dissatisfaction, reduced motivation, or turnover. Vroom (1964) mentioned that employees are motivated when they believe that their efforts will lead to desirable performance and, in turn, to valued rewards. Pay practices that link compensation to performance such as merit pay, bonuses, and incentive schemes are grounded in this theory. Jensen and Meckling (1976) argued that aligning the interests of executives and shareholders through performance-based compensation, such as equity ownership and variable pay, helps ensure that managers act in the best interests of the company's owners. Organizations design pay systems that not only attract and retain talent but also motivate employees to achieve organizational objectives, ensuring compensation management is both fair and effective.

2.3 Job Satisfaction

Job satisfaction refers to the extent to which employees feel positively or negatively about their jobs (Locke, 1976). It encompasses their emotional responses, attitudes, and overall contentment with various aspects of their work, including tasks, work environment, compensation, relationships with colleagues and supervisors, and opportunities for personal and professional growth. High job satisfaction indicates that employees enjoy their

work and feel fulfilled, while low job satisfaction can lead to disengagement, absenteeism, and turnover.

The study of job satisfaction is grounded in several influential psychological and organizational theories. One of the earliest and most widely cited is Herzberg's Two-Factor Theory, which distinguishes between hygiene factors such as salary, company policies, and working conditions that prevent dissatisfaction, and motivators such as achievement, recognition, and the nature of the work itself that promote satisfaction (Herzberg et al., 1959). According to this theory, improving hygiene factors can eliminate dissatisfaction, but true job satisfaction arises from enhancing motivators that fulfill higher-level psychological needs.

Another foundational perspective is Maslow's Hierarchy of Needs, which posits that individuals are motivated by a series of hierarchical needs, from basic physiological and safety needs to social belonging, esteem, and self-actualization (Maslow, 1943). Job satisfaction is achieved when work allows employees to meet these needs, particularly those at the higher levels of the hierarchy, such as esteem and self-actualization. This theory shows that organizations can enhance job satisfaction by creating environments that support personal growth, recognition, and a sense of accomplishment.

Additionally, Hackman and Oldham (1976) provided a structural approach to understanding job satisfaction. The structural approach identifies five core job dimensions such as skill variety, task identity, task significance, autonomy, and feedback, that influence employees' psychological states and, consequently, their job satisfaction. Jobs that are designed to be meaningful, provide autonomy, and offer regular feedback are more likely to result in high job satisfaction. Collectively, job satisfaction is a multifaceted construct influenced by both extrinsic job conditions and intrinsic motivational factors.

2.4 Employee Engagement

Employee engagement refers to the emotional commitment, involvement, and enthusiasm that employees have toward their work and organization (Saks, 2022). Engaged employees are not only satisfied with their jobs but are also motivated to contribute to organizational success, demonstrate discretionary effort, and feel a strong sense of purpose and belonging at work. Employee engagement goes beyond job satisfaction by emphasizing active participation, dedication, and alignment with organizational values and goals.

The concept of employee engagement is grounded in several key psychological and management theories. One foundational perspective is Kahn's (1990) Psychological Conditions Theory, which posits that engagement arises when employees experience meaningfulness, safety, and availability in their roles. According to Kahn (1990), individuals are more likely to fully invest themselves physically, cognitively, and emotionally when they find their work meaningful, feel secure in expressing themselves, and possess the necessary resources and energy. This theory highlights the importance of supportive leadership, role clarity, and a positive organizational climate in fostering engagement.

Another influential framework is the job demands-resources (JD-R) Model (Bakker & Demerouti, 2007), which explains that employee engagement is a function of the balance between job demands (such as workload and emotional pressures) and job resources (such as autonomy, feedback, and social support). When job resources are abundant and effectively meet or buffer job demands, employees are more likely to experience high engagement, resilience, and well-being. The JD-R model underscores the role of organizational support and resource allocation in sustaining engagement, especially in demanding work environments.

Additionally, Blau (1964) provided a relational perspective on engagement, stating that when employees perceive fair treatment, trust, and support from their organization, they feel obligated to reciprocate with higher levels of commitment and effort. This reciprocal relationship is strengthened by positive HRM practices, recognition, and opportunities for growth, which collectively enhance employee engagement. Employee engagement is a dynamic, multifaceted construct influenced by psychological, social, and organizational factors that, when nurtured, drive both individual and organizational performance.

2.5 Employee Performance

Employee performance refers to the effectiveness, efficiency, and quality with which an individual fulfills the tasks, responsibilities, and objectives associated with their job role (Gayathiri & Ramakrishnan, 2013). It is typically measured by the degree to which employees achieve specific outcomes, meet organizational standards, and contribute to the overall goals of the organization. High employee performance is characterized by

productivity, reliability, innovation, and a positive effect on team and organizational success.

The theoretical foundation of employee performance draws from several key management and psychological theories. One of the most influential is Goal-Setting Theory, which posits that clear, specific, and challenging goals enhance employee motivation and performance (Locke & Latham, 1990). When employees understand what is expected of them and are committed to achieving defined objectives, their focus, persistence, and output improve. Feedback and goal clarity are essential components, as they help employees track progress and make necessary adjustments to their efforts. Vroom (1964) stated that employee performance is a function of an individual's expectations about their ability to achieve desired outcomes, the likelihood that their efforts can lead to performance, and the value they place on those outcomes. The importance of aligning rewards and recognition with performance, as employees are more likely to exert higher effort when they believe it can result in meaningful rewards. Organizations that design performance management systems based on these principles can enhance motivation and drive better results.

The work environment, leadership support, and opportunities for skill development (such as job training) further contribute to performance by fostering confidence and competence. Employee performance is a multifaceted construct influenced by individual motivation, goal clarity, feedback, self-belief, and organizational context.

Employee performance is shaped by motivation and organizational context, drawing on theories such as expectancy theory, which links effort to outcomes through perceived value, and reinforcement theory, which emphasizes rewards for desired behaviors. Equity theory highlights the importance of fairness, while self-determination theory underscores autonomy, competence, and relatedness as key drivers. These perspectives collectively inform strategies to optimize workforce effectiveness.

2.6 Previous Studies

In this section, previous studies developed by Mudor and Tooksoon (2011), Alsafadi and Altahat (2021) and Gayathiri et al., (2013) are presented.

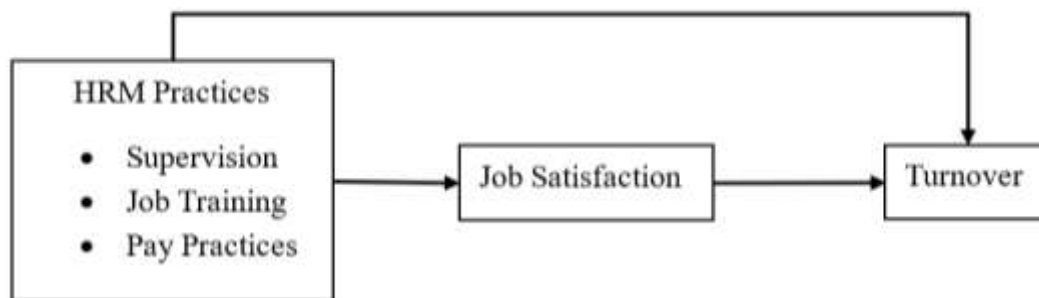
Mudor and Tooksoon (2011) studied “Conceptual Framework on the relationship between Human Resource Management Practices, Job Satisfaction, and Turnover”. The

objective of the study was to investigate the relationship between job training and employee performance within organizations in Thailand.

This paper was attempted to propose a conceptual framework consisting of three human resources management (HRM) practice (supervision, job training, and pay practices), job satisfaction, and turnover, and to explain the relationships among these variables. Conceptual framework of Mudor and Tooksoon (2011) is shown in Figure (2.1).

The study synthesized previous findings to identify the relationships among supervision, job training, pay practices, job satisfaction, and turnover. The studies typically employ quantitative survey methods using questionnaires to collect data. The number of respondents varies across cited studies; one study had 70 participants including employees and managers, while others referenced samples of 219 service workers and then analyze the data using statistical techniques such as correlation and regression analysis.

Figure (2.1) Conceptual Framework of Mudor & Tooksoon



Source: Mudor & Tooksoon (2011)

The results indicated HRM practice a positively and significantly correlated with job satisfaction. On the other hand, HRM practice and job satisfaction were negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover.

Alsafadi and Altahat (2021) conducted the article "Human Resource Management Practices and Employee Performance: The Role of Job Satisfaction," examines how HRM practices training, compensation, and performance appraisal affect employee performance, with job satisfaction as a mediating factor. This study aimed to investigate the effect of Human Resource Management Practices (HRMP) on improving Employee Performance (EP). The study was accomplished by hypothesizing the effect of HRMP on EP, additionally, this effect is theorized to be mediated through job satisfaction. Conceptual

Framework of Alsafadi and Altahat (2021) is shown in Figure (2.2). The study collected data from 480 employees in Jordanian commercial banks using structured questionnaires and analyzed the relationships through structural equation modeling (SEM). The finding shows that HRM practices positively affect both job satisfaction and employee performance, with job satisfaction partially mediating this relationship. Employee engagement acts as a moderating variable in the relationship between HRM practices and employee performance, emphasizing its significance in achieving HRM performance goals.

Figure (2.2) Conceptual Framework of Alsafadi & Altahat



Source: Alsafadi & Altahat (2021)

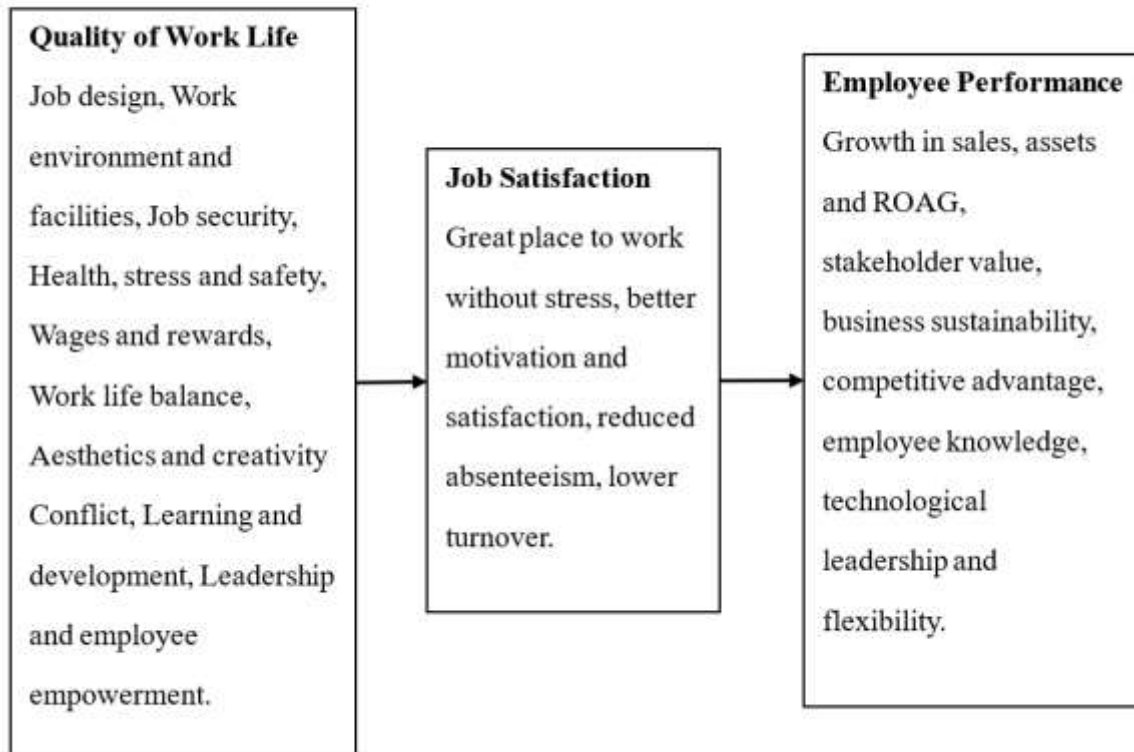
The findings of this study show the importance of the role played by job satisfaction and employee engagement in achieving human resources performance goals.

The research paper of "Quality of Work Life – Linkage with Job Satisfaction and Performance" is written by Gayathiri et al. (2013). They explored the multidimensional nature of quality of work life and its direct connection to job satisfaction and employee performance in organizational settings.

The objectives of the paper were to analyze the concept of quality of work life and examined its linkage with job satisfaction and performance and to find ways to motivate workers, enhance satisfaction, and improve organizational effectiveness. It also seemed to identify key dimensions and factors of QWL and their effect on employee well-being and productivity. Conceptual framework of Gayathiri et al. (2013) is shown in Figure (2.3).

The study employed a mixed research method, combining both qualitative and quantitative approaches. Data were collected through surveys and questionnaires from 120 teachers and 360 nurses, with analysis conducted using statistical tools such as correlation, regression, and SPSS software.

Figure (2.3) Conceptual Framework of Gayathiri et al.,



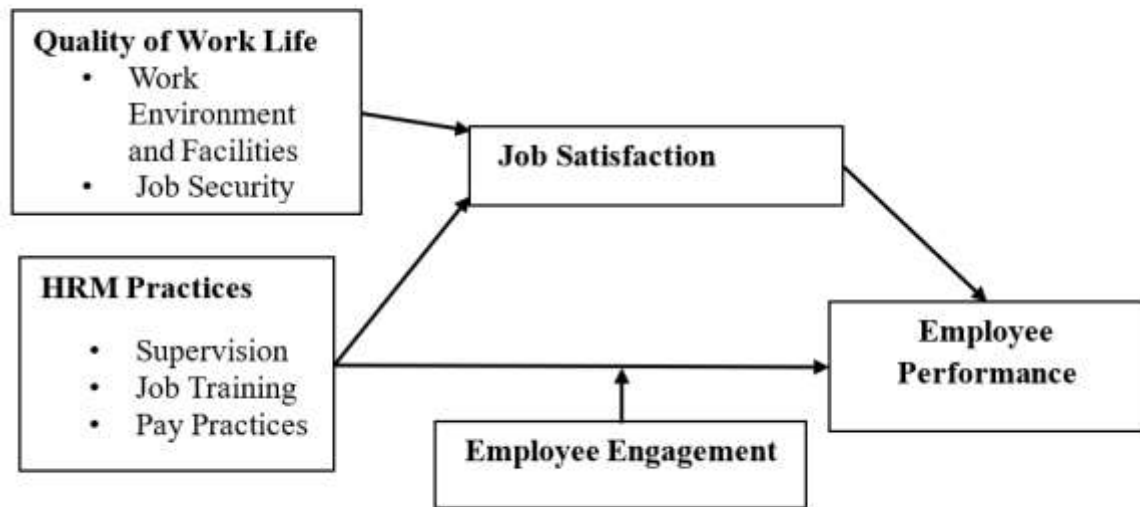
Source: Gayathiri et al.,(2013)

Findings consistently showed a positive relationship between high QWL and increased job satisfaction, motivation, commitment, and improved job performance. Enhanced QWL reduced absenteeism and turnover, fostering organizational growth and competitiveness.

2.7 Conceptual Framework of the Study

According to the previous research papers, the conceptual framework of this study illustrates the relationships between quality of work life (QWL), HRM practices, job satisfaction, employee engagement, and employee performance within Agro Yadanar Company. The conceptual framework of the study is shown in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2025)

The conceptual framework illustrated in Figure (2.4) is structured around four interconnected components. First, quality of work life including work environment, facilities, and job security (Gayathiri et al., 2013) together with HRM practices such as supervision, job training, and pay practices (Mudor & Tooksoon, 2011), function as independent variables that influence job satisfaction. Second, job satisfaction functions as a mediator on the relationship between HRM practices and employee performance which include the frameworks of Gayathiri et al. (2013) and Mudor and Tooksoon (2011). Third, employee engagement, drawn from Alsafadi and Altahat (2021), is introduced as a mediating variable, demonstrating how HRM practices and job satisfaction together enhance employee performance. Finally, employee performance is the ultimate dependent variable, shaped by the combined effects of quality of work life, HRM practices, job satisfaction, and employee engagement.

CHAPTER 3

PROFILE, QUALITY OF WORK LIFE AND HUMAN RESOURCE MANAGEMENT PRACTICES IN AGRO YADANAR COMPANY LIMITED

In this chapter, profile of Agro Yadanar Company Limited, organizational structure and HRM practices and quality of work life in Agro Yadanar Company Limited are discussed. Moreover, this chapter also presents demographic profile of the respondents and reliability analysis.

3.1 Profile of Agro Yadanar Company Limited

Agro Yadanar Company Limited operates in the agricultural sector, focusing on activities such as crop production support, input supply, various kinds of seed such as paddy, green gram and sunflower seed etc. and extension services to farmers. The company emphasizes technical training, field demonstrations, and product introduction aligned with market demands to enhance agricultural productivity and farmer engagement. It also manages showroom activities, including stock management and customer service training. The company's field operations involve close monitoring of seed production contract farming with farmer performance to ensure targets agricultural input distribution and farmer support.

Agro Yadanar Company Limited is a privately owned agricultural enterprise established in 2021 with the aim of contributing to sustainable agribusiness development in Myanmar. The company is officially registered with the directorate of investment and company administration (DICA), ensuring its compliance with national regulatory standards. Since its inception, Agro Yadanar has focused on enhancing agricultural productivity and supporting rural economies through the supply of quality agricultural inputs, training programs, and modern farming solutions. As a growing organization, it emphasizes the importance of structured human resource management (HRM) practices to ensure employee well-being, job satisfaction, and overall organizational performance. Agro Yadanar Company Limited envisions becoming a leading force in Myanmar's agricultural transformation by ensuring that every farmer has access to high-quality, reliable seeds that drive productivity, sustainability, and food security. The company aims to build a resilient

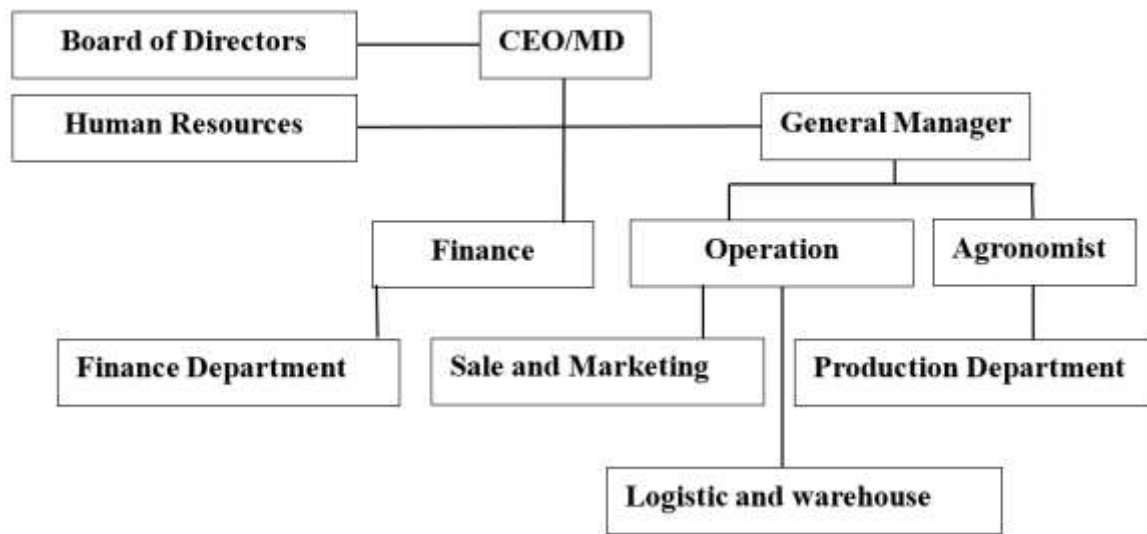
agricultural sector through innovation, ethical practices, and strong partnerships that empower farming communities and contribute to national development. The mission of Agro Yadanar is to produce and supply superior quality seeds tailored to local agro-ecological conditions, ensuring that farmers receive the foundational inputs needed for successful cultivation. Through a commitment to quality assurance, farmer education, and continuous improvement, the company strives to enhance crop yields, improve rural livelihoods, and promote environmentally responsible farming practices across the country.

The organizational structure of Agro Yadanar Company Limited is designed to support its multifaceted operations with a clear division of roles across departments. The structure typically includes a managing director at the helm, supported by department managers responsible for investor relations, administration and HR, finance, export and import, secretarial functions, and business development. Each department comprises managers and staff who handle specialized functions to ensure smooth operations and strategic alignment. This hierarchical yet functional structure facilitates effective communication and coordination across departments, enabling the company to deliver its services efficiently.

3.2 Organization Structure of Agro Yadanar Company Limited

Agro Yadanar Company Limited features a hierarchical organizational structure designed to support clear lines of authority and efficient management across its operations. At the top of the hierarchy is the board of directors, which provides oversight and governance, working closely with the chief executive officer (CEO) or managing director (MD), who is responsible for the overall leadership and strategic direction of the company. Reporting directly to the CEO/MD are key officers, including the human resource officer, finance officer, and general manager, each overseeing critical functional areas. Agro Yadanar Company Limited has a hierarchical organizational structure. The structure is divided into different levels, each with its own set of responsibilities and reporting lines the organization chart of is shown in Figure (3.1).

Figure (3.1) Organization Chart of Agro Yadanar Company Limited



Source: Agro Yadanar Company Limited (2025)

The human resource officer manages personnel and staffing matters, while the finance officer supervises the finance department, ensuring robust financial management and reporting.

The general manager plays a pivotal role in coordinating the company's core operational activities. Reporting to the general manager are the operation manager, agronomist, and heads of specialized departments such as sales and marketing, production, and logistics and warehouse. The operation manager oversees day-to-day business functions, including the sales and marketing department, ensuring that products reach the market efficiently.

The agronomist is responsible for agricultural expertise and supervises the production department, ensuring optimal crop yields and quality. The logistics and warehouse function supports the entire supply chain, facilitating the storage and movement of goods. This structured approach enables Agro Yadanar Company Limited to maintain effective oversight, streamline its operations, and achieve its business objectives efficiently.

The seed production process at Agro Yadanar Company Limited is a well-coordinated operation involving multiple departments to ensure high-quality seed output. The process begins with the agronomist and the production department selecting suitable parent plants and preparing the land for cultivation. The agronomist oversees the selection of high-quality seeds, monitors soil conditions, and ensures that the correct agricultural

practices are followed throughout the growing season. The production department manages sowing, irrigation, fertilization, pest control, and regular field inspections to maintain crop health and purity.

Once the seeds mature, the logistics and warehouse department steps in to organize the timely harvesting, cleaning, and drying of the seeds. The harvested seeds are then processed, graded, and stored under controlled conditions to maintain their viability and quality. The quality control team, often under the supervision of the agronomist, conducts germination and purity tests before the seeds are packaged. Finally, the sales and marketing department coordinates with the logistics team to distribute the certified seeds to customers, ensuring traceability and customer satisfaction. Throughout the process, the general manager oversees operations, ensuring all departments collaborate efficiently to achieve the company's production goals.

3.3 Practices of Quality of Work Life in Agro Yadanar Company Limited

Agro Yadanar Company Limited places a strong emphasis on the quality of work life for its employees, recognizing that a motivated and satisfied workforce is key to organizational success. The company fosters a supportive work environment through its human resource officer, who implements policies focused on employee well-being, fair compensation, and professional development. Health and safety programs, and opportunities for career advancement are provided to ensure that staff feel valued and empowered. By maintaining open channels of communication and encouraging feedback, Agro Yadanar Company Limited creates a culture of trust and mutual respect among employees at all levels.

Furthermore, the company's organizational structure, as depicted in the diagram, promotes clear roles and responsibilities, reducing workplace stress and confusion. Departments such as human resources, finance, and operations work collaboratively to address employee needs, from timely payroll processing to providing safe and efficient working conditions in the production and logistics departments. Work-life balance is also prioritized, with reasonable working hours and support for personal and family commitments. Through these initiatives, Agro Yadanar Company Limited demonstrates its commitment to enhancing the quality of work life, leading to higher job satisfaction, lower turnover rates, and improved overall performance.

Agro Yadanar Company Limited supports work-life balance for its employees by fostering a flexible and understanding work environment tailored to individual needs. Recognizing that each employee has unique circumstances, the company encourages flexible work hours and arrangements that allow staff to manage their personal and professional responsibilities effectively. This approach helps employees maintain productivity while reducing stress and burnout. Additionally, the company promotes open communication between employees and management to ensure workload is manageable and that employees feel supported in balancing their work commitments with family and personal life.

Moreover, Agro Yadanar Company Limited invests in employee well-being through various supportive measures, such as health and wellness programs, opportunities for professional growth, and policies that accommodate parents and caregivers. By providing benefits like mental and physical fitness activities, and fostering a culture that values employee health, the company helps staff maintain their physical and mental well-being. These initiatives, combined with a respectful organizational culture and tailored support, contribute to higher job satisfaction, better retention, and improved overall performance, reinforcing the company's commitment to sustainable work-life balance.

3.3.1 Work Environment and Facilities in Agro Yadanar Company Limited

Agro Yadanar Company Limited provides a work environment that emphasizes both operational efficiency and employee well-being. While specific detailed descriptions of their facilities are limited in the available data, the company's organizational structure states a well-organized workplace with dedicated departments such as production, logistics and warehouse, and sales and marketing, which support smooth workflows and clear responsibilities. The presence of specialized roles like agronomists and operation managers indicates that the company invests in technical expertise to maintain high standards in seed production and agricultural operations. This structured environment likely fosters collaboration, accountability, and a focus on quality throughout the production cycle. Regarding facilities, Agro Yadanar Company Limited likely maintains essential infrastructure to support its agricultural activities, including seed processing, storage, and distribution centers. These facilities ensure that seeds are properly cleaned, graded, and stored under optimal conditions to preserve quality before reaching customers. Additionally, the company's logistics and warehouse capabilities facilitate efficient

inventory management and timely delivery. Although detailed facility descriptions are not explicitly available, the company's focus on quality seed production and operational management implies the provision of adequate physical resources and equipment necessary for effective agricultural production and employee productivity.

3.3.2 Job Security in Agro Yadanar Company Limited

Job security at Agro Yadanar Company Limited is a fundamental dimension of quality of work life, providing employees with confidence in the continuity and stability of their employment, free from the fear of arbitrary dismissal or sudden job loss. This assurance not only reduces stress and anxiety but also strengthens employees' sense of belonging and organizational commitment, thereby enhancing job satisfaction, engagement, and ultimately, performance outcomes. Job security acts as a foundational antecedent that enhances job satisfaction, which in turn elevates employee engagement and ultimately leads to improved performance outcomes. By prioritizing job security, Agro Yadanar not only supports employee well-being and retention but also drives sustained organizational success through higher motivation, loyalty, and productivity.

3.4 Human Resource Management Practices in Agro Yadanar Company Limited

Human resource management practices at Agro Yadanar Company Limited focus on effective supervision, comprehensive job training, and fair pay systems to enhance job satisfaction and employee engagement. By investing in these HRM practices, Agro Yadanar aims to build a motivated, skilled, and committed workforce that drives improved employee performance and organizational success

3.4.1 Supervision

Supervision at Agro Yadanar is characterized by supportive guidance and participative oversight, where supervisors provide clear direction, feedback, and assistance to employees in their daily tasks. This approach fosters open communication, trust, and a collaborative work environment, contributing to higher job satisfaction and enhanced employee performance which are essential for both individual and team performance. By maintaining and enhancing these strong supervisory practices, Agro Yadanar Company Limited. can continue to promote a positive work culture, high employee morale, and sustained organizational success.

3.4.2 Job Training

Job training at Agro Yadanar is a critical component in ensuring the quality seed production process, equipping employees with the technical knowledge and practical skills necessary for each stage of seed production. Training programs focus on best practices in land preparation, variety selection, field management, and seed harvesting to maintain genetic purity and high germination rates. Employees also receive instruction on seed processing, quality control, and storage techniques to minimize losses and preserve seed viability. Continuous skill development and hands-on workshops enable staff to adopt new technologies and scientific methods, directly contributing to improved seed yield and quality. By investing in comprehensive job training, Agro Yadanar strengthens its capacity to produce reliable, high-quality seeds that support both farm productivity and the company's reputation in the agricultural sector.

3.4.3 Pay Practices

Pay practices at Agro Yadanar are strategically designed to support the long-term retention and motivation of employees essential for the quality seed production process. The company emphasizes fair and competitive compensation, benchmarking salaries against industry standards to attract and retain skilled staff who are critical to maintaining high seed quality. In addition to base pay, Agro Yadanar integrates performance-based incentives and bonuses tied to production milestones and quality outcomes, directly linking employee rewards to the success of the seed production process. Management recognizes that transparent and equitable pay structures, along with benefits such as career advancement opportunities and recognition programs, foster loyalty and reduce turnover, ensuring continuity in technical expertise. By prioritizing both monetary and non-monetary rewards, Agro Yadanar creates a supportive environment where employees feel valued, motivated, and committed to the long-term goals of the company and the sustainability of quality seed production.

3.5 Demographic Profile of Respondents

The demographic profile of respondents are diverse workforce and employees at Agro Yadanar represent a mix of genders, age groups, and educational backgrounds, ranging from secondary education to university degrees, which supports the technical and operational needs of the company. Demographic data is shown in Table (3.1).

Table (3.1) Demographic Data of the Respondents

Sr. No.	Variable	Demographic Factors	No. of Respondents	Percentage
	Total		60	100.0
1	Gender	Male	29	48.3
		Female	31	51.7
2	Age Group (Years)	18-25	19	31.7
		26-35	22	36.7
		36-45	13	21.7
		46-55	6	10
3	Marital Status	Single	28	46.7
		Married	32	53.3
4	Education	High School	3	5.0
		Bachelor's Degree	46	76.7
		Master's Degree	10	16.7
		Other	1	1.7
5	Position	General Manager	8	13.3
		Manager	14	23.3
		Supervisor	14	23.3
		Agronomist	9	15.0
		Office Staff	15	25.0
6	Years of Work Experience	Less than 1 year	13	21.7
		1-3 years	17	28.3
		4-6 years	10	16.7
		7-10 years	6	10.0
		More than 10 years	14	23.3
7	Employment Type	Full-time	53	88.3
		Part-time	3	5.0
		Contractual	3	5.0
		Temporary	1	1.7
8	Monthly Salary (MMK)	300,000-600,000	22	36.7
		600,001-900,000	7	11.7
		900,001-1,200,000	2	3.3
		1,200,001-1,500,000	7	11.7
		More than 1,500,000	22	36.7

Source: Survey Data (2025)

At Agro Yadanar Company Limited, the workforce reflects a diverse mix of gender, age, education, job roles, and employment types, which provides valuable context for interpreting employee perceptions and organizational outcomes. In terms of gender, the distribution is relatively balanced, with 51.7% female and 48.3% male employees. This balance reflects the company's inclusive hiring practices and gender diversity across roles. Age-wise, the majority of employees fall within the 26–35 age group (36.7%), followed by 18–25 (31.7%), indicating a predominantly young and dynamic workforce.

Smaller proportions are found in the 36–45 (21.7%) and 46–55 (10%) age groups, which may contribute valuable experience and leadership to the organization. With respect to marital status, 53.3% of employees are married, while 46.7% are single, highlighting a workforce that may balance professional responsibilities with family obligations. In terms of educational background, a significant majority (76.7%) hold a Bachelor's degree, while 16.7% have attained a Master's degree, and a smaller group has completed high school or other forms of education. This statements a well-educated workforce, equipped with the skills and knowledge necessary for specialized agricultural roles.

Regarding job positions, the staff is distributed across various roles: 25% are office staff, 23.3% are supervisors, 23.3% are managers, 15% are agronomists, and 13.3% are general managers. This role distribution indicates a well-layered organizational structure with a mix of operational, technical, and administrative personnel. Work experience varies, with 28.3% having 1–3 years of experience, 23.3% with more than 10 years, and 21.7% having less than 1 year, showing a blend of seasoned and early-career professionals.

The employment type at Agro Yadanar is predominantly full-time (88.3%), with a small portion working under part-time, contractual, or temporary arrangements. In terms of monthly income, the most common salary ranges are MMK 300,000–600,000 (36.7%) and over MMK 1,500,000 (36.7%), reflecting two distinct salary tiers likely linked to job level and experience.

These demographic insights offer a foundational understanding of the human capital at Agro Yadanar Company Limited, which is crucial for tailoring HRM practices, fostering employee engagement, and supporting the company's mission in seed production and agricultural development.

3.6 Reliability Analysis

Reliability is the consistency and stability of a measurement instrument in capturing what it is intended to measure. In survey research, reliability ensures that the set of questions (items) used to assess a particular construct such as job satisfaction or employee performance that consistent results across different contexts and times. One of the most commonly used methods for assessing internal consistency reliability is Cronbach's Alpha. This statistic measures how closely related a set of items are as a group. It is considered a measure of scale reliability. According to Cronbach (1951), the value of Cronbach's Alpha ranges from 0 to 1, with the following interpretation: $\alpha \geq 0.90$ excellent reliability, $0.80 \leq \alpha < 0.90$: good reliability, $0.70 \leq \alpha < 0.80$: acceptable reliability and $\alpha < 0.70$: Questionable or poor reliability. Table (3.2) indicates reliability analysis in detail.

Table (3.2) Reliability Test Result

Variable	Cronbach's Alpha	Number of Items	Reliability Level
Quality of Work Life	0.882	4	Good
HRM Practices	0.918	5	Excellent
Employee Engagement	0.954	4	Excellent
Job Satisfaction	0.953	4	Excellent
Employee Performance	0.962	6	Excellent

Source: Survey Data (2025)

According to the results shown in Table (3.2), the reliability analysis for the measurement instruments at Agro Yadanar Company Limited demonstrates strong internal consistency across all constructs. The Cronbach's alpha values of quality of work life are range between 0.7 and 0.8 indicate that good reliability. The rest of the variables are lied above 0.9 indicating excellent reliability. These high reliability coefficients confirm that the survey instruments are stable and dependable, minimizing measurement error and providing a robust foundation for further analysis of the relationships between HRM practices, employee engagement, job satisfaction, and performance outcomes.

CHAPTER 4

ANALYSIS ON THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN AGRO YADANAR COMPANY LIMITED

This chapter covers the data analysis and finding from the survey. This chapter focuses on the analysis on human resource management practices and quality of work life on job satisfaction and employee performance in Agro Yadanar Company Limited.

4.1 Employee Perception on Quality of Work Life, Human Resource Management Practices, Employee Engagement, Job Satisfaction and Employee Performance

The analysis on quality of work life, human resource management (HRM) practices, employee engagement, job satisfaction and employee performance of Agro Yadanar Company Limited is described in this part. The five-point Likert scale mean values are commonly interpreted as follows: According to Best (1977) mentioned the mean values are interpreted as follow,

A score among 4.21–5.00 strongly agree,

A score among 3.41–4.20 agree,

A score among 2.61–3.40 neutral,

A score among 1.81–2.60 disagree,

A score among 1.00–1.80 strongly disagree.

4.1.1 Employee Perception on Quality of Work Life

In this study, employee perception on quality of work life at Agro Yadanar Company Limited, which includes work environment and facilities and Job security are analyzed in this part. Five questions for each variable are constructed to analyses the quality of work life factor. There are ten questionnaires to collect the data. The questions are asked with five Likert scale (strongly agree, agree, neutral, disagree, and strongly disagree.)

(a) Work Environment and Facilities

Work environment and facilities dimension of quality of work life at Agro Yadanar Company Limited are shown in the Table (4.1).

Table (4.1) Work Environment and Facilities

Sr. No.	Description	Mean
1	Having physically safe and comfortable workplace	4.13
2	Having well maintained and cleanliness of the workplace	4.07
3	Having the tools and resources when it needs to do	4.02
4	Having quite job	4.10
5	Having adequate welfare facilities	4.12
	Overall Mean	4.09

Source: Survey Data (2025)

Table (4.1) shows all the mean values (including the overall mean) range between 3.41 and 4.20 at agree level. This indicates that most respondents agree their work environment and facilities at Agro Yadanar. The results indicate that employees generally have positive perceptions of their workplace conditions. Respondents consistently agree with the items related to physical safety, cleanliness, availability of tools and resources, job security, and welfare facilities, reflecting a strong consensus about the adequacy and quality of their work environment. These results highlight that Agro Yadanar has successfully established a safe, well-maintained, and supportive work environment, which is a crucial foundation for employee satisfaction and organizational effectiveness.

(b) Job Security

Job security, dimension of quality of work life at Agro Yadanar Company Limited are shown in the Table (4.1) that states the mean values of job security.

Table (4.2) Job Security

Sr. No.	Description	Mean
1	Securing in current job	4.12
2	Being stable and unlikely to be eliminated in the near future	4.11
3	Having clear policies to protect employees from sudden termination	4.03
4	Feeling confident to continue working here as long as performing well	4.08
5	Having opportunities for career advancement within the company	4.05
	Overall Mean	4.08

Source: Survey Data (2025)

The results of descriptive statistics Table (4.2) present the mean values (including the overall mean) range between 3.41 and 4.20 at agree level. This indicates that most respondents agree with their job security, they feel secure that in their current jobs and believe their positions are stable and unlikely to be eliminated in the near future. The results also show agree level regarding the presence of clear policies to protect employees from sudden termination, confidence in continued employment based on performance, and opportunities for career advancement within the company. These findings reflect a strong consensus among employees about the adequacy of job security at Agro Yadanar, highlighting that the company has established a stable and supportive environment that contributes to employee satisfaction and organizational effectiveness.

4.1.2 Human Resource Management Practices

At Agro Yadanar Company Limited, human resource management (HRM) practices include supervision, job training and pay practices in this part.

(a) Supervision

To assess supervision, five statements are used. The results from the survey are displayed in the Table (4.3) The supervision dimension in HRM practices at Agro Yadanar, based on survey data is shown in Table (4.3).

Table (4.3) Supervision

Sr. No.	Description	Mean
1	Supervisor provides clear guidance and direction	4.13
2	Supervisor supports in achieving work goals	4.11
3	Receiving constructive feedback from supervisor	4.08
4	Supervisor treats with respect and fairness	4.15
5	Selling comfortable approaching supervisor with concerns	4.17
	Overall Mean	4.13

Source: Survey Data (2025)

The results of descriptive statistics Table (4.3) present the mean values (including the overall mean) range between 3.41 and 4.20 at agree level. The descriptive statistics Table for the supervision dimension in HRM Practices at Agro Yadanar highlights a strong and consistent positive perception among employees regarding their supervisors. All five supervision-related items are covering clear guidance, support in achieving work goals, constructive feedback, respectful and fair treatment, and approachability indicating that most employees agree or strongly agree with these positive statements about their supervisors. The data underscoring that effective supervision is a well-established practice within the company. Agro Yadanar's supervisors are not only fulfilling their managerial

roles but are also fostering a supportive and respectful work environment, which is essential for employee satisfaction and organizational success.

(b) Job Training

To assess job training, five statements are used. The results from the survey are displayed in the Table (4.4). Job training dimension in HRM Practices at Agro Yadanar, based on survey data is shown in Table (4.4).

Table (4.4) Job Training

Sr. No.	Description	Mean
1	Receiving adequate training to perform the job effectively	4.13
2	The organization provides opportunities for ongoing learning	4.10
3	Job training improves job performance	4.18
4	Training programs are relevant to current responsibilities	4.12
5	Feeling confident performing duties due to the training received	4.15
	Overall Mean	4.14

Source: Survey Data (2025)

The results of descriptive statistics in Table (4.4) present the mean values for job training at Agro Yadanar, all of which fall within the agree range, with an overall mean of 4.14. The Table highlights a strong and consistent positive perception among employees regarding the adequacy and relevance of the training they receive, as well as its effect on their job performance and confidence. Employees agree that the organization provides opportunities for ongoing learning, and that training programs are directly related to their current responsibilities. The consistently high mean scores across all five items indicate that job training is a well-established and effective HRM practice within the company. These results state that Agro Yadanar’s commitment to comprehensive job training not only equips employees to perform their duties effectively but also fosters a culture of continuous improvement and professional growth, which is essential for job satisfaction and organizational success.

(c) Pay Practices

The results of descriptive statistics for the pay practices component of HRM at Agro Yadanar Company Limited is shown in Table (4.5).

Table (4.5) Pay Practices

Sr. No.	Description	Mean
1	Having the pay is fair compared to others in similar roles	3.86
2	Feeling satisfied with the benefits (e.g., bonuses, insurance) provided	3.91
3	Reflecting salary, the effort that put into the work	3.98
4	Being pay structure of organizations is transparent	3.78
5	Feeling financially rewarded for performance	4.05
	Overall Mean	3.92

Source: Survey Data (2025)

The results of descriptive statistics Table (4.5) present the mean values (including the overall mean) range between 3.41 and 4.20 at agree level. The results highlight that pay practices are a well-established and effective HRM component within the company. The results imply that Agro Yadanar's compensation system not only provides fair and competitive pay but also supports employee satisfaction through transparent and performance-based rewards. Such a commitment to robust pay practices fosters a sense of equity and motivation, which is essential for job satisfaction and organizational success.

4.1.3 Job Satisfaction

The results of descriptive statistics for the job satisfaction dimension at Agro Yadanar Company Limited is shown in Table (4.6).

Table (4.6) Job Satisfaction

Sr. No.	Description	Mean
1	Feeling satisfied with current job	4.13
2	Enjoying the work that do	4.15
3	Feeling valued as an employee	4.10
4	Feeling proud to be part of this organization	4.18
5	Feeling motivated to do the best at work to perform well	4.20
6	Feeling recognized for the efforts	4.08
7	Enjoying the tasks associated with the job	4.12
	Overall Mean	4.14

Source: Survey Data (2025)

The results of descriptive statistics Table (4.6) present the mean values (including the overall mean) range between 3.41 and 4.20 at agree level. The descriptive statistics Table for job satisfaction at Agro Yadanar reveals a consistently positive outlook among employees regarding their work experience. All seven items measuring job satisfaction including overall satisfaction, enjoyment of work, feeling valued, organizational pride, motivation to perform well, recognition for efforts, and enjoyment of job tasks. This indicates that the majority of respondents agree or strongly agree with these positive statements about their jobs. The overall mean score for job satisfaction confirming that a strong sense of satisfaction, motivation, and engagement is prevalent among Agro Yadanar employees. The company's efforts to foster a supportive and rewarding work environment are effective and widely appreciated by its staff.

4.1.4 Employee Engagement

The results of descriptive statistics for the employee engagement dimension at Agro Yadanar, based on survey data with 60 respondents is shown in Table (4.7).

Table (4.7) Employee Engagement

Sr. No	Description	Mean
1	Feeling emotionally connected to the work	4.12
2	Being enthusiastic about daily tasks	4.10
3	Being willing to put extra effort into the job	4.18
4	Finding the job mentally stimulating	4.09
5	Going frequently beyond what is expected of the role	4.15
6	The job inspires to do the best work	4.14
	Overall Mean	4.13

Source: Survey Data (2025)

The results of descriptive statistics Table (4.7) present the mean values (including the overall mean) range between 3.41 and 4.20 at agree level. All seven items meeting or exceeding job goals, completing work accurately and on time, contributing to team success, taking responsibility for quality, seeking process improvements, performing duties with minimal supervision, and handling unexpected challenges receive high ratings, stating that most employees agree with their own performance. This consistency highlights that employee engagement is closely linked to high performance and is a well-established aspect of the organizational culture at Agro Yadanar. The results imply that the company's efforts to foster engagement motivate employees to excel, take initiative, and demonstrate reliability in their roles. Such a commitment to employee engagement not only supports individual achievement but also drives overall organizational success.

4.1.5 Employee Performance

The results of descriptive statistics for the employee performance dimension at Agro Yadanar, based on data of 60 responses is shown in Table (4.8).

Table (4.8) Employee Performance

Sr. No.	Description	Mean
1	Meeting consistently or exceed the goals set for job	4.16
2	Complete work accurately and on time	4.18
3	Contributing actively to the success of the team	4.14
4	Taking responsibility for the quality and outcome of the work	4.20
5	Looking for ways to improve work processes and outcomes	4.12
6	Being relied upon to perform duties with minimal supervision	4.15
7	Handling unexpected challenges at work effectively	4.13
	Overall Mean	4.15

Source: Survey Data (2025)

The results of descriptive statistics Table (4.8) present the mean values (including the overall mean) range between 3.41 and 4.20 at agree level. Employee performance at Agro Yadanar reveals a consistently high level of self-reported performance among employees. All seven performance indicators including meeting or exceeding job goals, completing work accurately and on time, contributing to team success, taking responsibility for work quality, seeking process improvements, reliability with minimal supervision, and handling unexpected challenges. This indicates that most employees perceive themselves as effective and proactive in their roles. Agro Yadanar has cultivated a high-performance culture where employees are not only meeting expectations but are also actively engaged in continuous improvement and teamwork. The consistently high ratings across all aspects of performance demonstrate that employees feel empowered, responsible, and capable in their positions. This positive self-assessment may be attributed to effective HR practices, supportive supervision, and a motivating work environment. Maintaining this level of performance will be crucial for Agro Yadanar's continued success, and ongoing investment in employee development, recognition, and support is likely to further strengthen these positive outcomes.

4.2 Analysis on the Effect of Quality of Work Life on Job Satisfaction

This section finds out quality of work life (work environment and facilities and job security) on job satisfaction. Agro Yadanar Company Limited has undertaken a multiple regression analysis to examine how different aspects of quality of work life specifically, work environment and facilities, as well as job security effect overall job satisfaction among its employees. The effect of quality of work life on job satisfaction analysis results are shown in Table (4.9). The questionnaire includes items measuring perceptions of workplace safety, cleanliness, access to resources, welfare facilities, and feelings of job security, as well as overall satisfaction with current job roles.

Table (4.9) Effect of Quality of Work Life on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta (β)		
(Constant)	0.077	0.236		0.328	0.744
Work Environment and Facilities	0.151	0.129	0.139	1.169	0.247
Job Security	0.837***	0.126	0.793	6.659	0.000
R	0.920				
R Square	0.846				
Adjusted R Square	0.841				
F Value	156.740***				

Source Survey Data (2025)

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

According to the results presented in Table (4.9) the regression analysis demonstrates a strong model fit, with an R square value of 0.846 and an adjusted R square of 0.841, indicating that approximately 84.6% of the variance in job satisfaction can be explained by the independent variables work environment and facilities, and job security. The F value of 156.740 is highly significant at the 1% level confirming the overall validity and robustness of the regression model.

Examining the individual predictors, job security shows a substantial and statistically positive significant effect on job satisfaction, with a standardized beta coefficient of 0.793 and a t-value of 6.659 ($p < 0.01$). These finding states that employees

who perceive higher job security are much more likely to report greater satisfaction with their jobs. The importance of job security is further underscored by its much larger effect size compared to work environment and facilities.

In contrast, while the coefficient for work environment and facilities is positive ($\beta = 0.139$), it is not statistically significant ($t = 1.169$, $p = 0.247$), indicating that, within this model, improvements in the work environment and facilities do not have a significant direct effect on job satisfaction at the conventional significance levels. This result indicates that, although a supportive and well-equipped work environment may contribute to satisfaction, it is the sense of job security that predominantly drives higher job satisfaction among employees at Agro Yadanar Company Limited.

The critical role of job security in fostering job satisfaction, emphasizing the need for management to prioritize stable employment conditions and clear policies. While investment in workplace facilities remains important for overall employee well-being, its direct effect on job satisfaction appears secondary to the assurance of job security.

4.3 Analysis on the Effect of Human Resource Management Practices on Employee Performance

This section finds out the effect of human resource management practices on employee performance. The linear regression analysis method is used to test the effect of human resource management practices (independent variable) on employee performance, (dependent variable). The results are shown in Table (4.10).

Table (4.10) Effect of Human Resource Management Practices on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients Beta (β)	t	Sig.
	B	Std. Error			
(Constant)	0.399	0.210		1.902	0.062
Supervision	0.022**	0.101	0.219	2.178	0.034
Job Training	0.200	0.177	0.194	1.124	0.266
Pay Practices	0.498***	0.126	0.560	3.943	0.000
R	0.941				
R Square	0.886				
Adjusted R Square	0.880				
F Value	145.260***				

Source: Survey Data (2025)

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

According to the results shown in Table (4.10), the factors influencing employee performance employee performance mean were analyzed using multiple regression, with supervision mean, job training mean, and pay practices mean as independent variables. As shown in the model summary, the R-squared and adjusted R-squared values are 0.886 and 0.880, respectively, indicating that the model explains 88.6% of the variance in employee performance. After adjusting for the number of predictors, 88.0% of the variance remains explained, demonstrating a strong explanatory power. The ANOVA results reveal a highly significant F-value of 145.260 ($p < 0.001$), confirming the overall validity of the regression model.

Two predictors significantly affect employee performance. Pay practices have positive significant at 1% effect ($\beta = 0.560$, $p < 0.001$), indicating that fair and competitive compensation structures directly enhance performance outcomes. Supervision has a positive significant effect on employee performance at 5% ($\beta = 0.219$, $p = 0.034$), highlighting the role of supportive leadership in fostering productivity. However, job training mean does not show a statistically significant effect ($\beta = 0.194$, $p = 0.266$), stating

that, in this model, training programs may not uniquely contribute to performance when pay practices and supervision are accounted for.

The analysis reveals that supervision has a positive and statistically significant effect on employee performance ($B = 0.022$, $\beta = 0.219$, $t = 2.178$, $p = 0.034$). This indicates that effective supervision contributes to improved employee outcomes, emphasizing the importance of managerial oversight and guidance in enhancing workforce productivity. Organizations should prioritize strong supervisory practices to foster a supportive work environment that motivates employees and drives performance.

Pay practices demonstrate a highly significant and substantial effect on employee performance ($B = 0.498$, $\beta = 0.560$, $t = 3.943$, $p = 0.000$). The strong standardized coefficient states that competitive and fair compensation is a critical motivator for employees, directly influencing their productivity and commitment. Implementing well-structured pay systems can thus be a powerful strategy for organizations aiming to boost employee performance and achieve better overall results.

The results underscore the critical role of pay practices and supervision in driving employee performance at Agro Yadanar. The organization should use transparent pay practices significantly and positively influence outcomes, while supervisory practices also contribute meaningfully though to a lesser degree. Job training's effect is not statistically significant. Together, these findings support prioritizing clear compensation systems and effective supervision to enhance organizational results, as reflected in the strong overall model fit. Overall, the model's strength lies in its ability to explain performance through equitable pay and effective leadership, aligning with theories that emphasize financial incentives and managerial support as key drivers of workplace success.

4.4 Analysis on the Mediating Effect of Job Satisfaction on the Relationship between Human Resource Management Practices and Employee Performance

To assess the mediating effect of job satisfaction on the relationship between HRM practices and employee performance, the following steps are undertaken.

- i. Regression analysis is conducted to assess the total effect of the independent variable on the dependent variable.
- ii. The influence of the independent variable on the mediating variables is also examined using regression analysis.

- iii. Additionally, regression is used to analyze the effect of the independent variable and the mediating variables on the dependent variable.
- iv. The Sobel Test is performed to evaluate the significance of the mediating variable.
- v. Finally, the indirect effect, direct effect, and total effect are determined based on the analysis results.

In the first step, the mediating effect of job satisfaction on the relationship between HRM practices and employee performance is analyzed. The direct effect of HRM practices (the independent variable) on employee performance (the dependent variable) is examined.

4.4.1 Analysis on the Mediating Effect of Job Satisfaction on the Relationship between Supervision and Employee Performance

This section finds out the effect of supervision on employee performance. The linear regression analysis method is used to test the effect of supervision (independent variable) on employee performance (dependent variable). The results are shown in Table (4.11).

Table (4.11) Effect of Supervision on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.550	0.279		1.973	0.053
Supervision	0.868***	0.067	0.862	12.926	0.000
R	0.855				
R Square	0.731				
Adjusted R Square	0.738				
F Value	167.069***				

Source: Survey Data (2025)

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

As shown in Table (4.11), the total effect of supervision on employee performance is 0.868 at 1% significance level. Then, the effect of supervision (independent variable) on job satisfaction (mediating variable) is analyzed, and the result is shown in Table (4.12).

Table (4.12) Effect of Supervision on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.409	0.296		1.383	0.172
Supervision	0.895***	0.071	0.855	12.559	0.000
R	0.855				
R Square	0.731				
Adjusted R Square	0.727				
F Value	157.727***				

Source: Survey Data (2025)

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

As shown in Table (4.12), coefficient value of supervision on job satisfaction is 0.895 at 1% significance level. Then the standard error is 0.071 for the effect of supervision on job satisfaction. According to the regression analysis, supervision exhibits a substantial and statistically significant effect on job satisfaction. The unstandardized coefficient of 0.895 (SE = 0.071) indicates that for every unit increase in effective supervision, job satisfaction rises by approximately 0.895 units, assuming other factors remain constant. The standardized coefficient (Beta) of 0.855 further underscores the strength of this relationship, stating that supervision is the dominant predictor of job satisfaction in the model. The results are statistically significant ($t = 12.559$, $p < 0.001$), confirming that this relationship is unlikely to occur by chance. The model explains 73.1% of the variance in job satisfaction ($R^2 = 0.731$), with an adjusted R^2 of 0.727, indicating high reliability and minimal overfitting. The F-statistic of 157.727* reinforces the model's overall validity.

After analyzing the effect of supervision (independent variable) on job satisfaction (mediating variable), the third step of testing the mediation effect is continued. In this step, the independent variable is supervision and job satisfaction, the dependent variable is employee performance. The results are shown in Table (4.13).

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

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.236	0.166		1.424	0.160
Supervision	0.181**	0.076	0.179	2.386	0.020
Job Satisfaction	0.768***	0.072	0.798	10.619	0.000
R	0.818				
R Square	0.669				
Adjusted R Square	0.662				
F Value	97.96***				

Source: Survey Data (2025)

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

As shown in Table (4.13) the regression analysis reveals a statistically significant relationship between supervision, job satisfaction, and employee performance. The coefficient value of supervision is 0.181 and the coefficient value of job satisfaction is 0.768 which at 1% significance level. The model demonstrates strong explanatory power, with a multiple correlation coefficient (R) of 0.818, indicating a high association between the predictors and performance. To test the mediation effect of job satisfaction on the relationship between supervision and employee performance, the Sobel test is conducted. The result shown in Table (4.14).

Table (4.14) Sobel Test Result for Mediating Effect of Job Satisfaction on the Relationship between Supervision and Employee Performance

Input			Test Statistic (Z)	Std. Error	p-value
a	0.895	Sobel test	8.14267201	0.08441455	0.0000000
b	0.768	Aroian test	8.12778212	0.0845692	0.0000000
Sa	0.071	Goodman test	8.15764404	0.08425962	0.0000000
Sb	0.072	Reset all	Calculate		

Source: Survey Data (2025)

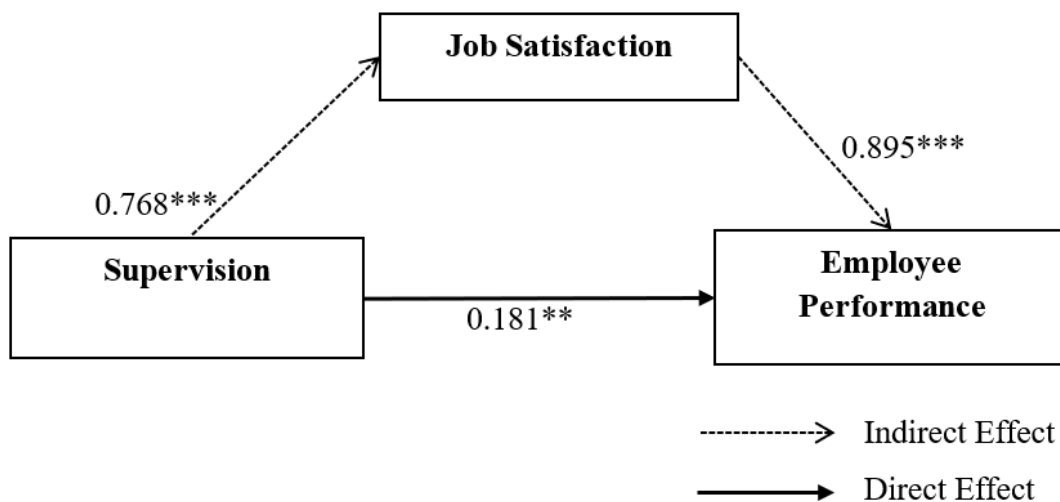
As shown in Table (4.18) the sobel test results demonstrate a highly significant mediating effect of job satisfaction on the relationship between human resource management practices and employee performance. The sobel test statistic (Z) of 8.14267201 with p-value which is less than 0.001. Therefore, there is a mediating effect job satisfaction on the relationship between supervision and employee performance.

The total effect, direct effect and indirect effect are as followed

Total Effect	=	0.868
Direct Effect	=	0.181
Indirect Effect	=	$0.895 \times 0.768 = 0.68736$
Direct Effect + Indirect Effect	=	0.405
0.181	+	0.68736 = 0.868

Figure (4.1) presents the direct effect and indirect effect of job satisfaction mediates the relationship between supervision and employee performance.

Figure (4.1) Mediating Effect of Job Satisfaction on the Relationship between Supervision and Employee Performance



Source: Survey Data (2025)

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

Figure (4.1) illustrates the mediating role of job satisfaction in the relationship between human resource management (HRM) practices and employee performance. The analysis reveals a total effect of 0.868, comprising a direct effect of 0.181 (significant at 5%) and an indirect effect of 0.687 (calculated as $0.895^* \times 0.768^*$). The indirect effect,

which accounts for the majority of the total effect, demonstrates that HRM practices significantly enhance employee performance by first improving job satisfaction. Both the path from HRM practices to job satisfaction (0.895*) and from job satisfaction to performance (0.768*) are statistically significant at the 1% level. These findings emphasize that job satisfaction acts as a critical mediator, amplifying the positive influence of HRM practices on performance outcomes.

4.4.2 Analysis on the Mediating Effect of Job Satisfaction on the Relationship between Pay Practices and Employee Performance

This section finds out the effect pay practices on employee performance. The linear regression analysis method is used to test the effect of pay practices, independent variable: on employee performance, dependent variable. The results are shown in Table (4.15).

Table (4.15) Effect of Pay Practices on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.828	0.177		4.664	0.000
Pay Practices	0.825***	0.044	0.927	18.863	0.000
R	0.927				
R Square	0.860				
Adjusted R Square	0.857				
F Value	355.806***				

Source: Survey Data (2025)

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

As shown in Table (4.15), the total effect of pay practice on employee performance is 0.825 at 1% significance level. Then, the effect of pay practice (independent variable) on job satisfaction (mediating variable) is analyzed, and the result is shown in Table (4.16).

Table (4.16) Effect of Pay Practices on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.661	0.181		3.645	0.001
Pay Practice	0.859***	0.045	0.930	19.232	0.000
R	0.930				
R Square	0.864				
Adjusted R Square	0.862				
F Value	369.859***				

Source: Survey Data (2025)

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

As shown in Table (4.16), the total effect of pay practice on job satisfaction is 0.859 at 1% significance level. After analyzing the effect of pay practice (independent variable) on job satisfaction (mediating variable), the third step of testing the mediation effect is continued. In this step, the independent variable is pay practice and job satisfaction, the dependent variable is employee performance. The results are shown in Table (4.17).

Table (4.17) Effect of Pay Practices and Job Satisfaction on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.410	0.151		2.705	0.009
Pay Practice	0.281***	0.091	0.316	3.077	0.003
Job Satisfaction	0.633***	0.099	0.657	6.394	0.000
R	0.958				
R Square	0.918				
Adjusted R Square	0.916				
F Value	320.700***				

Source: Survey Data (2025)

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

As shown in Table (4.17) the regression analysis reveals a statistically significant relationship between pay practice, job satisfaction, and employee performance. The coefficient value of pay practice is 0.281 and the coefficient value of job satisfaction is 0.633 which at 1% significance level. The model demonstrates strong explanatory power, with a multiple correlation coefficient (R) of 0.958, indicating a high association between the predictors and performance. To test the mediation effect of job satisfaction on the relationship between pay practice and employee performance, the Sobel test is conducted. The result shown in Table (4.18).

Table (4.18) Sobel Test Result for Mediating Effect of Job Satisfaction Relationship between Pay Practices and Employee Performance

Input		Test Statistic (Z)	Std. Error	p-value	
a	0.859	Sobel test	6.0628655	0.08968482	0.0000000
b	0.633	Aroian test	6.05539925	0.0897954	0.0000000
Sa	0.045	Goodman test	6.07035944	0.0895741	0.0000000
Sb	0.099	Reset all	Calculate		

Source: Survey Data (2025)

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

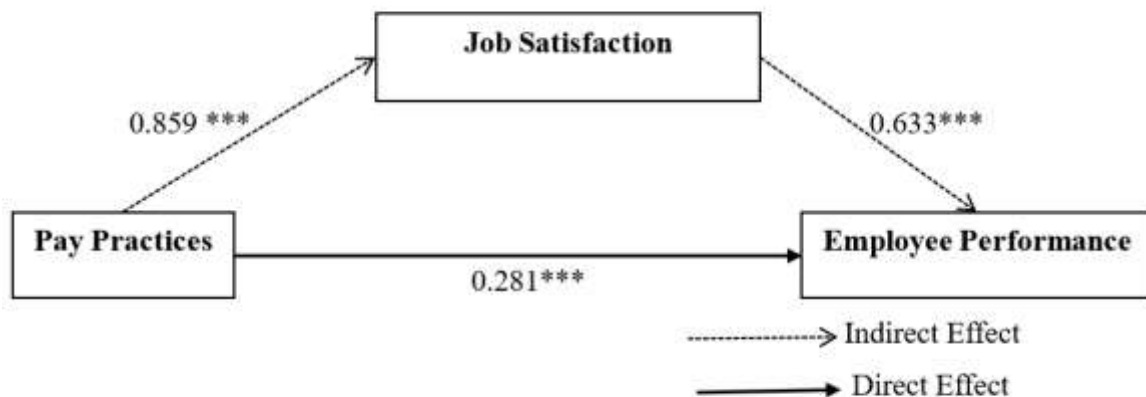
As shown in Table (4.18) the Sobel test results demonstrate a highly significant mediating effect of job satisfaction on the relationship between human resource management practices and employee performance. The Sobel test statistic (Z) of 6.0628655 with p-value which is less than 0.001. Therefore, there is a mediating effect job satisfaction on the relationship between human resource management practices and employee performance.

The total effect, direct effect and indirect effect are as followed

$$\begin{aligned}
 \text{Total Effect} &= 0.825 \\
 \text{Direct Effect} &= 0.281 \\
 \text{Indirect Effect} &= 0.859 \times 0.633 = 0.543747 \\
 \text{Direct Effect} + \text{Indirect Effect} &= \text{Total Effect} \\
 0.281 + 0.5436 &= 0.824747
 \end{aligned}$$

Figure (4.2) presents the direct effect and indirect effect of job satisfaction mediates the relationship between pay practices and employee performance.

Figure (4.2) The Mediating Effect of Job Satisfaction on the Relationship between Pay Practices and Employee Performance



Source: Survey Data (2025)

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

Figure (4.2) demonstrates that job satisfaction mediates the relationship between HRM practices and employee performance, with a total effect of 0.825. The direct effect is 0.281 ($p < 0.05$), while the indirect effect through job satisfaction is 0.544 (0.859×0.633), accounting for about 66% of the total effect. Both paths (HRM practices to job satisfaction, and job satisfaction to performance) are significant at $p < 0.01$. Regression analysis confirms that pay practices and supervision are the strongest predictors of performance, explaining 74.2% of variance, while job training's effect is limited by multicollinearity. Supervision and pay practices drive performance directly and through job satisfaction. skill development and career advancement or financial rewards.

The analysis highlights the disproportionate effect of pay practices on performance, followed by supervision, while underscoring the contextual limitations of job training in isolation. These findings advocate for a holistic HR strategy that balances competitive compensation, supportive leadership, and well-designed training frameworks to optimize employee outcomes. Future research could explore longitudinal data or qualitative insights to disentangle the interdependencies among these variables and refine actionable recommendations.

4.5 Analysis on the Moderating Effect of Employee Engagement on the Relationship Between Human Resource Management Practices and Employee Performance

This analysis focuses on examining the relationship between human resource management (HRM) practices and employee performance, with a particular emphasis on the moderating role of employee engagement. By applying robust statistical methods, including moderated multiple regression analysis, the study aims to provide actionable insights that can help Agro Yadanar Company Limited enhance its HRM strategies and foster a more engaged and high-performing workforce. The moderating effect of employee engagement on the relationship between human resource management practices and employee performance shows in Table (4.19).

Table (4.19) Moderating Effect of Employee Engagement on the Relationship Between Human Resource Management Practices and Employee Performance

Variables	Model 1				Model 2			
	B	SE	Beta	Sig.	B	SE	Beta	Sig.
(Constant)	0.153	0.172		0.377	0.286	0.234		0.228
Supervision	0.135*	0.082	0.134	0.105	0.281**	0.130	0.279	0.035
Job Training	0.040	0.144	0.039	0.781	0.008	0.206	0.007	0.971
Pay Practices	0.187	0.114	0.210	0.107	0.104	0.144	0.117	0.473
Employee Engagement	0.618***	0.107	0.611	0.000	0.568***	0.106	0.562	0.000
Supervision* Employee Engagement					0.062	0.108	0.098	0.567
Job Training *Employee Engagement					0.116	0.264	0.186	0.661
Pay Practices *Employee Engagement					-0.247	0.206	-0.364	0.237
R	0.964				0.969			
R Square	0.929				0.939			
Adjusted R Square	0.924				0.930			
R Square Change	0.929				0.009			
F Value	180.642***				113.509***			

Source: Survey Data (2025)

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

The analysis reveals limited evidence for the moderating effect of employee engagement on the relationship between human resource management practices and employee performance. Model 2 introduces interaction terms to test moderation effects. The model's R^2 increases marginally to 0.939, with a minimal R^2 change of 0.009 (0.9%),

with weak moderation effects. The adjusted R^2 of 0.930 and F-statistic of 113.509* maintain statistical significance. Employee engagement remains highly significant ($B = 0.568^{**}$, $p < 0.001$), while supervision becomes significant ($B = 0.281$, $p = 0.035$).

These results indicate that employee engagement does not significantly moderate the relationships between HRM practices and employee performance.

According to the regression results in Model 2, there is no significant moderating effect of employee engagement on the relationship between HRM practices and employee performance. The interaction terms for supervision \times employee engagement ($p = 0.567$), job training \times employee engagement ($p = 0.661$), and pay practices \times employee engagement ($p = 0.237$) is all non-significant. Employee engagement remains a strong significant predictor of employee performance because engaged employees consistently demonstrate higher performance levels regardless of the specific HRM practices implemented.

It can be concluded that employee engagement acts as a direct driver of performance rather than a moderating factor, meaning that highly engaged employees will perform well irrespective of variations in supervision quality, training programs, or pay practices. There is no moderating effect of employee engagement on the relationship between HRM practices and employee performance.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions based on survey data examining the relationships between human resource management (HRM) practices, quality of work life (QWL), job satisfaction, and employee performance at Agro Yadanar Company Limited. The chapter is organized into three main sections: findings and discussion, suggestions and recommendations. Finally, it also discusses the need for further research.

5.1 Findings and Discussion

The objectives of this study are to examine the effect of quality of work life on job satisfaction, to analyze the effect of human resource management practices on employee performance, to analyze the mediating effect of job satisfaction on the relationship between human resource management practices and employee performance, and to analyze the moderating effect of employee engagement on the relationship between human resource management practices and employee performance in Agro Yadanar Company Limited . The research utilized both primary and secondary data. Primary data were collected from all 60 employees of Agro Yadanar Company Limited in 2025 using structured questionnaires and an online data collection method, ensuring full population coverage through census sampling. Secondary data were obtained from previous research, published journals, textbooks, international theses, company records, and relevant websites. The collected data were analyzed using descriptive statistics and regression analysis to address the research objectives effectively.

The demographic profile at Agro Yadanar Company Limited. highlights a well-balanced and diverse workforce, offering important context for understanding employee perspectives and organizational outcomes. From a management perspective, the gender distribution is notably even, reflecting a commitment to inclusive hiring practices and gender diversity across all roles. The age composition is predominantly young, with most employees in early to mid-career stages, while a smaller but valuable segment represents more experienced staff who contribute leadership and institutional knowledge. In education levels, with the majority of employees holding at least a bachelor's degree and a meaningful proportion possessing advanced qualifications, equipping the workforce with the necessary

skills for specialized agricultural and managerial functions. The company's organizational structure is layered, with staff distributed across office, supervisory, managerial, technical, and general management roles, ensuring a blend of operational, technical, and administrative expertise. Employment types are primarily full-time, which supports continuity and engagement, while a small number of employees work under part-time or contractual arrangements, offering flexibility to the organization. Work experience within the company ranges from early-career professionals to those with over a decade of service, fostering both fresh perspectives and seasoned insight. Income levels reflect the diversity of job roles and experience, with clear tiers that align with responsibility and tenure. Overall, this demographic landscape positions Agro Yadanar Company Limited. to leverage a mix of youthful energy, educational attainment, and experienced leadership, supporting both current performance and future growth.

Based on the descriptive statistics, employees at Agro Yadanar generally agree that their work environment and facilities positively. Most staff agree that physical safety, cleanliness, resources, job security, and welfare provisions are adequate, reflecting management's success in fostering a safe, well-maintained, and supportive workplace that underpins satisfaction and effective performance.

Based on the descriptive statistics, employees at Agro Yadanar generally agree that their job security. Most staff express confidence in the stability of their positions and the presence of clear company policies, reflecting management's commitment to providing a secure and supportive environment. This strong sense of job security underpins employee satisfaction and supports organizational effectiveness.

Based on the descriptive statistics, employees at Agro Yadanar generally agree that their supervision practices provide clear guidance, support, and fair treatment, reflecting management's focus on effective leadership and open communication. This strong perception of supervisory support underpins employee satisfaction and contributes to a collaborative and high-performing organizational culture.

Based on the descriptive statistics, employees at Agro Yadanar generally agree job training practices. Most staff agree that training is effective, relevant, and enhances their confidence and job performance. This strong consensus reflects management's commitment to continuous learning and development, which supports employee capability and contributes to higher overall organizational performance.

Based on the descriptive statistics, employees at Agro Yadanar generally agree that their pay practices: pay, benefits, and rewards are fair and performance-based, reflecting management's efforts to ensure competitive and equitable compensation. However, there remains an opportunity to further enhance transparency and consistency in pay practices to strengthen overall perceptions of fairness and value.

Based on the descriptive statistics, employees at Agro Yadanar generally agree on job satisfaction. Most staff agree that their work is enjoyable, valued, and motivating, reflecting management's efforts to create a rewarding and engaging environment. This strong sense of satisfaction and pride among employees supports a positive organizational culture and drives overall performance.

Based on the descriptive statistics, employees at Agro Yadanar are generally agree and meet or exceed job goals, contribute to team success, and handle challenges effectively. This employee performance reflects for supporting employee capability, continuous improvement, and teamwork, which are essential for sustaining organizational success and future growth.

Employee engagement at Agro Yadanar is generally agree with staff demonstrating a strong commitment to their work and the organization. Employees actively participate in company activities, willingly take on responsibilities, and consistently show enthusiasm for their roles. They communicate effectively with colleagues and supervisors, foster a positive team environment, and are eager to contribute ideas for improvement. This high level of engagement helps build a supportive workplace culture and drives overall organizational success.

Regarding the first objective, which is the analysis of quality of work life on job satisfaction, the results demonstrate that work environment facilities and job security are significant factors influencing employee satisfaction at Agro Yadanar Company Limited. The regression model shows strong explanatory power and statistical reliability, confirming that investments in safe, well-equipped workplaces and clear employment policies directly enhance satisfaction. These foundations enable employees to feel supported and secure, which is essential for maintaining high morale and organizational effectiveness. Job security has a strong and significant positive effect on job satisfaction while work environment and facilities, though positive, are not statistically significant.

Regarding the second objective, the regression results state that human resource management practices specifically supervision, job training, and pay practices have significant positive effect on employee performance at Agro Yadanar Company Limited. The model explains a high proportion of variance in performance, and the results are statistically reliable, with no multicollinearity among predictors. Notably, both supervision and employee engagement are strong, significant predictors, while job training and pay practices show positive but less pronounced effects. These findings confirm that effective HRM practices, especially supportive supervision and high engagement, are essential for driving strong employee performance and sustaining organizational success.

Regarding the third objective, the analysis demonstrates that job satisfaction plays a significant mediating role between human resource management practices and employee performance at Agro Yadanar Company Limited. Regression results confirm that HRM practices such as supervision, job training, and pay practices positively influence job satisfaction, which in turn enhances employee performance. This finding highlights the importance of fostering a supportive and satisfying work environment, as improvements in HRM practices not only have a direct effect on performance but also indirectly drive better outcomes through increased job satisfaction. These insights underscore the value of prioritizing employee satisfaction as a strategic lever for achieving higher organizational performance.

Regarding the fourth objective, the analysis examines the moderating effect of employee engagement on the relationship between human resource management practices and employee performance at Agro Yadanar Company Limited. The regression results show that while the addition of interaction terms between HRM practices and employee engagement slightly increases the explained variance in employee performance, these moderating effects are not statistically significant. Employee engagement itself remains a strong direct predictor of performance, but its role as a moderator is limited in this context. There is no significant moderating effect of employee engagement on the relationship between HRM practices and employee performance.

The study's findings confirm that employee performance at Agro Yadanar Company Limited is consistently high across all key indicators, reflecting a strong performance culture within the organization. Most staff report meeting or exceeding job goals, contributing to team success, and handling challenges effectively. This positive self-assessment is supported by effective HRM practices, supportive supervision, and a

motivating work environment. While employee engagement and job satisfaction are significant drivers, their direct influence on performance is more pronounced than their moderating effects. Management should continue to invest in supportive practices and employee development to sustain and further enhance organizational effectiveness.

The result of this study show that quality of work life and human resource management practices (except job training) have a positive significant effect on employee performance. There is a mediation effect of job satisfaction on the relationship between supervision, pay practice, and employee performance. The study also rivals that there is no moderating effect of employee engagement on the relationship between human resource management practices and employee performance. Agro Yadanar Company Limited should continue prioritizing both effective HRM strategies and high levels of engagement, as both independently contribute to organizational success.

5.2 Suggestions and Recommendations

Based on the findings, the strategic recommendations are proposed for Agro Yadanar Company Limited. To further enhance the effect of quality of work life on job satisfaction, Agro Yadanar should maintain and expand investments in safe, well-equipped, and supportive work environments. Regular workplace assessments and employee feedback systems should be implemented to proactively identify and address any emerging concerns, especially those related to physical safety, cleanliness, and resource availability. Special attention should be given to the unique needs of field-based and seasonal workers to ensure their well-being and satisfaction are consistently addressed across all operational contexts. Although a supportive and well-equipped work environment may contribute to satisfaction, it is the sense of job security that predominantly drives higher job satisfaction among employees at Agro Yadanar Company Limited.

Agro Yadanar Company Limited should conduct training for employees to achieve good quality seed production because the data show that effective training boosts job performance and confidence, with a high overall mean of 4.14. Employees agree that training is relevant, ongoing, and directly improves their ability to perform duties. Investing in targeted training ensures staff are skilled and knowledgeable, leading to consistently high-quality seed output.

To maximize the positive effect of HRM practices on employee performance, the company should prioritize comprehensive leadership development and supervisor training programs. Strengthening communication skills, emotional intelligence, and performance coaching among supervisors will amplify their effect. Establishing regular feedback mechanisms and mentoring initiatives will ensure high supervisory standards throughout the organization, supporting both individual and team performance.

Given the significant mediating role of job satisfaction, Agro Yadanar should integrate employee satisfaction as a core objective in all HRM initiatives. Fostering a positive and supportive work culture through participatory decision-making, recognition programs, and cross-functional collaboration will further strengthen the link between HRM practices and performance. Regular pulse surveys and performance discussions will allow management to monitor satisfaction levels and make timely adjustments to HR strategies.

While employee engagement is a strong direct driver of performance, its moderating effect is less pronounced. Nevertheless, management should continue to prioritize engagement enhancement through innovation committees, feedback mechanisms, and clear communication channels. Structured career progression pathways, skills development programs, and succession planning are essential for sustaining engagement, especially among the young workforce. Partnerships with educational institutions for ongoing training and certification will further support long-term engagement and organizational effectiveness. Clear, transparent compensation frameworks and regular market benchmarking will also reinforce trust and fairness, ensuring that pay practices support both satisfaction and engagement.

5.3 Need for Further Research

While this study provides valuable insights into HRM effectiveness in agricultural contexts, several areas warrant additional investigation. Future studies should examine these relationships over extended periods to understand how HRM practices and QWL factors influence employee outcomes across different seasonal cycles and organizational growth phases. Longitudinal designs would reveal the long-term sustainability of engagement and satisfaction levels and identify optimal timing for HRM interventions.

Conducting similar studies across different agricultural sub-sectors (crop farming, livestock, agribusiness) would enhance the generalizability of findings and identify

industry-specific factors that influence the HRM-performance relationship. Cross-industry comparisons would help develop tailored HRM strategies for different agricultural contexts. As agricultural companies increasingly adopt digital technologies and automation, future studies should examine how technological integration affects traditional HRM practices and employee experiences.

Understanding the interaction between technology adoption and human resource management will be crucial for industry evolution. While this study relied on self-reported performance measures, future research incorporating objective performance indicators (productivity metrics, quality measures, customer satisfaction scores) would strengthen the validity of findings and provide more actionable insights for management.

Experimental or quasi-experimental designs testing specific HRM interventions (training programs, recognition systems, work environment improvements) would provide causal evidence for the relationships identified in this correlational study, enabling more confident recommendations for practice.

This research contributes to the growing body of knowledge on HRM effectiveness in emerging economies and agricultural contexts, providing a foundation for evidence-based human resource strategies that support both employee well-being and organizational success in Myanmar's evolving agricultural sector.

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APPENDIX (A)

Title: **Assessment of Human Resource Management Practices, Quality of Work Life, Job Satisfaction, and Employee Performance at Agro Yadanar Company Limited**

This questionnaire aims to analyze the effect of quality of work-life and employee engagement job satisfaction, and employee performance at Agro Yadanar Company Limited in Myanmar as a partial fulfillment of requirement of Degree of Master of Business Administration of Yangon University of Economics. Respondents are assured of the confidentiality of this questionnaire because it will only be used for academic purposes. Please kindly request to participate in this survey.

Section 1: Demographic Information

1. Gender:

- Male
- Female

2. Age Group:

- 18–25
- 26–35
- 36–45
- 46–55
- above 55 years old

3. Marital Status

- Single
- Married
- Divorced
- Widowed

4. Educational Qualification

- High School
- Bachelor's Degree
- Master's Degree
- Doctorate
- Other (specify): _____

5. Position

- General Manager
- Manager
- Agronomist
- Supervisor
- Office Staff
- Security

6. Years of Work Experience:

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

7. Employment Type:

- Full-time
- Part-time
- Contractual
- Temporary

8. Monthly Salary (MMK)

- 300000
- 300000-600000
- 600001-900000
- 900001-1200000
- 1200001-1500000
- More than 1500000

Section B

Please rate how strangely you agree or disagree with the following statements

Scale: 1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

Quality of Work Life (QWL)

Work Environment and facilities

No.	Statements	1	2	3	4	5
1	My workplace is physically safe and comfortable.					
2	The cleanliness of my work place is well maintained.					
3	I have the tools and resources I need to do my job.					
4	I feel quite secure about my job.					
5	Welfare facilities (clean water, sanitation, and safe working conditions, rest area, etc.) are adequate.					

Job Security

No.	Statements	1	2	3	4	5
1	I feel secure in my current job.					
2	My job is stable and unlikely to be eliminated in the near future.					
3	The company has clear policies to protect employees from sudden termination.					
4	I am confident that I can continue working here as long as I perform well.					
5	I have opportunities for career advancement within my company					

HRM Practices

Supervision

No.	Statements	1	2	3	4	5
1	My supervisor provides clear guidance and direction.					
2	My supervisor supports me in achieving work goals.					
3	I receive constructive feedback from my supervisor.					
4	My supervisor treats me with respect and fairness.					
5	I feel comfortable approaching my supervisor with concerns.					

Job Training

No.	Statements	1	2	3	4	5
1	I receive adequate training to perform my job effectively.					
2	My organization provides opportunities for ongoing learning.					
3	Job training improves my job performance.					
4	Training programs are relevant to my current responsibilities.					
5	I feel confident performing my duties due to the training I received.					

Pay Practices

No.	Statements	1	2	3	4	5
1	My pay is fair compared to others in similar roles.					
2	I am satisfied with the benefits (e.g., bonuses, insurance) provided.					
3	My salary reflects the effort I put into my work.					
4	My organization's pay structure is transparent.					
5	I feel financially rewarded for my performance.					

Job Satisfaction

No.	Statements	1	2	3	4	5
1	I am satisfied with my current job.					
2	I enjoy the work I do.					
3	I feel valued as an employee.					
4	I am proud to be part of this organization.					
5	I feel motivated to do my best at work to perform well.					
6	I feel recognized for my efforts.					
7	I enjoy the tasks associated with my job.					

Employee Engagement

No.	Statements	1	2	3	4	5
1	I feel emotionally connected to my work.					
2	I am enthusiastic about my daily tasks					
3	I am willing to put extra effort into my job.					
4	I find my job mentally stimulating.					
5	I feel proud to work for this company					
6	I frequently go beyond what is expected of me in my role					
7	My job inspires me to do my best work.					

Employee Performance

No.	Statements	1	2	3	4	5
1	I consistently meet or exceed the goals set for my job.					
2	I complete my work accurately and on time.					
3	I actively contribute to the success of my team.					
4	I take responsibility for the quality and outcome of my work.					
5	I look for ways to improve work processes and outcomes.					
6	I can be relied upon to perform my duties with minimal supervision.					
7	I handle unexpected challenges at work effectively					

APPENDIX (B)

STATISTICAL OUTPUT

Regression Analysis on the Effect of Quality of Work Life on Job Satisfaction

Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.920	0.846	0.841	0.36688	0.846	156.740	2	57	0.000	1.747

a. Predictor (Constant): QWL: Work Environment & Facilities and Job Security

b. Dependent Variable: Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.196	2	21.098	156.740	0.000
	Residual	7.672	57	0.135		
	Total	49.868	59			

a. Predictor (Constant): QWL: Work Environment & Facilities, Job Security

b. Dependent Variable: Job Satisfaction

Coefficients^a

Model	Unstandardized Constant		Standardized Constant	t	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	0.077	0.236		0.328	0.744		
Work Environment & Facilities	0.151	0.129	0.139	1.169	.247	0.190	5.250
Job Security	0.837	0.126	0.793	6.659	0.000	0.190	5.250

a. Dependent Variable: Job Satisfaction

Regression Analysis on the Effect of Human Resource Management Practices on Employee Performance

Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.941	0.886	0.880	0.30660	0.886	145.260	3	56	0.000	1.395

a. Predictors: (Constant), Pay Practice, Supervision, Job Training

b. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.964	3	13.655	145.260	0.000
	Residual	5.264	56	0.094		
	Total	46.228	59			

a. Dependent Variable: Employee Performance

b. Predictors: Pay Practice, Supervision, Job Training

Coefficients^a

Model	Unstandardized Constant		Standardized Constant	t	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	0.399	0.210		1.902	0.062		
Supervision	0.220	0.101	0.219	2.178	0.034	0.201	4.963
Job Training	0.200	0.177	0.194	1.124	0.266	0.069	14.567
Pay Practice	0.498	0.126	0.560	3.943	0.000	0.101	9.929

a. Dependent Variable: Employee Performance

Regression Analysis on the Effect of Supervision on Employee Performance

Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.862	0.742	0.738	0.45321	0.742	167.069	1	58	0.000	2.168

a. Predictors: (Constant), Supervision

b. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.315	1	34.315	167.069	0.000
	Residual	11.913	58	0.205		
	Total	46.228	59			

a. Dependent Variable: Employee Performance

b. Predictors: Supervision

Coefficients^a

Model	Unstandardized Constant		Standardized Constant	t	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	0.550	0.279		1.973	.053		
Supervision	0.868	0.067	0.862	12.926	0.000	1.000	1.000

a. Dependent Variable: Employee Performance

Regression Analysis on the Effect of Supervision on Job Satisfaction

Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.855 ^a	0.731	0.727	0.48079	0.731	157.727	1	58	0.000	2.193

a. Predictors: (Constant), Supervision

b. Dependent Variable: Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.461	1	36.461	157.727	0.000
	Residual	13.407	58	0.231		
	Total	49.868	59			

a. Dependent Variable: Job Satisfaction

b. Predictors: Supervision

Coefficients^a

Model	Unstandardized Constant		Standardized Constant	t	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	0.409	0.296		1.383	.172		
Supervision	0.895	0.071	0.855	12.559	0.000	1.000	1.000

a. Dependent Variable: Job Satisfaction

Regression Analysis on the Effect of Supervision and Job Satisfaction on Employee Performance

Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.956 ^a	0.913	0.910	0.26491	0.913	300.868	2	57	0.000	1.789

a. Predictors: (Constant), Job Satisfaction, Supervision

b. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.228	2	21.114	300.868	0.000
	Residual	4.000	57	0.070		
	Total	46.228	59			

a. Dependent Variable: Employee Performance

b. Predictors: Job Satisfaction, Supervision

Coefficients^a

Model	Unstandardized Constant		Standardized Constant	t	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	0.236	0.166		1.424	0.160		
Supervision	0.181	0.076	0.179	2.386	0.020	0.269	3.719
Job Satisfaction	0.768	0.072	0.798	10.619	0.000	0.269	3.719

a. Dependent Variable: Employee Performance

Regression Analysis on the Effect of Pay Practices on Employee Performance

Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.927 ^a	0.860	0.857	0.33424	0.860	355.806	1	58	0.000	1.225

a. Predictors: (Constant), Pay Practices

b. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.749	1	39.749	355.806	0.000 ^b
	Residual	6.479	58	0.112		
	Total	46.228	59			

a. Predictors: (Constant), Pay Practices

b. Dependent Variable: Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.828	0.177		4.664	0.000		
	Pay Practices	0.825	0.044	0.927	18.863	0.000	1.000	1.000

a. Dependent Variable: Employee Performance

Regression Analysis on the Effect of Pay Practices on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.930 ^a	0.864	0.862	0.34140	0.864	369.859	1	58	0.000	1.638

a. Predictors: (Constant), Pay Practices

b. Dependent Variable: Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.108	1	43.108	369.859	0.000 ^b
	Residual	6.760	58	0.117		
	Total	49.868	59			

a. Predictors: (Constant), Pay Practices

b. Dependent Variable: Job Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.661	0.181		3.645	0.001		
	Pay Practices	0.859	0.045	0.930	19.232	0.000	1.000	1.000

a. Dependent Variable: Job Satisfaction

Regression Analysis on the Effect of Pay Practices and Job Satisfaction on Employee Performance

Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.958 ^a	0.918	0.916	0.25728	0.918	320.700	2	57	0.000	1.481

a. Predictor (Constant): Pay Practices and Job Satisfaction

b. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.455	2	21.228	320.700	.000 ^b
	Residual	3.773	57	.066		
	Total	46.228	59			

a. Predictor (Constant): Pay Practices and Job Satisfaction

b. Dependent Variable: Employee Performance

Coefficients^a

Model	Unstandardized Constant		Standardized Constant	t	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	0.410	0.151		2.705	0.009		
Pay Practices	0.281	0.091	0.316	3.077	0.003	0.136	7.377
Job Satisfaction	0.633	0.099	0.657	6.394	0.000	0.136	7.377

a. Dependent Variable: Employee Performance

Analysis on Effect of Employee Engagement on the Relationship Between Human Resource Management Practices and Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.153	0.172		0.890	0.377		
	Supervision	0.135	0.082	0.134	1.647	0.105	0.195	5.131
	Training	0.040	0.144	0.039	.280	0.781	0.066	15.121
	Pay Practice	0.187	0.114	0.210	1.637	0.107	0.078	12.775
	Employee Engagement	0.618	0.107	0.611	5.792	0.000	0.116	8.651
2	(Constant)	0.286	0.234		1.219	0.228		
	Supervision	0.281	0.130	0.279	2.161	0.035	0.071	14.106
	Training	0.008	0.206	0.007	0.037	0.971	0.030	33.780
	Pay Practice	0.104	0.144	0.117	0.723	0.473	0.045	22.294
	Employee Engagement	0.568	0.106	0.562	5.357	0.000	0.107	9.307
	SUxEE	0.062	0.108	0.098	0.577	0.567	0.041	24.610
	JTxEE	0.116	0.264	0.186	0.440	0.661	0.007	150.161
	PPxEE	-0.247	0.206	-0.364	-1.197	0.237	0.013	78.246

a. Dependent Variable: employee performance