

UNIVERSITY OF CO-OPERATIVE AND MANAGEMENT, SAGAING
DEPARTMENT OF MANAGEMENT STUDIES
HUMAN RESOURCE DEVELOPMENT PROGRAMME
MASTER OF BUSINESS ADMINISTRATION

FACTORS INFLUENCING ON JOB SATISFACTION AND
EMPLOYEE RETENTION IN
DIR-ACE TECHNOLOGY LTD., YANGON

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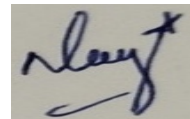
JUNE, 2025

University of Co-operative and Management, Sagaing
Department of Management Studies
Human Resource Development Programme
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**FACTORS INFLUENCING ON JOB SATISFACTION AND
EMPLOYEE RETENTION IN
DIR-ACE TECHNOLOGY LTD., YANGON**

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ABSTRACT

The purpose of this study is to examine the factors influencing job satisfaction and employee retention among operational employees at DIR-ACE Technology Ltd. (DAT). The results of this study are expected to assist DAT's HR professionals and organizational leaders in refining retention strategies, fostering a more engaged workforce, and maintaining a competitive edge in Myanmar's rapidly evolving IT industry. Primary data are collected through structured questionnaires administered to a sample of 150 operational employees at DIR-ACE Technology Ltd., selected using the simple random sampling method. The questionnaire is designed with a 7-point Likert scale to assess various motivational and hygiene factors based on Herzberg's Two-Factor Theory. Descriptive statistics, reliability analysis, Pearson correlation, and regression analyses are conducted using SPSS to explore the relationships among employee motivation, job satisfaction, and retention. The results show that both hygiene and motivation factors significantly influence job satisfaction at DIR-ACE Technology Ltd., with motivation factors having a stronger impact than hygiene factors. Among hygiene factors, job security, supervisor support, and coworker relations significantly contribute to job satisfaction, while working conditions show weak significance, and compensation and company policies have no significant effects. In contrast, among motivation factors, achievement, work itself, and responsibility positively influence job satisfaction, whereas personal growth is weakly significant, and recognition has no significant effect. When both factor types are combined, motivation factors emerge as the stronger predictor of job satisfaction. Finally, job satisfaction has a strong and significant positive effect on employee retention. To improve employee retention, DAT's HR department should focus on enhancing intrinsic motivators like achievement, responsibility, and meaningful work, while also strengthening hygiene factors such as job security, supervisor support, and team collaboration. While compensation and company policies did not show significant influence, maintaining transparent, fair, and consistent policies will help uphold employee trust. Implementing career development plans, leadership training, and maintaining fair policies will help to sustain employee satisfaction and reduce turnover.

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to Professor Dr. Moe Moe Ye, Rector of the University of Co-operative and Management, Sagaing, for her academic guidance, teaching contributions, and unwavering encouragement throughout my Master of Business Administration (MBA) studies. Her leadership and support have been instrumental in shaping my academic journey.

I am incredibly appreciative of our esteemed external academic advisor, Professor Dr. Daw Tin Hla, DBA Programme Leader of Myanmar Imperial College Partnership with The Great Manchester University and Visiting Professor of University of Co-operative and Management, Sagaing, and Professor Daw Khin Aye Myint, Professor & Head of Department of Statistics (Retired), University of Co-operative and Management, Sagaing, for their professional guidance and perceptive comments, which significantly improved my study approach. Their work as external examiners greatly improved the quality and depth of my study output. I would like to express my gratitude to my dedicated supervisor, Dr. Wint War Khin, for her patient advice, scholarly rigor, and invaluable mentoring during this study. The accomplishment of this dissertation was greatly aided by her constructive suggestions and unwavering support.

My heartfelt thanks also go to the Department of Management Studies for providing a solid academic foundation, insightful instruction, and a nurturing learning environment that has greatly enriched my educational experience. I am deeply thankful to the University of Co-operative and Management, Sagaing, as a whole for its strong commitment to academic excellence and the intellectually stimulating environment it fosters. The University's support has played a vital role in both my personal and professional growth.

For their outstanding leadership and kind assistance in enabling this study, I also want to sincerely thank U Thein Oo (Chairman) and Mr. Hiroyasu Ishikawa (CEO) of DIR-ACE Technology Ltd. (DAT). My DAT coworkers are equally grateful for their help, which was vital to collecting empirical data and the study's success.

Last but not least, I want to sincerely thank my classmates and peers for their intellectual exchange and friendship. Our cooperative discussions, shared challenges, and mutual support created a dynamic learning environment that greatly enhanced this academic experience.

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LIST OF ABBREVIATIONS

ACE	-	ACE Data Systems Ltd.
DAT	-	DIR-ACE Technology Ltd.
DIR	-	Daiwa Institute of Research Ltd.
EEU	-	Ethiopian Electric Utility
HRM	-	Human Resource Management
IT	-	Information Technology

CHAPTER I

INTRODUCTION

Human resource management (HRM) has become crucial in achieving organizational success in a globally competitive environment. As organizations increasingly recognize human resources as their most valuable asset, there is a growing emphasis on adopting effective HRM actions to retain talented employees. Human resource management is a systematic method for managing people who help achieve goals (Armstrong, 2006). In DIR-ACE Technology Ltd. (DAT), a pioneering IT firm founded through a collaboration between Japan's DIR and Myanmar's ACE Data Systems in 2013, the effective management and retention of its skilled workforce are critical to maintaining its leadership among Myanmar's major IT companies. Employees are essential assets that organizations may strategically leverage to achieve a competitive edge. Efficient human resource management can facilitate an organization in attaining its goals and objectives (Halim et al., 2016). Nyanjom (2013) asserts that employees are a vital asset in all enterprises globally, as they are crucial for attaining organizational purposes and objectives, as well as for securing a competitive advantage in international markets.

Many companies now prioritize employee retention (Eisenberger et al., 1990). Mobley et al. (1978) defined employee retention as an organization's capacity to keep workers. Organizations use growth, recognition, and job satisfaction to retain their prized employees. The focus is on talent retention and turnover reduction (Pfeffer, 1994). By ensuring a workforce that is engaged, satisfied, and aligned with organizational objectives, DAT aims to reduce turnover and bolster long-term success. Employee retention strategies are vital for meeting operational goals, addressing turnover risks, and fostering a high-performance culture that underpins DAT's mission of supporting Myanmar's IT Industry.

Various study shows that knowing job satisfaction aspects is necessary to retain valuable personnel (Crossman, 2003). To keep and make employees loyal, firms should focus on employee happiness rather than constantly recruiting new hires and reaping the rewards of pleased and kept staff. The study shows that job satisfaction and retention are positively correlated with employee motivation. Valued and supported personnel

with clear supervisor expectations have stronger morale and commitment to the organization.

In competitive industries, such as DAT's focus on IT and financial market support, these motivational factors help maintain a motivated and loyal workforce, ensuring that the organization can continue to meet its clients' needs effectively and efficiently. This study aims to analyze the factors influencing job satisfaction and employee retention within DAT, examining how various employee motivation strategies influence employee satisfaction and, ultimately, the organization's ability to retain its skilled workforce. This study seeks to provide valuable insights for enhancing employee retention strategies within DAT and similar organizations in the IT industry.

1.1 Rationale of the Study

Myanmar's IT industry has struggled with human resource management in recent years. Many companies are struggling with a high turnover rate among IT employees, along with a scarcity of skilled professionals for specialized roles. This creates a substantial strain on organizational performance and growth, as companies are forced to constantly invest time and resources into recruitment and training. Given the rapid development and investment from foreign entities in Myanmar's IT industry, high employee turnover not only impacts individual organizations but can also influence broader economic growth by diminishing productivity and eroding financial stability.

DIR-ACE Technology Ltd. prioritizes employee retention due to the high expense of acquiring and training new hires. Dibble (1999) identifies the main cost of recruitment as the expense associated with replacing an employee who resigns. This cost underscores the importance of effective prioritization on employee satisfaction, engagement, and career development. In Myanmar's competitive job market, companies are finding it necessary to offer attractive compensation and benefits, job security, career advancement opportunities, etc., to retain skilled employees who are crucial to maintaining organizational reputation and customer trust.

This study examines employment satisfaction and retention at DIR-ACE Technology Ltd., a significant IT service provider for Myanmar's financial and capital markets. DAT's operational success relies heavily on its team of skilled professionals who contribute to the development of mission-critical systems, making employee stability essential for service continuity, customer relationships, and competitive advantage. High turnover rates within DAT could disrupt client service, undermine

morale, and decrease productivity, as frequent staff changes affect team dynamics and workflow efficiency.

This study aims to provide a deeper understanding of how various employee motivation strategies influence employee satisfaction and loyalty at DIR-ACE Technology Ltd. By identifying the factors that contribute to successful employee retention, this study seeks to offer valuable insights not only for DAT but also for other companies within Myanmar's IT sector.

1.2 Problem Statement

In the highly competitive IT industry, organizations like DIR-ACE Technology Ltd. face an ongoing challenge in retaining skilled employees. As Myanmar's IT sector grows, employee retention becomes critical to maintaining a competitive advantage and ensuring consistent, high-quality service delivery. Despite its significant role in supporting Myanmar's financial and capital markets, DIR-ACE Technology Ltd. has experienced difficulties in sustaining a stable workforce. These challenges pose a risk not only to employee satisfaction but also to the organization's performance, reputation, and operational continuity.

High turnover rates can severely impact productivity, disrupt client relationships, and require continuous reinvestment in recruitment and training. This ongoing loss of talent can lead to reduced employee morale, diminished knowledge retention, and an overall decrease in organizational efficiency. Consequently, DIR-ACE Technology Ltd. must understand the employee motivation that influences employee job satisfaction and retention to create a more sustainable, motivated workforce.

This study aims to address these challenges by examining the relationship between employee motivation, job satisfaction, and employee retention at DIR-ACE Technology Ltd. This study intends to offer valuable insights into effective HRM strategies that enhance job satisfaction and contribute to lower turnover rates. This result could support DIR-ACE Technology Ltd. in refining its HR policies, thereby helping the organization cultivate a more committed workforce and improve its competitive standing in the IT industry.

1.3 Research Questions

This study examines hygiene and motivation factors as drivers of job satisfaction. Additionally, it examines the relationship between job satisfaction and employee retention. The report helps DIR-ACE Technology Ltd. boost employee motivation and retention by addressing these challenges. The study addresses these research issues to attain these goals:

- (1) How do hygiene factors (working conditions, coworker relations, policies, supervisors, compensation, job security) contribute to job satisfaction at DIR-ACE Technology Ltd.?
- (2) How do motivation factors (achievement, recognition, responsibility, work itself, personal growth) contribute to job satisfaction at DIR-ACE Technology Ltd.?
- (3) Which one of the Hygiene and Motivation Factors is more influential on job satisfaction at DIR-ACE Technology Ltd.?
- (4) How does job satisfaction affect employee retention at DIR-ACE Technology Ltd.?

1.4 Aim and Objectives of the Study

The aim of the study is to contribute to DIR-ACE Technology Ltd. (DAT) by providing a comprehensive understanding of the hygiene and motivation factors influencing job satisfaction and employee retention, thereby offering actionable insights to enhance the organization's HRM strategies.

The objectives can be specified as follows:

- (1) to examine the hygiene factors influencing job satisfaction in DIR-ACE Technology Ltd.
- (2) to examine the motivation factors influencing job satisfaction in DIR-ACE Technology Ltd.
- (3) to analyze which one of the hygiene and motivation factors is more influential on job satisfaction in DIR-ACE Technology Ltd.
- (4) to study the effect of job satisfaction on employee retention in DIR-ACE Technology Ltd.

1.5 Hypotheses of the Study

This study creates hypotheses based on specific objectives. These study inquiries aim to find out how individual factors, as well as the overarching constructs of hygiene and motivation, contribute to perceived satisfaction among employees.

1.5.1 Hypotheses Related to Research Objectives

For objective 1, the following hypotheses are defined to examine the hygiene factors influencing job satisfaction in DIR-ACE Technology Ltd.

H₁: Working conditions have a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₂: Coworker relations have a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₃: Company policies and practices have a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₄: Supervisors have a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₅: Compensation has a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₆: Job security has a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

For objective 2, the following hypotheses are defined to examine the motivation factors influencing job satisfaction in DIR-ACE Technology Ltd.

H₇: Achievement has a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₈: Recognition has a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₉: Responsibility has a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₁₀: The nature of the work itself has a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₁₁: Personal growth has a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

For objective 3, to analyze which one of the hygiene and motivation factors is more influential on job satisfaction in DIR-ACE Technology Ltd., the following hypotheses have been formulated.

H₁₂: Hygiene factors collectively have a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

H₁₃: Motivation factors collectively have a significant positive influence on job satisfaction at DIR-ACE Technology Ltd.

In alignment with objective 4, to study the effect of job satisfaction on employee retention in DIR-ACE Technology Ltd., the following hypotheses have been developed.

H₁₄: Job satisfaction has a significant positive influence on employee retention at DIR-ACE Technology Ltd.

1.6 Method of Study

This study investigates job satisfaction and retention among operational employees at DIR-ACE Technology Ltd., omitting HR and administration employees. The study uses primary and secondary data to achieve the study's objectives. DIR-ACE Technology Ltd. has a total of around 260 employees, with 240 dedicated operational employees as of 2023. The study focuses on operational employees as the study's key sample. A sample size of 150 participants was randomly selected using Taro Yamane formula (1967). Respondents were selected using simple random sampling to ensure operational workforce representation. Primary data was obtained using a standardized questionnaire with a 7-point Likert scale to assess employee motivation factors and their effects on job satisfaction and retention. DIR-ACE Technology Ltd. records and reports, and online research papers and publications provide secondary data.

1.7 Scope and Limitations of the Study

At DIR-ACE Technology Ltd., job satisfaction and retention are affected by motivational factors. This study used six Hygiene Factors—Working Conditions, Coworker Relations, Company Policies and Practices, Supervisors, Compensation, and Job Security—and five Motivation Factors—Achievement, Recognition, Responsibility, Work itself, and Personal Growth—to examine Herzberg's two-factor theory.

The focus is specifically on DIR-ACE Technology Ltd. (DAT) operational employees, excluding HR and administrative personnel. The study is limited to DAT's operational employees within Myanmar; findings may not extend to other industries or other employee groups, such as administrative. Additionally, the study relies on self-reported data through a structured, seven-point Likert scale questionnaire, which may be subject to bias.

1.8 Profile of DIR-ACE Technology Ltd. (DAT)

DIR-ACE Technology Ltd. (DAT) is a dynamic and innovative company that was established in April 2013 through a groundbreaking collaboration between DIR, one of Japan's leading think tanks, and ACE Data Systems, a major IT company in Myanmar. Since its inception, DAT has been at the forefront of providing cutting-edge IT support to Myanmar's financial and capital markets, with a focus on the construction of stock exchange and securities trading systems.

At the heart of DAT's success is its team of highly skilled and experienced IT professionals, who bring together a wealth of expertise and knowledge in system development, project management, and IT consulting. With a deep understanding of Myanmar's financial and capital markets, as well as the offshore developments for the DIR group, especially in distributed systems and host systems development, DAT is uniquely positioned to deliver customized and effective solutions to its clients.

One of DAT's key strengths is its close partnership with DIR, which has been instrumental in supporting the establishment of a capital market in Myanmar. Through this partnership, DAT has gained access to a vast network of industry experts, as well as invaluable insights and knowledge on the latest trends and developments in global financial and capital markets.

Over the years, DAT has built a strong reputation for delivering high-quality and reliable IT support services to its clients, both in Myanmar and overseas. Its portfolio of successful projects includes the development of mission-critical systems for stock exchange and securities companies, as well as the provision of comprehensive IT support to major corporations and government agencies.

Looking ahead, DAT is committed to expanding its business and continuing to provide best-in-class IT support to its clients. With a proven track record of success and a deep commitment to excellence, DAT is poised to become a key player in the ongoing modernization of Myanmar's financial and capital markets.

1.8.1 Vision

DIR-ACE Technology aims to deliver top-tier IT solutions, positioning Myanmar's ICT industry at the forefront of technological innovation. With a team of highly skilled and experienced engineers, the organization is committed to developing and delivering cutting-edge IT systems and services that exceed standards. By creating rewarding career opportunities and driving growth and innovation in the country's IT sector, the organization strives to operate and establish one of the most mission-critical systems of the Stock Exchange and one of the leading providers of exceptional IT solutions in the region and beyond.

1.8.2 Mission

DIR-ACE Technology is to empower Myanmar's IT industry by developing highly skilled and innovative IT engineers, delivering world-class IT systems and services, and contributing to the country's socio-economic development through software and service exports. The organization is committed to providing clients with the most reliable and cost-effective solutions while continually innovating and adapting to the latest technological advancements, all with integrity, professionalism, and a commitment to excellence.

1.8.3 Hygiene and Motivation Factors

DIR-ACE Technology Ltd. (DAT) has implemented practices that are aligned with hygiene and motivation factors.

Hygiene factors focus on the work environment and basic needs, ensuring employees are not dissatisfied. DAT provides flexible working hours, workplace facilities, and events to create a positive working condition. The company also fosters a collaborative environment through team-based awards and social initiatives to improve coworker relations. DAT offers a structured leave policy, public holidays aligned with the Myanmar calendar, and performance-based promotion and reward policies. Supervisors are supported by management allowances and training programs, which can improve supervision quality. DAT provides a basic salary with various entitled allowances, including transportation, meals, technical certification, management, mobile, project-based, language, annual special, and service year allowances. Additionally, DAT's cultural alignment with Japanese business practices and its commitment to employee well-being and community engagement indirectly

enhance job security and stability in the high-pressure and quickly changing technical sector.

Motivational factors play a crucial role in driving job satisfaction and employee retention at DAT. The company actively celebrates employee achievement through structured award systems and goal-based performance reviews, encouraging continuous excellence. Recognition is embedded in the company culture through formal recognition programs and public acknowledgment of contributions, both at the team and individual levels. To foster responsibility, DAT empowers its employees with clearly defined roles and leadership opportunities, including participation in offshore development projects. The work itself is designed to be meaningful and engaging, with a strong emphasis on innovation, collaboration, and contributing to real-world solutions. For personal growth, DAT invests significantly in a range of Improvement Training programs for employee development. These include IT Training, Host Training, Language Training, Soft Skills Training, e-learning platforms, and Offshore Level-Up Training—all aimed at enhancing both technical and interpersonal skills.

1.9 Organization of the Study

This study has five chapters. Chapter one covers the rationale, problem statement, research questions, objectives, method of study, scope and limitations, profile, and organization of the thesis. Chapter two discusses employee motivation, job satisfaction, and retention, as well as previous studies and the conceptual framework for this study.

Chapter three describes research design, sampling design, questionnaire design, data collection methods, and analytical techniques used to assess job satisfaction and employee retention among operational employees at DIR-ACE Technology Ltd. Chapter four covers the analysis's findings on employee motivation, job satisfaction, and retention. Chapter five concludes with observations and suggestions.

CHAPTER II

LITERATURE REVIEW

In this chapter, relevant kinds of literature related to the topic are reviewed. This involves bringing up the theories and conceptual and empirical reviews that are used in the study. It also describes the previous studies, which examined the correlation between motivation theories, job satisfaction, and employee retention. It also provides the conceptual framework of the study by incorporating relevant theories and experimental findings.

2.1 Motivation Theories with Job Satisfaction

Employment satisfaction, according to Cranny (1992), is a worker's emotional reaction to his/her employment after comparing expected and actual results. George et al. (2008) defines job satisfaction as people's sentiments and beliefs regarding their employment. Job satisfaction is linked to positive job attitudes. Dissatisfaction with a job is indicated by negative attitudes (Armstrong, 2006). Motivated workers report increased job satisfaction, which encourages dedication and joyful performance, boosting workplace success. Alternatively, unhappiness can lower morale, efficiency, and turnover. Job satisfaction is diverse and varies by person. Maxwell (1999) adds that high job satisfaction reflects a motivated and engaged staff that performs effectively. Job satisfaction and motivation are linked. Internal mentality drives job satisfaction. Lee et al. (2006) further note that employee motivation improves customer service, retention, and devotion, improving a firm's human resources and market competitiveness.

Dissatisfied personnel may exit the organization, adversely affecting the motivation of remaining employees, leading to diminished performance and efficiency, and potentially resulting in sabotage and more attrition. Consequently, human resources research has firmly demonstrated the significance of job satisfaction for employee retention (Arthur, 2001).

2.1.1 Maslow's Hierarchy of Needs Theory

Maslow (1943) created a hierarchy of five basic requirements for content-based motivation theories. Superior needs exist as well. Understanding, aesthetic delight, and spiritual needs are included. Second and third needs don't arise until the first is addressed, etc. Maslow's basic requirements are physiological, safety, love, esteem, and self-actualization needs. Hierarchical theory is sometimes portrayed as a pyramid, with lower levels reflecting lesser demands and the top signifying self-actualization (Simons et al., 1987).

2.1.2 Herzberg's Two-Factor Theory

Herzberg, who developed the two-factor theory of motivation, is closely related to Maslow's hierarchy of needs. Herzberg's two-factor theory divides factors into "motivators" and "hygiene."

Hygiene variables are preventative and environmental employee dissatisfaction factors, but their removal simply returns job satisfaction to neutral. Hygiene concerns may reduce unhappiness and stimulate staff, according to Herzberg. Fulfilling motivational criteria may lead to job satisfaction, while their absence may not (Luthans, 2005).

Herzberg's two-factor theory of motivation holds that intrinsic factors increase employee satisfaction because these factors encourage employees to acquire more of them. If the institution fails to provide motivating elements, people would be unhappy because of hygiene. Lack of hygiene causes job dissatisfaction, while its presence does not help to increase satisfaction (Ghafoor, 2012).

(i) Hygiene Factors

Environmental hygiene issues include working conditions, coworker relations, company policy and practices, supervision, compensation, and job security. These traits reflect an atmosphere that may reduce employee dissatisfaction. When met, hygiene might reduce dissatisfaction, but it cannot satisfy. Thus, the opposite of satisfaction would be the absence of satisfaction, while the opposite of dissatisfaction would be the absence of dissatisfaction.

Hygienic variables have been studied from several angles on job satisfaction. Many employees are dissatisfied due to poor working conditions. The workplace has office space, equipment, comfortable chairs, air conditioning, tools,

etc. Moor et al. (2013) examined how good coworker interactions might create a happy, healthy workplace. Teoh's 2009 case study of two Malaysian institutions found that policy and administration, and salary were the greatest determinants affecting job satisfaction. Sakiru et al. (2014) found that supervisor leadership styles boost employee satisfaction. Positive leaders may increase job satisfaction. In Britain, Bryson et al. (2012) examined how salaries affect pay satisfaction, nonpecuniary job satisfaction, and job anxiety. Higher pay was linked to higher job satisfaction and anxiety than lower wages. Job insecurity was negatively and significantly associated with job satisfaction in Lebanon cross-sectional research (Karkouljian et al., 2013).

(ii) Motivation Factors

Motivation comes from the employment intrinsic aspects of their jobs, including achievement, recognition, responsibility, the work itself, and personal growth. These variables encourage job satisfaction. Dissatisfaction may not emerge without specific variables, yet job content grows, leading to a more positive work attitude.

Motivational variables affect job satisfaction differently, according to researchers. Employees who receive praise for their achievements will be happier at work. Responsibility means employees take responsibility for their work and participate in decision-making. Their decision-making and proactiveness affect employee accountability (Appelbaum et al., 2013). Work itself, including autonomy, creativity, and work diversity, predicts job satisfaction. Workplace autonomy can reduce the negative effects of stress on job satisfaction (Lopes et al., 2014). Growth may boost employee satisfaction in capitalist settings, at least temporarily (Johnston & Lee, 2013). Growth or promotion might boost job satisfaction, according to these findings.

2.2 Employee Retention

Organizations use employee retention strategies to keep key employees by providing a satisfying work environment and addressing factors of retention (Mitchell et al., 2001). Job satisfaction affects employee retention by influencing their intention to stay. Satisfied workers are more likely to stay, reducing turnover (Mobley et al., 1978). Organizations need high satisfaction and commitment to retain and reduce turnover, and maintain a stable and trained staff.

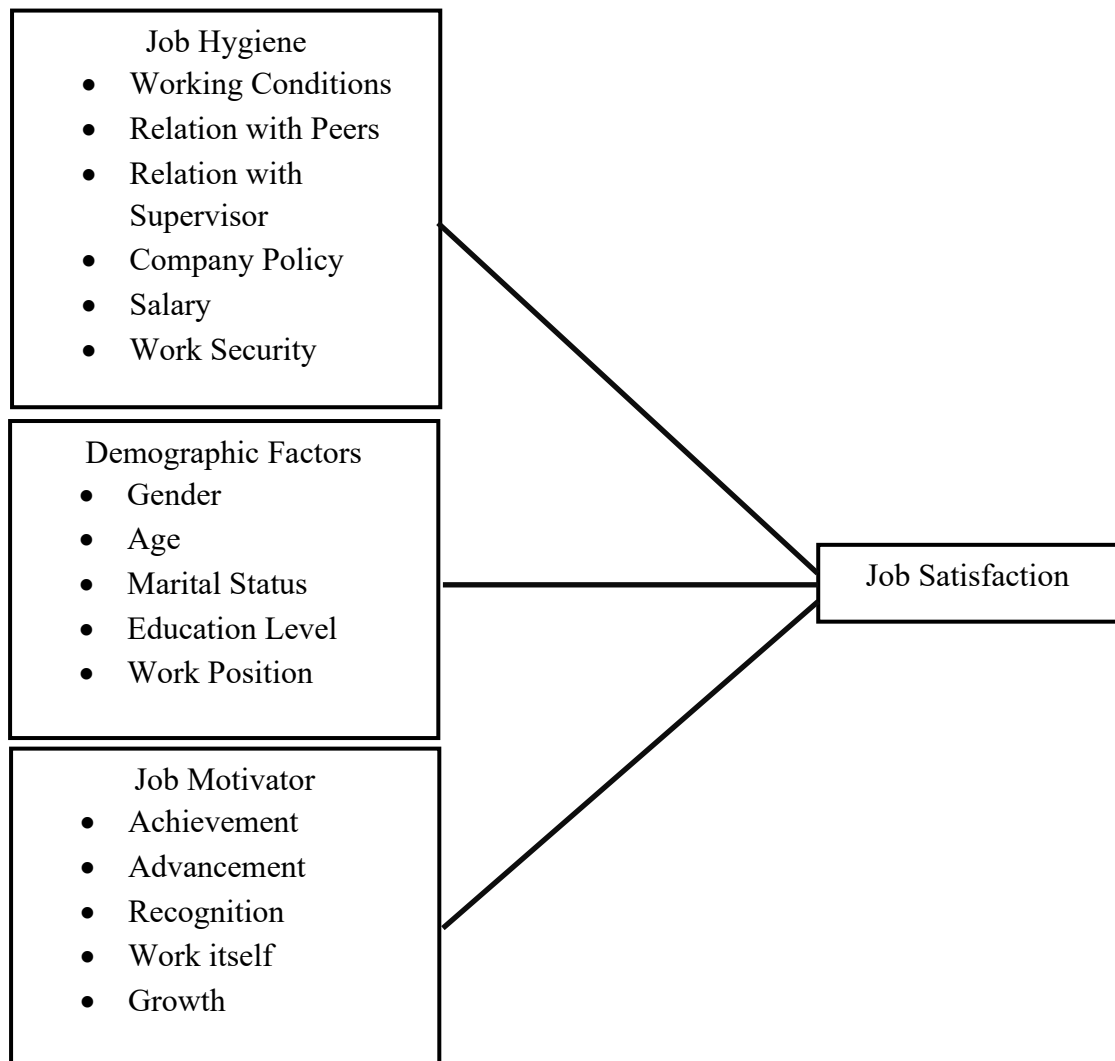
Organizational performance depends on employee retention, which affects workforce stability, productivity, and profitability. Employee retention entails encouraging important staff to stay as long as possible (Griffeth & Hom, 2001). Chaminade (2006) describes retention as an organization's voluntary effort to engage personnel long-term. Effective retention methods protect corporate productivity and revenue by retaining skilled workers.

Complex employee retention issues exist in the changing labor market. Organizations may build long-term employment relationships by promoting trust, recognition, and career advancement. Because employees' knowledge and abilities make a firm economically competitive, retaining skilled workers is beneficial (Kyndt et al., 2009). These tactics meet urgent employee demands and build organizational stability.

2.3 Previous Studies on the Related Research Area

This study examines how important employee retention is to a firm; without it, the business would fail. Employers should consider staff retention, motivation, and job satisfaction to succeed. Job dissatisfaction is one reason for resignation.

Mulat (2014) examined the factors affecting job satisfaction among Ethio Telecom frontline staff in Addis Ababa. This study examined employee satisfaction and major factors. Stratified random sampling was used to pick 282 respondents for surveys and secondary data from corporate records, reports, and publications. Mean, standard deviation, correlation, and multiple regression were used in the descriptive and statistical analysis. Frontline workers were most satisfied with peer interactions, followed by opportunities for achievement and compensation. They were least satisfied with the nature of the work itself and the growth chances. The average job satisfaction score was 66.4%. Demographic factors, including gender, education, age, marital status, and work experience, did not affect job satisfaction. Conversely, both job hygiene factors (e.g., work conditions, company policy, and supervisory relationships) and job motivator factors (e.g., recognition and growth opportunities) demonstrated significant positive effects on job satisfaction.



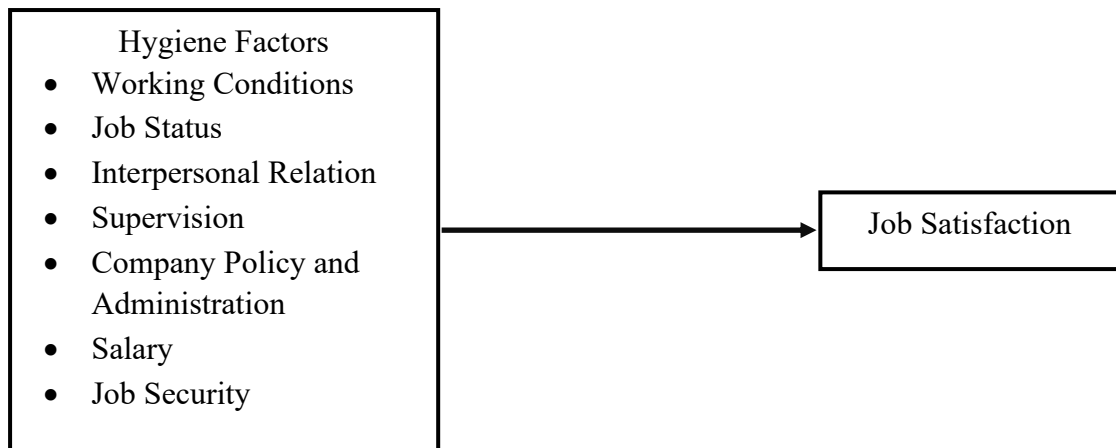
Source: Samrawit Mulat (2014)

Figure 2.1 Factors Affecting Job Satisfaction of Frontline Employees at ETHIO TELECOM

Among these, hygiene factors had a stronger influence, with work conditions emerging as the most impactful factor. The study concluded that improving work conditions, refining company policies, and strengthening relationships between employees and supervisors could enhance job satisfaction. Recommendations included addressing growth opportunities, refining job roles, and implementing policies that promote fairness and recognition.

Girmay (2015) conducted a study to examine the factors affecting job satisfaction at Ethiopian Electric Utility (EEU) headquarters in Addis Ababa, guided by Herzberg's hygiene factor theory. The study aimed to assess employee satisfaction levels, identify key factors influencing job satisfaction, and provide recommendations

for improvement. Data were collected from 112 participants, including non-managerial staff and senior managers, using surveys and interviews. Simple random sampling was used for worker selection, while all senior managers participated. Data was examined using five-point Likert scales. Employee job satisfaction was poor, with hygienic issues such as company policies, administrative processes, supervision, office facilities, compensation, job security, and working environment causing substantial unhappiness.



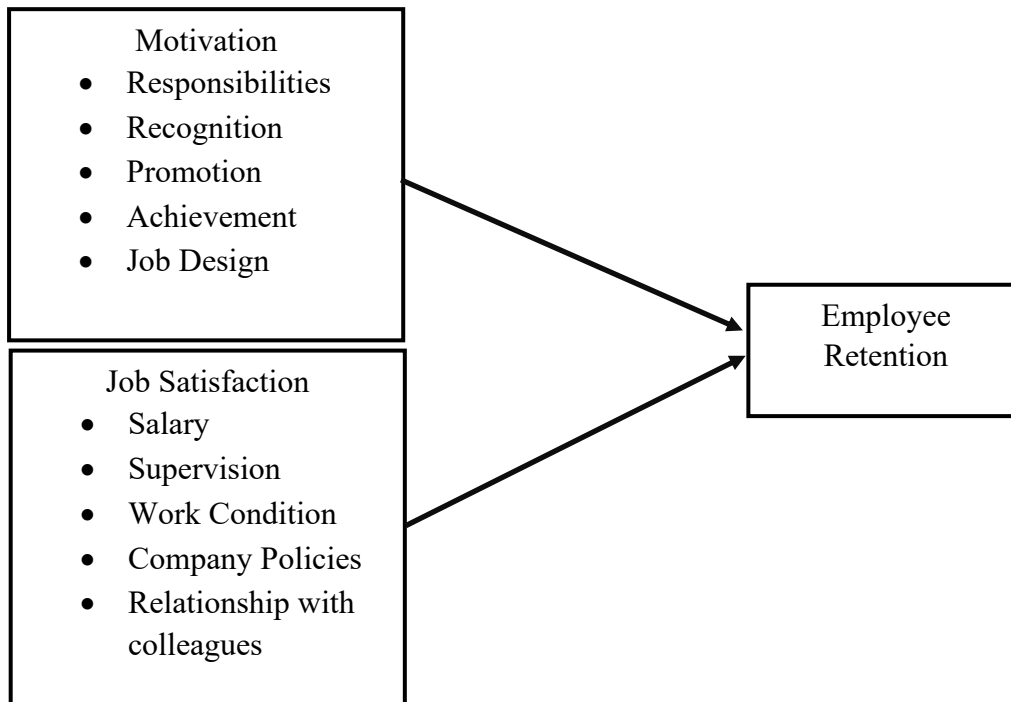
Source: Hailemariam Girmay (2015)

Figure 2.2 Factors of Job Satisfaction Affect in EEU

Specifically, respondents indicated limited awareness of organizational policies and procedures, unfair delegation practices, and inadequate supervisory support. Employees were also dissatisfied with office facilities, benefit schemes, and interpersonal relationships, particularly between management and staff. Salary emerged as the most critical factor affecting satisfaction, followed by interpersonal relations, job status, working environment, supervision, job security, and administrative processes. The study concluded that improving hygiene factors, such as revising company policies, enhancing office facilities, and ensuring fair and transparent management practices, could significantly enhance job satisfaction at EEU. Recommendations included implementing a quality management system, addressing communication gaps, improving working conditions, offering competitive salaries, and providing better transportation and accommodations. The management was noted to be aware of the deficiencies and reportedly worked on revising policies and improving office conditions.

Yee (2012) conducted a study to investigate employee retention challenges in the construction industry, focusing on factors driving high turnover. Data were collected through questionnaires distributed to 200 employees in construction

companies, with 100 completed responses returned. Interviews with subject experts were also conducted. Correlation analysis and linear regression were employed to examine the relationships between motivation, job satisfaction, and employee retention. The study identified compensation, long working hours, staffing shortages, and improper hiring practices as significant contributors to attrition.



Source: Chew Siew Yee (2012)

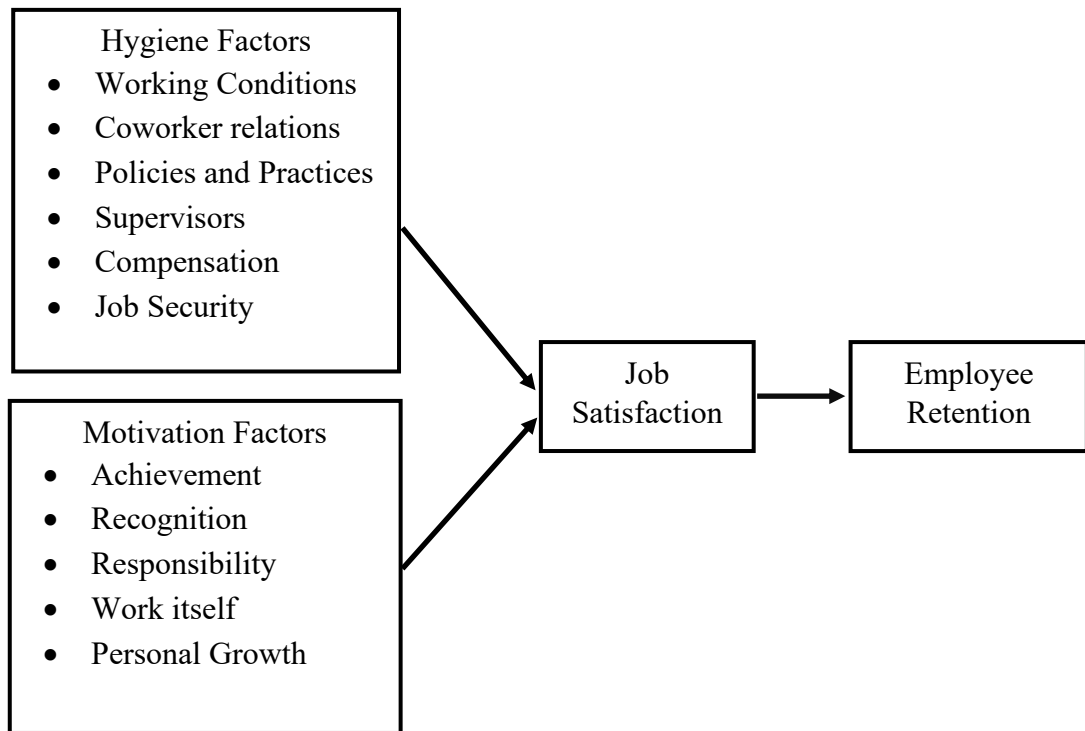
Figure 2.3 Employee Retention in a Construction Company

Results revealed that dissatisfaction with salary, retirement programs, physical working conditions, and benefits packages were the primary reasons for employees leaving. While salary was frequently cited as a cause of attrition, long working hours were reported as the top concern among current employees. Staffing shortages often led to extended 12-hour shifts and mandatory overtime without additional pay, further exacerbating retention issues. Key findings highlighted that 73% of employees had considered leaving their jobs, emphasizing the urgency for comprehensive retention strategies. Additional concerns included limited career advancement opportunities, lack of recognition, and high workplace stress. The study noted similarities between retention challenges in the construction industry and those in other sectors, such as IT, nursing, and corrections, where issues like demanding work hours, inadequate benefits, and limited upward mobility were also prevalent. The study concluded that addressing employee retention requires targeted interventions, including competitive salaries,

improved working conditions, career advancement opportunities, and recognition programs. Recommendations included developing internal career ladders to encourage promotions, empowering employees through career growth, and implementing work-hour reductions and scheduling improvements. Drawing insights from other industries, the study suggested that cross-sector solutions could be adapted to meet the unique needs of construction employees and reduce attrition rates effectively.

2.4 Conceptual Framework of the Study

This study summarizes independent and dependent factors from the literature review to create the following conceptual framework. Two independent factors are hygiene and motivation. Employee retention and job satisfaction are dependent variables.



Source: Own Compilation, 2025, based on Herzberg's Two-Factor Theory (1959)

Figure 2.4 Conceptual Framework of the Study

In this conceptual framework, Herzberg's Two-Factor Theory (1959) is used as the background theory, which provides a theoretical basis for understanding how hygiene and motivation factors influence employee satisfaction in the workplace. Higher levels of job satisfaction are expected to enhance employee retention by reducing turnover intentions and encouraging long-term organizational commitment. Specifically, the conceptual framework supports to achieve four specific objectives: (1)

explore the influence of hygiene factors on job satisfaction, (2) assess the impact of motivation factors on job satisfaction, (3) analyze the comparative influence of hygiene versus motivation factors on job satisfaction, and (4) investigate the relationship between job satisfaction and employee retention within DIR-ACE Technology Ltd.

CHAPTER III

RESEARCH METHODOLOGY

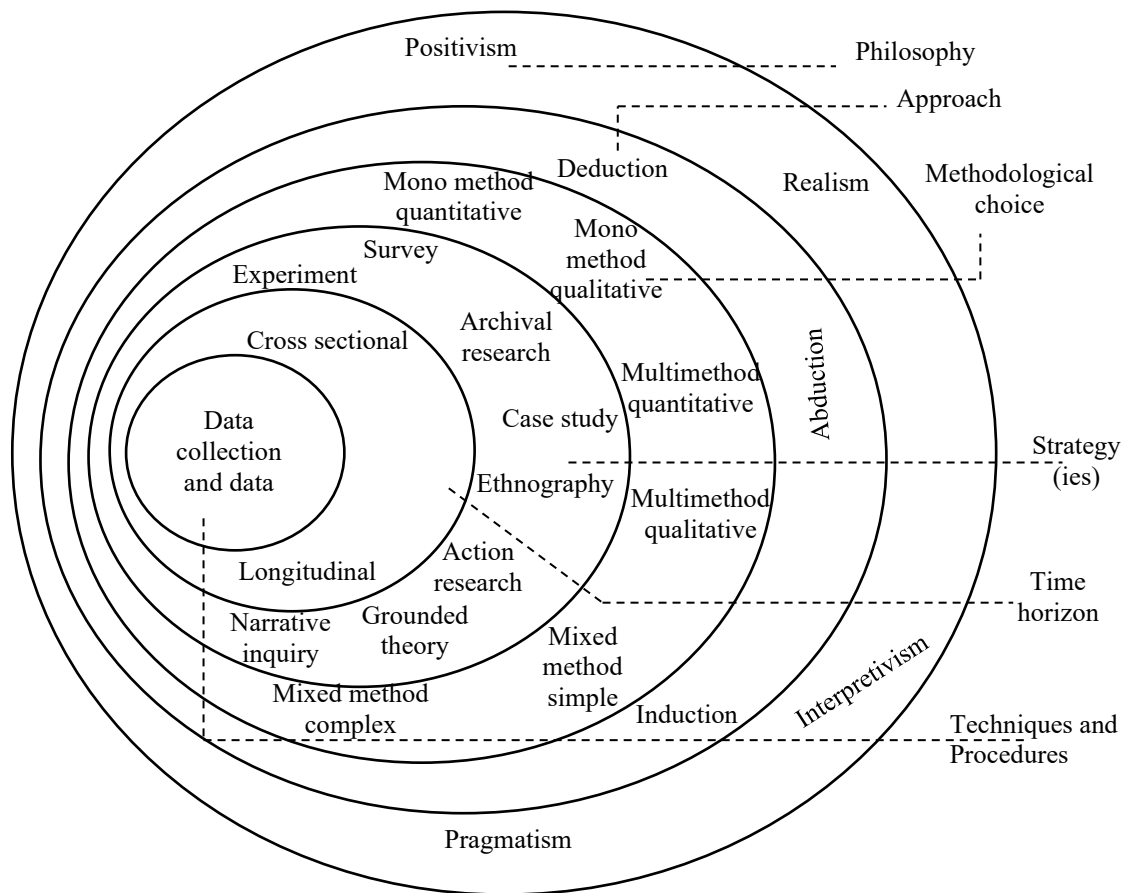
In this chapter, the study's research design and methods are provided. It covers the research design, target population, sampling method, questionnaire design, data source and collecting method, and data analysis method. Additionally, the chapter includes research validity and reliability evaluation techniques.

3.1 Research Design

The research design is a thorough strategy for addressing the study problem most effectively. The study design encompasses objectives based on the research topic, outlines the data sources, and addresses ethical considerations. The research for this study is a Cross-Sectional Design in nature. Data was collected using the survey method, where questionnaires were used to collect information. In the following, the research philosophy, approaches, and strategies underpinning this design are detailed to provide a strong methodological foundation.

The Research Onion Model, developed by Saunders et al. (2012), provides a structured framework that guides researchers through the stages of developing research methodology, from philosophical assumptions to data collection. This study adopts a positivist philosophy, emphasizing objective analysis through quantitative data to test hypotheses about the relationships among motivation factors, job satisfaction, and employee retention. A deductive approach is employed, drawing from established theories to formulate and test hypotheses using structured survey data from DAT employees.

A quantitative mono-method was selected, allowing for consistent data collection and analysis through statistical tools such as regression and correlation, ensuring clarity and feasibility. The research strategy relies on a survey method, using structured questionnaires to gather standardized data from employees at a single point in time. The cross-sectional time horizon captures a “snapshot” of current conditions, offering practical advantages in terms of time and resources.



Source: Saunders et al., (2012)

Figure 3.1 The Research Onion

The techniques and procedures involve selecting participants from DAT’s operational staff and collecting primary data through validated, digitally distributed questionnaires. Supplementary secondary data provided additional context. Data analysis was conducted using statistical methods to ensure reliability and to generate practical insights for organizational decision-making.

3.1.1 Data Collection

This study employed primary and secondary data. A standardized questionnaire with a 7-point Likert scale was used to collect primary data on employee motivating variables and their effects on job satisfaction and retention. Secondary data comes from DIR-ACE Technology Ltd. records and reports, and online research papers and publications.

Primary data was the main source, and structured questionnaires were employed for the following reasons:

- (i) As the study is behavioral, it may be interpreted differently by respondents, guiding their thoughts on the topic.
- (ii) It is inexpensive and straightforward to collect data with limited resources.
- (iii) To keep the answers of respondents confidential from their supervisors.

3.2 Sampling Design

This section outlines the sampling design, including the target population and sampling approach used in the study. The population comprises operational employees at DIR-ACE Technology Ltd. (DAT), focusing on those directly involved in the organization's core functions. Sampling techniques ensure that a representative group is selected to derive meaningful insights into the factors influencing job satisfaction and retention.

3.2.1 Target Population

The population refers to the total group of people or entities from which information is required. This study focuses on operational employees at DIR-ACE Technology Ltd. (DAT). The firm specializes in IT support for Myanmar's financial and capital markets, emphasizing system development, project management, and IT consulting.

As of 2023, DIR-ACE Technology Ltd. employs around 260 staff members, of whom 240 are operational employees. These operational employees, excluding those in HR and administration roles, form the target population for this study. This study has chosen to focus on operational employees due to their direct involvement in the organization's core activities, which makes it crucial for understanding the factors affecting job satisfaction and retention.

3.2.2 Sampling technique

To draw an appropriate sample from the population, Taro Yamane's (1967) formula is used to determine sample size with a specified level of confidence and precision.

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

Where:

n = required sample size

N = population size (240 operational employees)

e = level of precision (0.05 for a 95% confidence level)

Using the formula, the sample size for this study is calculated as follows:

$$n = \frac{240}{1 + 240(0.05)^2}$$

$$n = \frac{240}{1 + 0.6}$$

$$n = \frac{240}{1.6}$$

$$n = 150$$

Thus, a total of 150 employees was selected as the sample size for the study.

For equitable representation of operational employees, simple random sampling was used. This method gives every operational staff an equal chance of being included in the study, reducing bias and improving generalizability.

3.3 Questionnaire Design

This section provides an overview of the questionnaire design used for collecting information in the study. The questionnaires were constructed to be specific about the information needs and to have a rationale for each question, ensuring that questions are simple and easy to understand. The questionnaires consisted of five parts.

PART I is designed to capture demographics of the respondents; the questions asked were related to the respondents' gender, age, education, marital status, work experience, and income range with the company.

PART II questions were related to hygiene factors, and PART III questions were related to motivation factors influencing employees' job satisfaction.

PART IV questions were constructed to measure job satisfaction, and PART V questions were used to measure employee retention.

Social scientists have spent years developing accurate and valid job satisfaction measures due to complicated attitude difficulties. This study uses questions (PART II ~ PART IV) from the Minnesota Satisfaction Questionnaire (MSQ) to assess motivation and job satisfaction. Weiss et al. (1967) developed the Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction using Herzberg's Two-Factor Theory of Motivation.

Retention strategies may have an impact or influence on the employees' decisions on whether to stay or leave the organization. A study of 329 directors of occupational therapy programs rated work relationships, the nature of supervision, work hours, and salary and compensation as the most effective retention strategies (Smith, et al., 1995). In this study, questionnaires (PART V) that measured employee retention were driven based on the strong relationship between Retention Strategies and effectiveness.

3.4 Data Analysis Method

The questionnaires were sent out to 150 workers of DIR-ACE Technology Ltd. Data was analyzed using "Statistical Package for Social Science" (SPSS) Version 25.0, as it enables the researcher to study quantitative data more effectively and efficiently. This study utilized descriptive analysis, reliability analysis, correlation analysis, and linear regression as analytical methods.

Table 3.1 Seven-point Likert Scale Mean Values and Their Interpretation

Likert scale	Ranking/mean values	Interpretation
1	1.00 - 1.85	Extremely dissatisfied (strongly disagree)
2	1.86 - 2.71	Very dissatisfied (disagree)
3	2.72 - 3.57	Dissatisfied (somewhat disagree)
4	3.58 - 4.43	Neither satisfied nor dissatisfied (neutral)
5	4.44 - 5.29	Satisfied (somewhat agree)
6	5.30 - 6.15	Very satisfied (agree)
7	6.16 - 7.00	Extremely satisfied (strongly agree)

Source: Adopted from (Pimentel, 2019)

Descriptive analysis facilitates the classification of respondent characteristics. The idea behind conducting the descriptive analysis was to interpret and understand the significance of the mean values. The mean here shows whether or not the majority in the survey agree with each point in the scales, whether they disagree with them, or

whether they choose to be neutral. Based on Pimentel's (2019) interpretation guidelines for seven-point Likert scale items, the mean values are interpreted in Table 3.1.

3.4.1 Reliability Analysis

Dependability is the consistency of findings across time and an accurate depiction of the population investigated. In SPSS, Cronbach's alpha measures the internal consistency or reliability of test items. A greater correlation between variables increases alpha. A Cronbach's coefficient of 0.7 or higher indicates a substantial level of dependability, along with superior internal consistency and reliability. The reliability of a scale, as assessed by Cronbach's Alpha, can be interpreted using commonly accepted thresholds: $\alpha \geq 0.9$ (Excellent), $0.8 \leq \alpha < 0.9$ (Good), $0.7 \leq \alpha < 0.8$ (Acceptable), $0.6 \leq \alpha < 0.7$ (Questionable), $0.5 \leq \alpha < 0.6$ (Poor), and $\alpha < 0.5$ (Unacceptable).

Table 3.2 Reliability Analysis of Variables

Sr.No.	Particular	Variables	Number of Items	Cronbach's Alpha
1	Hygiene Factors	Working Conditions	5	0.854
2		Coworker Relations	5	0.923
3		Policies and Practices	5	0.909
4		Supervisors	5	0.957
5		Compensation	5	0.913
6		Job Security	5	0.820
7	Motivation Factors	Achievement	5	0.826
8		Recognition	5	0.897
9		Responsibility	5	0.934
10		Work Itself	5	0.938
11		Personal Growth	5	0.902
12	Job Satisfaction		8	0.897
13	Employee Retention		9	0.857

Source: Survey Data (2025)

According to Table 3.2, all variables used in the study demonstrate good to excellent internal consistency, as defined by Cronbach's Alpha values ranging from 0.820 to 0.957.

Both hygiene and motivation Factors, as well as the dependent variables (job satisfaction and employee retention), are all above 0.70, demonstrating good measuring instrument reliability. This showed that the survey items were well-structured, allowing for statistical analysis.

3.4.2 Correlation Analysis

Statistics show the degree and direction of relationships between variables via correlation. Perfect correlations have correlation coefficients (r) of -1.00 or +1.00. Negative coefficients imply an inverse association, whereas positive coefficients suggest a direct relationship. A positive coefficient means one variable rises with the other. In contrast, a negative coefficient means one variable rises while the other declines. The interpretation applies to Pearson correlations:

The absolute value of r between 0.1 and 0.4 indicates a weak correlation.

The absolute value of r between 0.5 and 0.7 indicates a moderate correlation.

The absolute value of r between 0.8 and 0.9 means strongly correlated.

3.4.3 Multiple Regression Analysis

Multiple regression analysis was used to examine how hygiene (working conditions, coworker relations, policies and practices, supervisors, compensation, job security) and motivation (achievement, recognition, responsibility, work itself, personal growth) affect job satisfaction. Function of multivariate regression analysis:

$$Y = f(X_1, X_2, X_3, \dots, X_n)$$

Where :

Y = Dependent variable

X₁,..., X_n = Independent variables

This study's multiple regression equation uses three sets of variables: dependent (job satisfaction) and independent (hygiene and motivation).

To ensure the validity of the multiple linear regression analysis, this study examined the key assumptions, including linearity, homoscedasticity, normality of residuals, and absence of multicollinearity.

The first assumption is linearity, which requires a straight-line relationship between the independent variables and the dependent variable. This was visually assessed using scatterplots to confirm whether a linear trend exists between the variables.

The second assumption is homoscedasticity, meaning the variance of residuals should remain constant across all levels of the independent variables. This was evaluated by examining scatterplots of standardized residuals. A random and evenly dispersed pattern without systematic shapes or funneling indicated that this assumption was satisfied.

The third assumption, normality of residuals, ensures the validity of significance tests in regression. This was assessed using a histogram with a fitted normal curve and a Normal P-P plot. A bell-shaped histogram and points closely following the diagonal line on the P-P plot confirmed that the residuals were approximately normally distributed.

The fourth assumption is the absence of multicollinearity, which requires that the independent variables are not excessively correlated. Multicollinearity was tested using the Variance Inflation Factor (VIF), where values below 10 indicate acceptable levels of collinearity. Ensuring low multicollinearity helps maintain the accuracy and stability of regression coefficient estimates.

By confirming these assumptions, the study ensured the robustness and reliability of the multiple linear regression results.

3.4.4 Simple Regression Analysis

Simple linear regression is a statistical technique commonly used in quantitative research to analyze the relationship between a single independent variable and a dependent variable. It enables researchers to evaluate the strength, direction, and statistical significance of the relationship, as well as to generate predictions regarding the dependent variable based on specific values of the independent variable. This study's basic regression equation is:

$$Y = f(X)$$

Where :

Y = Dependent variable

X = Independent variable

To ensure the reliability and validity of results derived from a simple linear regression analysis, several fundamental assumptions must be met. These assumptions are essential for producing accurate estimates of the relationship between the independent and dependent variables and for generalizing findings to the broader population.

The first assumption is the Linearity relationship. The relationship between the independent variable (X) and the dependent variable (Y) must be linear, implying that changes in the independent variable lead to proportional and consistent changes in the dependent variable.

The second assumption is the Independence of Errors. The residuals (error terms) should be statistically independent, meaning that the error associated with one observation should not be correlated with the errors of other observations. The Durbin-Watson statistic is frequently used to test this assumption.

The third assumption is Homoscedasticity. The error terms should exhibit constant variance across all values of the independent variable. A violation of this assumption, known as heteroscedasticity, occurs when the spread of residuals changes as the independent variable varies, potentially leading to biased standard errors and invalid statistical inferences.

The fourth assumption is the Normality of Residuals. The residuals should be approximately normally distributed, which is particularly important for accurate hypothesis testing and the validity of confidence intervals. This assumption can be assessed through visual methods such as histograms and P-P plots. Although this assumption becomes less critical with larger sample sizes, it remains relevant in smaller samples to ensure robust inferential results.

CHAPTER IV
ANALYSIS OF FACTORS INFLUENCING ON JOB
SATISFACTION AND EMPLOYEE RETENTION IN DIR-ACE
TECHNOLOGY LTD., YANGON

The questionnaire data analysis results and interpretations are presented in this chapter. The data were collected from 150 operational employees. Working Conditions, Coworker Relations, Policies and Practices, Supervisors, Compensation, and Job Security are hygiene considerations. Motivation aspects include Achievement, Recognition, Responsibility, Work Itself, and Personal Growth. The findings show how these characteristics affect job satisfaction and retention in the company.

Each of the 72 factor score questions is interpreted as follows: Respondents' responses were measured on a 7-point Likert scale, and 1 for strongly disagree, 2 for disagree, 3 for somewhat disagree, 4 for neutral, 5 for somewhat agree, 6 for agree, and 7 for strongly agree.

4.1 Demographic Characteristics of the Respondents

This section covers respondent demographics. The questionnaire covers gender, age, education, marital status, work experience, and salary.

4.1.1 Gender of Respondents

The gender distribution of DIR-ACE Technology Ltd. (DAT) respondents was asked.

Table 4.1 Gender of Respondents

Sr.No.	Gender	No. of Respondents	Percentage (%)
1	Male	70	46.7
2	Female	80	53.3
	Total	150	100

Source: Survey Data (2025)

Table 4.1 shows that 46.7% of the respondents were male and 53.3% were female. This indicates that DIR-ACE Technology Ltd. has a slightly higher proportion of female employees among the surveyed group, which may reflect the inclusive nature of the workplace environment.

4.1.2 Age of Respondents

This question was asked to determine the group ages of organization responders.

Table 4.2 Age of Respondents

Sr.No.	Age (Years)	No. of Respondents	Percentage (%)
1	< 20	2	1.3
2	20 - 25	53	35.3
3	26 - 30	53	35.3
4	31 - 35	28	18.7
5	36 - 40	4	2.7
6	41 - 45	8	5.3
7	Above 45	2	1.4
	Total	150	100

Source: Survey Data (2025)

The age distribution of the respondents reveals a workforce predominantly composed of young adults. As illustrated in the data, 1.3% of the respondents are under 20 years old. A significant proportion, 35.3%, fall within the 20 to 25 age group, while another 35.3% are between 26 and 30 years old. These two groups together represent the majority of the respondents, suggesting that DIR-ACE Technology Ltd. employs a relatively young workforce. Additionally, 18.7% of the participants are aged between 31 and 35, followed by 2.7% in the 36 to 40 age group. Furthermore, 5.3% of respondents are between 41 and 45 years old. Another 1.4% are above 45 years of age. This age distribution reflects a dynamic and youthful working environment at DIR-ACE Technology Ltd., which may influence the organization's HR practices and retention strategies.

4.1.3 Education of Respondents

To assess organizational respondents' education, this question was added to the questionnaire. A total of 150 respondents with different educational qualifications participated in the survey.

Table 4.3 Education of Respondents

Sr.No.	Educational	No. of Respondents	Percentage (%)
1	Undergraduate	58	38.7
2	Graduate	86	57.3
3	Master	6	4.0
	Total	150	100

Source: Survey Data (2025)

According to Table 4.3, the result shows that 58 respondents (38.7%) are classified as undergraduates; however, these respondents hold relevant certifications or diplomas in IT-related fields. The majority of respondents, 86 individuals (57.3%), have attained graduate-level degrees, while the remaining 6 respondents (4%) possess master’s degrees. This distribution highlights that most employees at DIR-ACE Technology Ltd. have a solid educational foundation, particularly in areas aligned with the IT sector.

4.1.4 Marital Status of Respondents

To assess respondents’ marital status, this question was added to the questionnaire.

Table 4.4 Marital Status of Respondents

Sr.No.	Marital Status	No. of Respondents	Percentage (%)
1	Single	117	78
2	Married	33	22
	Total	150	100

Source: Survey Data (2025)

According to Table 4.4, the majority of respondents 78% are single, while the remaining 22% are married. This suggests that DIR-ACE Technology Ltd. employs many singles. The predominance of single employees may be associated with the relatively young age profile observed in the previous section. Understanding the marital status of employees can provide useful insights into their work-life expectations, flexibility, and potential long-term engagement with the organization.

4.1.5 Work Experience of Respondents

This question was asked to determine how long respondents have worked for this company.

Table 4.5 Work Experience of Respondents

Sr.No.	Work Experience (Years)	No. of Respondents	Percentage (%)
1	< 1	47	31.3
2	1 – 2	38	25.3
3	3 – 4	22	14.7
4	5 – 6	17	11.3
5	Above 6	26	17.3
	Total	150	100

Source: Survey Data (2025)

As illustrated in Table 4.5, the respondents demonstrate varying lengths of service at DIR-ACE Technology Ltd. The data reveals that 31.3% of the respondents have been employed for less than one year, indicating a relatively recent intake of new employees. Additionally, 25.3% have served between 1 to 2 years, while 14.7% have accumulated 3 to 4 years of experience within the organization. A group, 11.3%, reported having worked for 5 to 6 years, whereas 17.3% of the respondents have served for more than six years.

This distribution suggests a diverse range of tenure among employees, combining both newly recruited and long-serving staff, which may have implications for knowledge transfer, organizational stability, and employee retention strategies.

4.1.6 Salary of Respondents

This question was asked to determine the income levels of the respondents in the organization. The salary distribution of respondents at DIR-ACE Technology Ltd. is categorized into six income groups.

The data shows that 33 respondents (22%) earn between 200,000 and 500,000 MMK, while 48 respondents (32%) earn within the 500,000 to 800,000 MMK range, representing the largest proportion of the sample.

Table 4.6 Salary of Respondents

Sr.No.	Salary (MMK)	No. of Respondents	Percentage (%)
1	200,000 – 500,000	33	22
2	500,000 – 800,000	48	32
3	800,000 – 1,100,000	30	20
4	1,100,000 – 1,400,000	17	11.3
5	1,400,000 – 1,700,000	4	2.7
6	1,700,000 and above	18	12
	Total	150	100

Source: Survey Data (2025)

Furthermore, 30 respondents (20%) receive a monthly salary between 800,000 and 1,100,000 MMK. A segment, 17 respondents (11.3%), earn between 1,100,000 and 1,400,000 MMK, and 4 respondents (2.7%) are in the 1,400,000 to 1,700,000 MMK income bracket. Notably, 18 respondents (12%) reported earning a salary above 1,700,000 MMK.

This salary distribution reflects a varied compensation structure within the organization, which may influence employee satisfaction, motivation, and retention.

4.2 Employees' Perception on Motivation Factors, Job Satisfaction, and Employee Retention

Perceptions of motivating factors, job satisfaction, and employee retention are discussed in this section. The core data are Employees' perceptions on a seven-point Likert scale. The following descriptive statistic shows each item's mean and standard deviation.

4.2.1 Employees' Perception on Hygiene Factors

The hygiene factors consist of six variables: Working Conditions, Coworker Relations, Policies and Practices, Supervisors, Compensation, and Job Security. A total of 30 statements were used to measure these factors, with each variable being assessed through 5 dedicated statements.

(i) Employees’ Perception on Working Conditions

Working Conditions are assessed through five statements, and the data for this variable were gathered in the survey.

Table 4.7 Employees’ Perception on Working Conditions

Sr.No.	Descriptions	Mean	Standard Deviation
1	Satisfaction with cooling, lighting, and ventilation.	5.06	1.471
2	Comfortable and conducive physical surroundings.	5.11	1.339
3	Pleasant and welcoming work environment.	5.07	1.278
4	Comfort with layout and workplace facilities.	5.11	1.267
5	Overall satisfaction with working conditions.	5.05	1.310
Overall Mean			5.08

Source: Survey Data (2025)

Table 4.7 presents how employees at DIR-ACE Technology Ltd. perceive the physical conditions of their workplace. The overall mean score is 5.08, which falls within the "satisfied" or "somewhat agree" range. This indicates that employees generally hold positive perceptions regarding the working conditions provided by the organization.

Among the five statements, the highest mean score is 5.11, shared by two items: employees find the physical surroundings of their workplace to be conducive and comfortable, and they feel comfortable with the physical layout and facilities. The lowest mean score is 5.05, reflecting overall satisfaction with the working conditions, though it remains within the satisfied range.

These findings suggest that DIR-ACE Technology Ltd. provides a well-maintained and comfortable physical environment, contributing positively to employee satisfaction and potentially enhancing overall workplace productivity.

(ii) Employees’ Perception on Coworker Relations

Coworker Relations are assessed through five statements, and the data for this variable were gathered in the survey. Table 4.8 presents how employees at DIR-ACE Technology Ltd. perceive their relationships with coworkers. The overall mean score is 5.68, indicating that respondents are generally at the “very satisfied” or “agree” level regarding coworker relations.

Table 4.8 Employees' Perception on Coworker Relations

Sr.No.	Descriptions	Mean	Standard Deviation
1	Strong spirit of cooperation among co-workers.	5.77	0.999
2	Opportunities to build close friendships at work.	5.71	1.070
3	Ease in developing friendly relationships.	5.70	1.073
4	Friendly and approachable colleagues.	5.59	1.159
5	Positive and harmonious co-worker relationships.	5.62	1.079
Overall Mean		5.68	

Source: Survey Data (2025)

Among the five statements, the highest mean score is 5.77, suggesting that employees experience a strong spirit of cooperation while working with their colleagues. The lowest mean score is 5.59, which still indicates a high level of satisfaction regarding the friendliness and approachability of coworkers.

These results suggest that employees at DIR-ACE Technology Ltd. view their coworker relationships as supportive, friendly, and collaborative. Such positive interpersonal dynamics likely contribute to a healthy organizational culture and foster strong team cohesion in the workplace.

(iii) Employees' Perception on Policies and Practices

Policies and Practices are assessed through five statements, and the data for this variable were gathered in the survey.

Table 4.9 Employees' Perception on Policies and Practices

Sr.No.	Descriptions	Mean	Standard Deviation
1	Well-implemented and managed company policies.	4.78	1.385
2	Satisfaction with policy application to employees.	4.68	1.494
3	Employees are well-informed about guidelines.	5.41	1.011
4	Effective execution of company policies.	4.91	1.414
5	Fair and considerate treatment of employees.	4.73	1.541
Overall Mean		4.90	

Source: Survey Data (2025)

Table 4.9 presents how employees at DIR-ACE Technology Ltd. perceive the company’s policies and practices. The overall mean score is 4.90, indicating that respondents are generally at the “satisfied” or “somewhat agree” level regarding the implementation and fairness of organizational policies.

Among the five statements, the highest mean score is 5.41, suggesting that employees feel well-informed about the company’s policies and guidelines. In contrast, the lowest mean score is 4.68, which reflects relatively lower satisfaction with the fairness and consistency in how policies are applied to employees.

These findings suggest that employees at DIR-ACE Technology Ltd. generally view the company’s policy framework as well-structured and effectively communicated. While internal communication appears to be a strong point, there may still be room for improvement in perceived fairness and consistent application of policies across the workforce.

(iv) Employees’ Perception on Supervisors

Supervisors are assessed through five statements, and the data for this variable were gathered in the survey.

Table 4.10 Employees’ Perception on Supervisors

Sr.No.	Descriptions	Mean	Standard Deviation
1	Strong mutual understanding with supervisor.	5.63	1.267
2	Fair and efficient employee management.	5.57	1.333
3	Supervisor advocates well to top management.	5.50	1.446
4	Effective handling of employee complaints.	5.41	1.371
5	Positive supervisor-employee relationship.	5.56	1.229
Overall Mean		5.53	

Source: Survey Data (2025)

Table 4.10 presents how employees at DIR-ACE Technology Ltd. perceive their supervisors in terms of support, fairness, and professional interaction. The overall mean score is 5.53, indicating that respondents are generally at the “very satisfied” or “agree” level regarding supervisory relationships.

Among the five statements, the highest mean score is 5.63, suggesting that employees feel there is strong mutual understanding between them and their

supervisors. The lowest mean score is 5.41, which still reflects a positive perception on supervisors' ability to address and resolve employee complaints effectively.

These findings suggest that supervisors at DIR-ACE Technology Ltd. are perceived as constructive leaders who foster trust, fairness, and open communication. Their ability to manage teams with empathy and professionalism contributes positively to overall employee satisfaction and workplace harmony.

(v) Employees' Perception on Compensation

Compensation is assessed through five statements, and the data for this variable were gathered in the survey.

Table 4.11 Employees' Perception on Compensation

Sr.No.	Descriptions	Mean	Standard Deviation
1	Satisfaction with overall pay received.	4.05	1.690
2	Hard work and results are rewarded.	4.45	1.645
3	Salary is competitive with industry standards.	3.89	1.707
4	Pay reflects individual effort and contribution.	4.37	1.648
5	Fair salary compared to coworkers in the company.	4.17	1.579
Overall Mean		4.19	

Source: Survey Data (2025)

Table 4.11 presents how employees at DIR-ACE Technology Ltd. perceive the compensation practices within the organization. The overall mean score is 4.19, indicating that respondents are generally at a “neutral” or “neither satisfied nor dissatisfied” level regarding their compensation.

Among the five statements, the highest mean score is 4.45, suggesting that employees somewhat agree that hard work and results are recognized and rewarded by the organization. The lowest mean score is 3.89, which reflects a comparatively less favorable view of salary competitiveness when compared to similar roles in other companies in Myanmar.

These findings indicate that while employees do not express outright dissatisfaction, compensation is not perceived as a strong motivator. Enhancing transparency, benchmarking, and performance-based rewards could further improve employee satisfaction in this area.

(vi) Employees’ Perception on Job Security

The following table shows survey data on job security, which is judged by five statements.

Table 4.12 Employees’ Perception on Job Security

Sr.No.	Descriptions	Mean	Standard Deviation
1	Feeling of job security.	4.85	1.422
2	Role provides a stable future.	4.14	1.559
3	Steady and reliable employment.	4.57	1.582
4	Workplace treats staff like family.	5.13	1.333
5	Minimal layoffs and unnecessary transfers.	5.19	1.261
Overall Mean			4.77

Source: Survey Data (2025)

Table 4.12 shows DIR-ACE Technology Ltd. employees' job security perceptions. The overall mean score is 4.77, indicating that respondents are generally at the “satisfied” or “somewhat agree” level with regard to their job stability and protection from employment-related uncertainty.

Among the five statements, the highest mean score is 5.19, suggesting that employees feel protected from layoffs and unnecessary transfers. The lowest mean score is 4.14, which points to relatively lower confidence in the long-term future stability provided by their current roles.

These results suggest that employees at DIR-ACE Technology Ltd. generally feel secure in their current roles, particularly in terms of short-term stability and organizational protection. However, enhancing employees’ confidence in long-term career prospects may further improve overall perceptions of job security.

(vii) Summary of Employees’ Perception on Hygiene Factors

The overall mean values for respondents’ perceptions of Hygiene Factors are summarized in Table 4.13. The overall mean score is 5.03, indicating that respondents generally fall within the “Satisfied (somewhat agree)” level.

Table 4.13 Summary of Employees' Perception on Hygiene Factors

Sr.No.	Hygiene Factors	Overall Mean
1	Working Conditions	5.08
2	Coworker Relations	5.68
3	Policies and Practices	4.90
4	Supervisors	5.53
5	Compensation	4.19
6	Job Security	4.77
Overall		5.03

Source: Survey Data (2025)

The highest mean score is 5.68, referring to Coworker Relations. This reflects that employees strongly agree that relationships with colleagues are cooperative, friendly, and harmonious, contributing positively to a socially supportive work environment. The lowest mean score is 4.19, relating to Compensation. This suggests that employees are comparatively less satisfied with salary-related aspects, including fairness and competitiveness, highlighting an area for strategic improvement.

These findings suggest that DIR-ACE Technology Ltd. maintains strong interpersonal relationships and effective supervision, which support employee satisfaction. However, enhancing compensation systems and reinforcing perceptions of job security and policy fairness could further improve overall employee morale and retention.

4.2.2 Employees' Perception on Motivation Factors

The motivation factors consist of five variables: Achievement, Recognition, Responsibility, Work Itself, and Personal Growth. A total of 25 statements were used to measure these factors, with each variable being assessed through 5 dedicated statements.

(i) Employees' Perception on Achievement

Achievement is assessed through five statements, and the data for this variable were gathered in the survey, as presented in the following Table.

Table 4.14 Employees' Perception on Achievement

Sr.No.	Descriptions	Mean	Standard Deviation
1	Able to see results and impact of work.	4.72	1.381
2	Pride in successful task completion.	6.13	0.780
3	Achievements are valued by the organization.	5.00	1.341
4	Opportunity to perform at best consistently.	5.27	1.129
5	Strong sense of achievement and accomplishment.	4.83	1.309
Overall Mean			5.19

Source: Survey Data (2025)

Table 4.14 presents how employees at DIR-ACE Technology Ltd. perceive their sense of achievement in the workplace. The overall mean score is 5.19, indicating that respondents are generally at the “satisfied” or “somewhat agree” level with feeling accomplished and successful in their roles.

Among the five statements, the highest mean score is 6.13, suggesting that employees strongly take pride in completing their tasks successfully, which reflects a high level of intrinsic motivation. The lowest mean score is 4.72, indicating a relatively moderate perception on seeing the results and impact of their work.

These results suggest that employees at DIR-ACE Technology Ltd. generally feel a healthy degree of achievement in their work. Their pride in completing tasks and belief in their capabilities contribute to a positive sense of professional fulfillment, although continued recognition and opportunities for visible impact may further strengthen this perception.

(ii) Employees' Perception on Recognition

Recognition is assessed through five statements, and the data for this variable were gathered in the survey. Table 4.15 presents how employees at DIR-ACE Technology Ltd. perceive the level of recognition they receive for their contributions. The overall mean score is 5.03, indicating that respondents are generally at the "satisfied" or "somewhat agree" level in terms of being acknowledged for their work efforts.

Table 4.15 Employees' Perception on Recognition

Sr.No.	Descriptions	Mean	Standard Deviation
1	Noticed for good performance.	4.95	1.377
2	Given full credit for work done.	4.97	1.326
3	Receive recognition for contributions.	5.51	1.073
4	Acknowledged by co-workers for good work.	4.83	1.325
5	Receive praise for job well done.	4.87	1.333
Overall Mean		5.03	

Source: Survey Data (2025)

Among the five statements, the highest mean score is 5.51, suggesting that many employees feel they receive recognition for the work they do. The lowest mean score is 4.83, which reflects a comparatively lower but still moderate perception of being regularly told among co-workers when performing well.

These results suggest that employees at DIR-ACE Technology Ltd. generally perceive a fair level of recognition, though there is room to enhance consistency and visibility in acknowledgment practices. Reinforcing timely and public recognition could further improve employee morale, motivation, and overall job satisfaction.

(iii) Employees' Perception on Responsibility

Responsibility is assessed through five statements, and the data for this variable were gathered in the survey.

Table 4.16 Employees' Perception on Responsibility

Sr.No.	Descriptions	Mean	Standard Deviation
1	Opportunity to plan work independently.	4.74	1.458
2	Empowered to make work-related decisions.	4.69	1.420
3	Trusted with overseeing team members' work.	5.11	1.327
4	Autonomy to use judgment in tasks.	4.84	1.400
5	Satisfaction with responsibility and trust given.	5.17	1.303
Overall Mean		4.91	

Source: Survey Data (2025)

Table 4.16 presents how employees at DIR-ACE Technology Ltd. perceive the level of responsibility and autonomy in their roles. The overall mean score is 4.91, indicating that respondents are generally at the "satisfied" or "somewhat agree" level regarding their sense of responsibility and decision-making authority at work.

Among the five statements, the highest mean score is 5.17, suggesting that many employees feel satisfied with the level of responsibility and trust placed in them within their job roles. The lowest mean score is 4.69, which reflects a comparatively lower yet moderate perception of being empowered to make independent decisions regarding their work.

These findings suggest that employees at DIR-ACE Technology Ltd. generally feel trusted and responsible in their roles, though opportunities remain to strengthen autonomy in planning and decision-making. Fostering greater empowerment may further enhance employee engagement, motivation, and ownership in the workplace.

(iv) Employees’ Perception on Work itself

Work itself is assessed through five statements, and the data for this variable were gathered in the survey, as presented in the following Table 4.17.

Table 4.17 Employees’ Perception on Work itself

Sr.No.	Descriptions	Mean	Standard Deviation
1	Opportunity to do work I can do best.	4.68	1.615
2	Tasks align with my skills and strengths.	4.63	1.644
3	Able to apply core IT expertise in role.	4.39	1.650
4	Use of both technical and non-technical skills.	4.77	1.589
5	Effective use of abilities like programming, reporting, and teamwork.	5.21	1.283
Overall Mean		4.74	

Source: Survey Data (2025)

This table presents how employees at DIR-ACE Technology Ltd. perceive the nature of their job tasks and the extent to which these tasks align with their skills and competencies. The overall mean score is 4.74, indicating that respondents are generally at the "satisfied" or "somewhat agree" level regarding their engagement with the work itself.

Among the five statements, the highest mean score is 5.21, suggesting that employees feel most confident in their ability to effectively utilize a combination of their abilities and acquired skills, such as programming, reporting, and teamwork, within their roles. The lowest mean score is 4.39, reflecting comparatively lower satisfaction with opportunities to fully utilize core IT expertise, such as system development or consulting.

These results indicate that while employees feel moderately engaged with the nature of their work, there is potential to enhance job satisfaction by better aligning assignments with specialized technical capabilities and personal strengths.

(v) Employees’ Perception on Personal Growth

Personal Growth is assessed through five statements, and the data for this variable was gathered in the survey, as presented in the following Table 4.18.

Table 4.18 Employees’ Perception on Personal Growth

Sr.No.	Descriptions	Mean	Standard Deviation
1	Clear opportunities for career growth.	4.42	1.598
2	Role supports professional advancement.	4.45	1.565
3	Fair promotion based on performance.	4.41	1.635
4	Good prospects for next career step.	4.49	1.583
5	Confidence in advancing within the organization.	5.21	1.260
Overall Mean		4.60	

Source: Survey Data (2025)

This table shows how employees at DIR-ACE Technology Ltd. perceive their professional and personal growth. The average score is 4.60, suggesting that respondents are generally at the "satisfied" or "somewhat agree" level regarding their personal growth.

Among the five statements, the highest mean score is 5.21, suggesting that employees are confident in their ability to advance their careers within the organization. The lowest mean score is 4.41, which reflects comparatively lower satisfaction with how fairly promotions are awarded based on performance and qualifications.

These results suggest that while employees feel moderately optimistic about their growth potential, there is room to improve transparency in promotion practices

and to provide clearer pathways for advancement, which could further enhance career satisfaction and employee retention.

(vi) Summary of Employees’ Perception on Motivation Factors

The overall mean values of respondents’ Motivation Factors are presented in Table 4.19 and show how employees at DIR-ACE Technology Ltd. perceive various motivation factors. The overall mean score (4.89) indicates that respondents generally fall within the “Satisfied (somewhat agree)” level.

Table 4.19 Summary of Employees’ Perception on Motivation Factors

Sr.No.	Motivation Factors	Overall Mean
1	Achievement	5.19
2	Recognition	5.03
3	Responsibility	4.91
4	Work Itself	4.74
5	Personal Growth	4.60
Overall		4.89

Source: Survey Data (2025)

The highest mean score is 5.19, referring to Achievement. This reflects that employees strongly value the sense of accomplishment and impact their work provides, which serves as a key driver of motivation. The lowest mean score is 4.60, relating to Personal Growth. This suggests that while employees acknowledge some opportunities for career advancement, there may be uncertainty about long-term development and promotion pathways.

These findings imply that DIR-ACE Technology Ltd. offers motivating work conditions with strong achievement recognition, but could further improve employee motivation by focusing on clearer growth paths, greater responsibility, and fuller utilization of skills.

4.2.3 Employees’ Perception on Job Satisfaction

Job satisfaction is assessed through eight statements, and the data for this variable were gathered in the survey. Table 4.20 presents how employees at DIR-ACE Technology Ltd. perceive their level of job satisfaction. The overall mean score is 5.03, indicating that respondents are generally at the “Satisfied (somewhat agree)” level.

Table 4.20 Employees’ Perception on Job Satisfaction

Sr.No.	Descriptions	Mean	Standard Deviation
1	Effective use of skills, abilities, and experience.	4.83	1.384
2	Clear understanding of performance expectations.	5.41	1.182
3	Personal fulfillment from achieving goals.	4.65	1.465
4	Able to manage work assignments independently.	4.92	1.234
5	Safe and favorable working conditions.	5.35	1.205
6	Supportive and open leadership environment.	5.03	1.383
7	Team-oriented structure supports efficiency.	5.06	1.286
8	General satisfaction with the job.	4.83	1.486
Overall Mean			5.03

Source: Survey Data (2025)

The highest mean score is 5.41, referring to employees’ understanding of performance standards and expectations. This reflects that employees have a strong awareness of what is required in their roles, which contributes positively to job satisfaction. The lowest mean score is 4.65, relating to feelings of personal accomplishment. This suggests that while employees are functionally satisfied, some may be lacking a deeper sense of intrinsic reward or achievement in their work.

These findings suggest that the company provides a supportive and structured environment, but could strengthen employee engagement by enhancing recognition and opportunities for personal fulfillment.

4.2.4 Employees’ Perception on Employee Retention

Employee retention is assessed through nine statements, and the data for this variable were gathered in the survey. Table 4.21 presents how employees at DIR-ACE Technology Ltd. perceive employee retention. The overall mean score is 4.93, indicating that respondents generally fall within the “Satisfied (somewhat agree)” range.

Table 4.21 Employees' Perception on Employee Retention

Sr.No.	Descriptions	Mean	Standard Deviation
1	Treated with respect and understanding by coworkers.	5.56	1.114
2	Opportunities for personal and professional growth.	4.87	1.349
3	Competitive salary within Myanmar's IT market.	3.81	1.640
4	Positive influence of organization's reputation.	4.66	1.442
5	Satisfaction with flexible working hours.	5.67	1.138
6	Trusted to work independently.	5.44	1.102
7	Support for personal development and skill improvement.	4.82	1.520
8	Satisfaction with recognition and annual salary increases.	4.22	1.638
9	Stable and secure work environment.	5.29	1.359
Overall Mean			4.93

Source: Survey Data (2025)

The highest mean score is 5.67, referring to satisfaction with flexible working hours. This reflects that employees value work-life balance, which positively influences their intention to stay with the organization. The lowest mean score is 3.81, related to perceptions of salary competitiveness compared to similar roles in the Myanmar IT market. This suggests that employees are less satisfied with their salary, which could impact long-term retention. These findings suggest that while the company provides a supportive work environment with flexibility and trust, it could enhance retention by improving compensation and recognition programs.

4.3 Correlation Analysis of Motivation Factors, Job Satisfaction, and Employee Retention

The correlation analysis examines the relationships between the independent and dependent variables. In this study, the correlation analysis was employed to assess the relationships among motivation factors, job satisfaction, and employee retention.

4.3.1 Correlation Analysis Between Hygiene Factors and Job Satisfaction

The correlation analysis was utilized to assess the relationship between hygiene factors and job satisfaction among operational employees at DIR-ACE Technology Ltd. (DAT). The results of this analysis are presented in Table 4.22.

Table 4.22 Correlation Analysis of Hygiene Factors and Job Satisfaction

Sr. No.	Hygiene Factors	Pearson Correlation Coefficient	P- value
1	Working Conditions	0.575***	0.000
2	Coworker Relations	0.492***	0.000
3	Policies and Practices	0.561***	0.000
4	Supervisors	0.621***	0.000
5	Compensation	0.550***	0.000
6	Job Security	0.785***	0.000

Source: Survey Data (2025)

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

Dependent Variable: Job Satisfaction

At the 0.01 significance level, all hygiene factors including working conditions, coworker relations, policies and practices, supervisors, compensation, and job security show statistically significant positive correlations with job satisfaction among operational employees at DIR-ACE Technology Ltd. Job security has the strongest correlation with a coefficient of 0.785, indicating a strong positive relationship. Supervisors follow with a moderate to strong correlation of 0.621. Working conditions, policies and practices, and compensation demonstrate moderate positive correlations of 0.575, 0.561, and 0.550, respectively. Coworker relations show a weaker but still significant correlation of 0.492.

These results suggest that improvements in all hygiene factors are associated with increased levels of job satisfaction. Job security appears to have the greatest impact, suggesting that employees who feel secure in their positions are generally more satisfied. Managerial support also plays a critical role in employee satisfaction, while fair working conditions, organizational policies, and compensation contribute moderately. Positive coworker relations are important, but have a relatively smaller influence compared to other factors.

The findings are consistent with Herzberg's two-factor theory, which highlights the importance of hygiene factors in preventing dissatisfaction and fostering job

satisfaction. The strong correlation between job security and satisfaction reflects the need for stability in the workplace. Similarly, the significance of supervisors emphasizes the value of effective leadership. Overall, these results underline the necessity for organizations to maintain a safe and supportive work environment to enhance employee satisfaction and improve organizational outcomes.

4.3.2 Correlation Analysis Between Motivation Factors and Job Satisfaction

The correlation analysis was applied to examine the relationship between motivation factors and job satisfaction among operational employees at DIR-ACE Technology Ltd. (DAT). Table 4.23 presents the results of this analysis.

Table 4.23 Correlation Analysis of Motivation Factors and Job Satisfaction

Sr. No.	Motivation Factors	Pearson Correlation Coefficient	P- value
1	Achievement	0.814***	0.000
2	Recognition	0.687***	0.000
3	Responsibility	0.743***	0.000
4	Work Itself	0.831***	0.000
5	Personal Growth	0.765***	0.000

Source: Survey Data (2025)

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

Dependent Variable: Job Satisfaction

At the 0.01 significance level, all motivation factors, including achievement, recognition, responsibility, work itself, and personal growth, show statistically significant positive correlations with job satisfaction among operational employees at DIR-ACE Technology Ltd. Work itself has the strongest correlation with a coefficient of 0.831, indicating a strong positive relationship. Achievement follows closely with a coefficient of 0.814, and personal growth also shows a strong correlation at 0.765. Responsibility demonstrates a moderate to strong correlation of 0.743, while recognition has a moderate positive correlation of 0.687.

These results suggest that higher levels of motivational factors are associated with increased job satisfaction. Employees tend to be more satisfied when their work is meaningful and fulfilling. A strong sense of achievement and opportunities for personal growth significantly contribute to this satisfaction. Additionally, giving employees important responsibilities and autonomy enhances their happiness. Recognition and

appreciation also play a significant role, although to a slightly lesser extent compared to other motivational factors.

The findings align with motivation theories such as Herzberg’s two-factor theory, which emphasizes the importance of intrinsic motivators for job satisfaction. The strong correlations of work itself and achievement with satisfaction highlight the value of meaningful tasks and accomplishment in the workplace. Furthermore, the significance of responsibility, personal growth, and recognition reflects the role of autonomy, development, and social acknowledgment in motivating employees. These results underscore the importance of fostering intrinsic motivation to enhance employee satisfaction and overall organizational performance.

4.3.3 Correlation Analysis Between Herzberg’s Two-Factors of Motivation and Job Satisfaction

To explore the correlation between Herzberg's Two-Factors model of motivation and job satisfaction, this study employed the correlation analysis to analyze the relationship between hygiene factors, motivation factors, and job satisfaction among operational employees at DIR-ACE Technology Ltd. (DAT). The results are presented in Table 4.24.

Table 4.24 Correlation Analysis of Herzberg’s Two-Factors and Job Satisfaction

Sr. No.	Herzberg’s Two-Factors	Pearson Correlation Coefficient	P- value
1	Hygiene Factors	0.771***	0.000
2	Motivation Factors	0.881***	0.000

Source: Survey Data (2025)

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

Dependent Variable: Job Satisfaction

At the 0.01 significance level, both hygiene factors and motivation factors are positively and significantly correlated with job satisfaction among operational employees at DIR-ACE Technology Ltd. Motivation factors demonstrate a stronger correlation with job satisfaction, reflected by a coefficient of 0.881, indicating a strong positive relationship. Hygiene factors also show a strong correlation with a coefficient of 0.771, though slightly lower than that of motivation factors.

These results suggest that while both intrinsic and extrinsic factors contribute meaningfully to employee satisfaction, motivation factors play a more influential role.

Employees are more likely to experience higher levels of job satisfaction when they are motivated by internal elements such as achievement, recognition, responsibility, meaningful work, and personal growth. However, external conditions such as supportive supervision, fair compensation, and job security also play a critical supporting role.

The findings are consistent with Herzberg’s Two-Factor Theory, which distinguishes between motivators and hygiene factors in determining job satisfaction. The stronger correlation of motivation factors reinforces the theory’s emphasis on intrinsic drivers as primary sources of satisfaction. Meanwhile, the significant but slightly lower correlation of hygiene factors confirms that although they do not necessarily lead to high satisfaction, their absence can cause dissatisfaction. Together, these results highlight the need for DIR-ACE Technology Ltd. to focus on both enhancing motivational elements and maintaining supportive workplace conditions.

4.3.4 Correlation Analysis Between Job Satisfaction and Employee Retention

This study employed the correlation analysis to assess the relationship among operational employees at DIR-ACE Technology Ltd. (DAT). The results are presented in Table 4.25.

Table 4.25 Correlation Analysis of Job Satisfaction and Employee Retention

Sr. No.	Job Satisfaction	Pearson Correlation Coefficient	P- value
1	Job Satisfaction	0.837***	0.000

Source: Survey Data (2025)

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

Dependent Variable: Employee Retention

At the 0.01 significance level, job satisfaction shows a strong and significant positive correlation with employee retention among operational employees at DIR-ACE Technology Ltd. The correlation coefficient is 0.837, indicating a strong positive relationship between the two variables.

This finding indicates that greater job satisfaction is strongly related to higher employee retention. When employees are content with their roles, they are more inclined to stay with the organization, leading to lower turnover rates and a more stable workforce.

The finding aligns with existing theory, which posits that job satisfaction is a key determinant of employee retention. When employees experience fulfillment in their roles, they are more committed to their organization. This supports the idea that improving job satisfaction can serve as an effective strategy to retain talent and enhance organizational performance at DIR-ACE Technology Ltd.

4.4 Regression Analysis of Motivation Factors, Job Satisfaction, and Employee Retention

This study employed three multiple regression analyses and one simple regression analysis to investigate the hygiene and motivation factors affecting job satisfaction and how they impact employee retention among operational employees at DIR-ACE Technology Ltd. (DAT). The first analysis aims to identify the hygiene and motivation factors that influence job satisfaction, while the second examines the impact of job satisfaction on employee retention.

4.4.1 Regression Analysis Between Hygiene Factors and Job Satisfaction

This study evaluated how hygiene factors influence job satisfaction using linear regression analysis. A multiple regression analysis was employed to assess the combined and individual effects of the hygiene factors on job satisfaction. As shown in Table 4.26, the F-value is 52.675, and this value is statistically significant at the 1% level. So, the model is highly reliable and valid for the study. The adjusted R^2 value of 0.675 provides a slightly more reasonable estimate of 67.5% explained variance when the sample size and number of predictors (six) are considered.

The diagnostic results for the regression assumptions are provided in Appendix B. The normality of residuals was assessed using a histogram of standardized residuals, which displayed an approximately bell-shaped distribution. This indicates that the residuals were roughly normally distributed. The Normal Probability-Probability (P-P) Plot further supported this finding, as the plotted points closely aligned with the diagonal reference line, confirming that the assumption of normality was reasonably met. A scatterplot of standardized residuals versus standardized predicted values was examined to assess the assumptions of linearity and homoscedasticity. The plot revealed a random, evenly scattered distribution of residuals, with no visible systematic pattern or funnel-shaped trend, suggesting that both assumptions were satisfied. To assess the presence of multicollinearity among the independent variables, the Variance

Inflation Factor (VIF) scores were examined. All values were found to be under the widely accepted cutoff of 10, with the majority under 5, suggesting that multicollinearity did not pose a serious concern in the model. The diagnostic tests confirmed that the key assumptions of multiple linear regression, such as normality, linearity, homoscedasticity, and absence of multicollinearity, were adequately met in this study.

Table 4.26 Regression Analysis Between Hygiene Factors and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	b	Std. Error	B			
(Constant)	0.311	0.331		0.938	0.350	
Working Conditions	0.123*	0.065	0.128	1.897	0.060	2.086
Coworker Relations	0.122**	0.061	0.113	2.009	0.046	1.456
Policies and Practices	0.002	0.064	0.002	0.032	0.974	2.529
Supervisors	0.176***	0.052	0.213	3.402	0.001	1.802
Compensation	-0.025	0.050	-0.034	-0.488	0.626	2.274
Job Security	0.526***	0.066	0.566	8.001	0.000	2.301
R	0.830					
R ²	0.688					
Adjusted R ²	0.675					
F Value	52.675***					

Source: Survey Data (2025)

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

Dependent Variable: Job Satisfaction

At the 1% significance level, two variables, job security and supervisors, have a statistically significant positive effect on job satisfaction. Job security ($B = 0.566$, $p < 0.01$), with the highest standardized coefficient, is the strongest predictor for job satisfaction, indicating that employees who feel secure in their jobs tend to have higher satisfaction. Similarly, supervisors ($B = 0.213$, $p < 0.01$), associated with leadership support and guidance, are the second strongest predictor for job satisfaction. From the perspective of DIR-ACE Technology Ltd., these findings suggest that enhancing job

security and strengthening supervisory leadership could meaningfully improve employee satisfaction.

Coworker relations ($B = 0.113$, $p < 0.05$), reflecting positive interpersonal workplace relationships, also significantly influence job satisfaction. From the perspective of DIR-ACE Technology Ltd., these findings suggest that fostering good coworker relationships could meaningfully improve employee satisfaction.

At the 10% significance level, working conditions ($B = 0.128$, $p = 0.060$) show a moderate positive effect on job satisfaction, indicating that workplace environmental factors and physical conditions might still contribute to employee satisfaction, though less strongly.

In contrast, compensation ($p = 0.626$) and policies and practices ($p = 0.974$) do not show statistically significant effects on job satisfaction in this model. However, this lack of significance should not be interpreted as these factors being unimportant. Compensation and internal policies remain essential “hygiene” elements that must be adequately managed to meet employee expectations and prevent dissatisfaction, especially in an IT company like DIR-ACE Technology Ltd.

This study emphasizes that job security, supervisors, and coworker relations are the most influential hygiene factors positively affecting job satisfaction. These findings provide valuable guidance for DIR-ACE Technology Ltd. to focus efforts on preserving job stability, improving supervisory support, and cultivating a collaborative work environment to enhance overall employee satisfaction.

4.4.2 Regression Analysis Between Motivation Factors and Job Satisfaction

This study explored how motivational factors impact job satisfaction through multiple linear regression analysis. Job satisfaction served as the dependent variable, while the five motivation factors were independent variables. The findings, summarized in Table 4.27, indicate that the regression model is statistically significant, with an F-value of 113.521 ($p < 0.01$). This demonstrates that the combination of motivational factors meaningfully predicts job satisfaction. The adjusted R^2 of 0.791 suggests that approximately 79.1% of the variance in job satisfaction can be accounted for by these factors and the sample size.

Table 4.27 Regression Analysis Between Motivation Factors and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	b	Std. Error	B			
(Constant)	0.669	0.225		2.971	0.003	
Achievement	0.392***	0.075	0.358	5.199	0.000	3.369
Recognition	-0.014	0.061	-0.015	-0.227	0.821	2.979
Responsibility	0.162***	0.056	0.195	2.885	0.005	3.263
Work Itself	0.238***	0.059	0.327	4.049	0.000	4.633
Personal Growth	0.102*	0.056	0.131	1.821	0.071	3.655
R	0.893					
R ²	0.798					
Adjusted R ²	0.791					
F Value	113.521***					

Source: Survey Data (2025)

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

Dependent Variable: Job Satisfaction

The diagnostic analysis for the regression assumptions is detailed in Appendix B. To evaluate the normality of residuals, a histogram was used, revealing a distribution that approximated a bell curve. Additionally, the P-P Plot showed that data points closely followed the diagonal line, supporting the assumption of normality. Linearity and homoscedasticity were examined through a scatterplot of standardized residuals against predicted values. The residuals appeared randomly and evenly spread without any discernible patterns, indicating that both assumptions were met. Multicollinearity was assessed using the Variance Inflation Factor (VIF) values, all of which were below the commonly accepted threshold of 10, suggesting no significant multicollinearity issues. In summary, the essential assumptions for conducting multiple linear regression were satisfactorily met in this study.

At the 1% significance level, achievement ($B = 0.358$, $p < 0.01$), work itself ($B = 0.327$, $p < 0.01$), and responsibility ($B = 0.195$, $p < 0.01$) have a positive and significant effect on job satisfaction. This suggests that employees feel more satisfied when they experience a sense of accomplishment, meaningful and engaging work, and greater responsibility or independence in their roles.

At the 10% significance level, personal growth ($B = 0.131$, $p = 0.071$) also positively influences job satisfaction, highlighting the importance of opportunities for career development and self-improvement.

However, recognition ($B = -0.015$, $p = 0.821$) does not show a significant effect on job satisfaction in this study. Although recognition is a known motivator according to Herzberg's theory, its lack of significance here may suggest that recognition practices at DIR-ACE Technology Ltd. (DAT) are inconsistent or do not meet employee expectations. This represents an opportunity for HR to develop better and more meaningful recognition programs to increase motivation.

The findings confirm that achievement, work itself, and responsibility are the most important motivation factors affecting job satisfaction. To improve employee satisfaction and retention, DAT should focus on giving employees more autonomy, meaningful work, goal-setting, and opportunities for personal growth, in line with Herzberg's Two-Factor Theory.

4.4.3 Regression Analysis Between Herzberg's Two-Factors and Job Satisfaction

To evaluate how hygiene factors and motivation factors from Herzberg's two-factor theory affect job satisfaction for operational employees at DIR-ACE Technology Ltd. (DAT), a multiple regression analysis was performed. In this model, job satisfaction was treated as the dependent variable, while hygiene and motivation factors were the independent variables. The findings, shown in Table 4.28, indicate that the regression model is highly significant, with an F-value of 288.221 ($p < 0.01$), suggesting that Herzberg's theory is a strong predictor of job satisfaction in this setting. The adjusted R^2 value of 0.794 indicates that around 79.4% of the variation in job satisfaction can be explained by the combination of hygiene and motivation factors, taking into account the sample size and number of predictors.

Table 4.28 Regression Analysis Between Herzberg’s Two-Factors and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	b	Std. Error	B			
(Constant)	0.351	0.217		1.620	0.107	
Hygiene Factors	0.252***	0.067	0.222	3.785	0.000	2.486
Motivation Factors	0.696***	0.058	0.710	12.112	0.000	2.486
R	0.893					
R ²	0.797					
Adjusted R ²	0.794					
F Value	288.221***					

Source: Survey Data (2025)

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

Dependent Variable: Job Satisfaction

Details regarding the assessment of regression assumptions are provided in Appendix B. Residual normality was examined using a histogram and a P-P plot, both of which suggested a distribution close to normal. Linearity and homoscedasticity were evaluated using a scatterplot of standardized residuals versus predicted values, which showed a random and consistent spread of points, confirming both assumptions. Multicollinearity was assessed through the Variance Inflation Factor (VIF), with all values falling below the threshold of 10, indicating no serious multicollinearity concerns. Overall, the regression model satisfied all key assumptions necessary for reliable analysis.

Among the two predictors, motivation factors had a notably stronger and statistically significant effect on job satisfaction ($B = 0.710, p < 0.01$) compared to hygiene factors ($B = 0.222, p < 0.01$). This result strongly supports Herzberg’s assertion that motivation factors are the primary drivers of job satisfaction. Hygiene factors, while important for preventing dissatisfaction, play a secondary but still significant role.

From a human resource management perspective, these findings provide clear strategic guidance. Maintaining good hygiene factors, such as safe working conditions, positive coworker relations, effective supervisors, fair compensation, job security, and

clear policies, is necessary to avoid dissatisfaction. However, to foster long-term employee satisfaction and engagement, DAT should focus more intensively on motivational factors. HR initiatives should emphasize meaningful work, recognition of achievements, increased responsibility, and opportunities for personal and professional growth.

The regression analysis supports the applicability of Herzberg’s Two-Factor Theory within DIR-ACE Technology Ltd. While both hygiene and motivation factors have a meaningful impact on job satisfaction, motivation factors emerge as the more influential drivers. Consequently, to maintain strong job satisfaction and minimize employee turnover, leadership at DAT should place greater emphasis on implementing motivational initiatives that engage and empower employees beyond just maintaining baseline working conditions.

4.4.4 Regression Analysis Between Job Satisfaction and Employee Retention

This study examined the relationship between job satisfaction and employee retention at DIR-ACE Technology Ltd. (DAT) using a simple linear regression analysis. In this analysis, employee retention was treated as the dependent variable, while job satisfaction acted as the predictor.

Table 4.29 Regression Analysis Between Job Satisfaction on Employee Retention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	b	Std. Error	B		
(Constant)	1.024	0.214		4.777	0.000
Job Satisfaction	0.778***	0.042	0.837	18.606	0.000
R	0.837				
R ²	0.701				
F Value	346.179***				

Source: Survey Data (2025)

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

Dependent Variable: Employee Retention

The results, shown in Table 4.29, indicate that the regression model is statistically significant, with a substantial F-value of 346.179 ($p < 0.01$), demonstrating that job satisfaction is a strong predictor of employee retention. The R² value of 0.701

suggests that job satisfaction accounts for approximately 70.1% of the variation in employee retention, taking into consideration the sample size and model complexity.

The diagnostic results for the regression assumptions are presented in Appendix B. The normality of residuals was assessed using a histogram, which showed an approximately bell-shaped distribution, and a P-P Plot, where the points closely followed the diagonal line, indicating that the normality assumption was reasonably satisfied. A scatterplot of standardized residuals versus predicted values was examined to assess linearity and homoscedasticity. The plot showed a random, evenly dispersed pattern of residuals with no visible trends, confirming that both assumptions were met. Overall, the key assumptions of simple linear regression were adequately satisfied in this study.

The standardized beta coefficient ($B = 0.837$) and high t-value ($t = 18.606$, $p < 0.01$) further confirm that job satisfaction has a strong and statistically significant positive influence on employee retention. From a human resource management perspective, these findings underline the critical role of job satisfaction in retaining employees. At DAT, where skilled IT professionals are essential to operational continuity and quality of service, enhancing job satisfaction should be a top priority. HR strategies should aim to improve the factors that contribute to job satisfaction, including meaningful and engaging work, opportunities for professional development, supportive leadership, fair organizational policies, and a positive work environment.

The results provide strong empirical evidence that increasing job satisfaction is an effective approach to enhancing employee retention at DAT. Therefore, management should consider job satisfaction not only as a desirable outcome but also as a strategic mechanism for fostering long-term employee commitment and organizational stability.

4.5 Hypotheses and Statistical Results

This section presents the hypotheses testing and regression outcomes related to hygiene and motivation factors influencing job satisfaction, and the effect of job satisfaction on employee retention at DIR-ACE Technology Ltd. (DAT). Multiple regression and simple regression analyses were used to test the proposed hypotheses under the framework of Herzberg's Two-Factor Theory. The results provide empirical insights into the key determinants of employee satisfaction and retention in the IT services context.

Table 4.30 Summary of Hypotheses and Statistical Results

Sr. No.	Hypothesis	Statistical Results
1	H ₁ : Working conditions have a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.128, p = 0.060 (iii) Weakly positive significant
2	H ₂ : Coworker relations have a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.113, p < 0.05 (iii) Significant positive effect
3	H ₃ : Company policies and practices have a significant positive influence on job satisfaction.	(i) Rejected (ii) B = 0.002, p = 0.974 (iii) No significant effect
4	H ₄ : Supervisors have a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.213, p < 0.01 (iii) Significant positive effect
5	H ₅ : Compensation has a significant positive influence on job satisfaction.	(i) Rejected (ii) B = -0.034, p = 0.626 (iii) No significant effect
6	H ₆ : Job security has a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.566, p < 0.01 (iii) Strongest positive influence
7	H ₇ : Achievement has a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.358, p < 0.01 (iii) Strongest positive influence
8	H ₈ : Recognition has a significant positive influence on job satisfaction.	(i) Rejected (ii) B = -0.015, p = 0.821 (iii) No significant effect

Source: Survey Data (2025)

Table 4.30 Summary of Hypotheses and Statistical Results (Continued)

Sr. No.	Hypothesis	Statistical Results
9	H ₉ : Responsibility has a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.195, p < 0.01 (iii) Significant positive effect
10	H ₁₀ : The nature of the work itself has a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.327, p < 0.01 (iii) Significant positive effect
11	H ₁₁ : Personal growth has a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.131, p = 0.071 (iii) Weakly positive significant
12	H ₁₂ : Hygiene factors collectively have a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.222, p < 0.01 (iii) Collective positive impact
13	H ₁₃ : Motivation factors collectively have a significant positive influence on job satisfaction.	(i) Accepted (ii) B = 0.710, p < 0.01 (iii) Strongest determinant
14	H ₁₄ : Job satisfaction has a significant positive influence on employee retention.	(i) Accepted (ii) B = 0.837, p < 0.01 (iii) Key retention factor

Source: Survey Data (2025)

The results revealed that hygiene factors explained 67.5% of the variance in job satisfaction, with Job Security, Supervisors, and Coworker Relations being significant contributors. Motivation factors showed an even stronger influence, explaining 79.1% of the variance, with Achievement, Responsibility, and Work Itself emerging as key predictors. The combined model confirmed that motivation factors had a greater impact on job satisfaction than hygiene factors. Furthermore, job satisfaction was found to have a strong positive effect on employee retention, accounting for 69.8% of the variation, thus highlighting its critical role in retaining employees within the organization.

4.6 Summary of Research Questions, Objectives, and Findings

This study explored the effect of motivation and hygiene factors on job satisfaction and how job satisfaction subsequently influences employee retention at DIR-ACE Technology Ltd. (DAT), based on Herzberg's Two-Factor Theory.

Using multiple regression analysis, three models were developed: the first model assessed the impact of hygiene factors on job satisfaction; the second model examined motivation factors as predictors of job satisfaction. The third model combined both hygiene and motivation factors to determine their joint influence on job satisfaction. Additionally, a fourth model analyzed the direct effect of job satisfaction on employee retention using simple linear regression.

The first regression model showed that job security, supervisors, coworker relations, and working conditions had significant positive effects on job satisfaction, while compensation and company policies were not significant predictors. The model explained 67.5% of the variance in job satisfaction, indicating a moderately strong relationship.

The second model showed that achievement, the work itself, and responsibility were found to be significant positive predictors, while personal growth showed weak significance, and recognition was not statistically significant. The model accounted for 79.1% of the variance, demonstrating a strong influence of motivational elements on job satisfaction.

In the third model, motivation factors had a stronger predictive effect than hygiene factors, though both were statistically significant. Together, they explained 79.4% of the variance in job satisfaction, affirming that motivation plays a more dominant role.

The fourth and final model tested the effect of job satisfaction on employee retention. Job satisfaction was a strong, significant predictor of retention, with the model explaining 69.8% of the variance.

Table 4.31 Summary of Research Questions, Objectives, and Findings

Sr. No.	Research Question	Objective	Findings
1	How do hygiene factors (working conditions, coworker relations, policies, supervisors, compensation, job security) contribute to job satisfaction at DIR-ACE Technology Ltd.?	to examine the hygiene factors influencing job satisfaction in DIR-ACE Technology Ltd.	Supported. Job security (b = 0.526, B = 0.566, p < 0.01), Supervisors (b = 0.176, B = 0.213, p < 0.01), and coworker relations (b = 0.122, B = 0.113, p < 0.05) had significant positive effects. Working conditions showed weak significance (b = 0.123, B = 0.128, p = 0.060). Compensation (b = -0.025, B = -0.034, p = 0.626) and policies (b = 0.002, B = 0.002, p = 0.974) were not significant. The model explained 67.5% of variance in job satisfaction (Adjusted R ² = 0.675)
2	How do motivation factors (achievement, recognition, responsibility, work itself, personal growth) contribute to job satisfaction at DIR-ACE Technology Ltd.?	to examine the motivation factors influencing job satisfaction in DIR-ACE Technology Ltd.	Supported. Achievement (b = 0.392, B = 0.358, p < 0.01), work itself (b = 0.238, B = 0.327, p < 0.01), and responsibility (b = 0.162, B = 0.195, p < 0.01) had significant positive effects. Personal growth was weakly significant (b = 0.102, B = 0.131, p = 0.071). Recognition (b = -0.014, B = -0.015, p = 0.821) was not significant. The model explained 79.1% of variance in job satisfaction (Adjusted R ² = 0.791).

Source: Survey Data (2025)

**Table 4.31 Summary of Research Questions, Objectives, and Findings
(Continued)**

Sr. No.	Research Question	Objective	Findings
3	Which one of the Hygiene and Motivation Factors is more influential on job satisfaction at DIR-ACE Technology Ltd.?	to analyze which one of the hygiene and motivation factors is more influential on job satisfaction in DIR-ACE Technology Ltd.	Supported. Motivation factors ($b = 0.696$, $B = 0.710$, $p < 0.01$) had a stronger effect than hygiene factors ($b = 0.252$, $B = 0.222$, $p < 0.01$). Combined, both significantly predicted job satisfaction and explained 79.4% of its variance (Adjusted $R^2 = 0.794$).
4	How does job satisfaction affect employee retention at DIR-ACE Technology Ltd.?	to study the effect of job satisfaction on employee retention in DIR-ACE Technology Ltd.	Supported. Job satisfaction had a strong positive effect on employee retention ($b = 0.778$, $B = 0.837$, $p < 0.01$), accounting for 69.8% of the variance (Adjusted $R^2 = 0.698$).

Source: Survey Data (2025)

These findings underscore the importance of both hygiene and motivation factors in shaping job satisfaction, which in turn plays a critical role in retaining employees at DIR-ACE Technology Ltd. The summary of research questions, objectives, and key findings is presented in Table 4.31.

CHAPTER V

CONCLUSION

This chapter summarizes the main research findings, provides useful suggestions to DIR-ACE Technology Ltd. (DAT) for enhancing job satisfaction and employee retention, and assesses the extent to which the study's goals were met. There are four primary sections to the chapter: (1) Findings and Discussions; (2) Suggestions of the Study; (3) Implications of the Study; and (4) Needs for Further Study.

5.1 Findings and Discussions

This study aims to contribute to DIR-ACE Technology Ltd. (DAT) by offering a comprehensive understanding of the hygiene and motivation factors that influence job satisfaction and employee retention

The demographic analysis of the respondents revealed that the majority of employees at DIR-ACE Technology Ltd. were female, within the age range of 20 to 36 years, and held diplomas or bachelor's degrees. Most respondents had several years of work experience and earned mid-range monthly salaries. These characteristics reflected a young, educated, and professionally experienced workforce, which is likely to be adaptable, career-oriented, and responsive to organizational development initiatives.

In terms of perception, employees' perceptions were analyzed across hygiene and motivation factors. Among hygiene elements, coworker relationships and supervisor support were rated highly, reflecting a collaborative and well-managed work environment. Working conditions and policies received moderate satisfaction scores, while compensation and job security were perceived less favorably, indicating areas in need of strategic improvement. Regarding motivation factors, employees expressed strong agreement with achievement and recognition, suggesting that a sense of accomplishment and acknowledgment contribute positively to their motivation. Responsibility and the nature of the work were moderately rated, while personal growth received the lowest score, pointing to limited opportunities for advancement. Overall, employees viewed their work environment as supportive and motivating, though enhancements in compensation, career development, and job security could further strengthen satisfaction and retention.

The correlation analysis revealed meaningful relationships among the key variables in the study. Positive associations were found between hygiene and motivation factors and job satisfaction, as well as between job satisfaction and employee retention. These results indicated that as employees perceived improvements in workplace conditions and motivational drivers, their levels of satisfaction and commitment to remain with the organization also increased.

To align with the study's objectives, regression analysis was conducted to evaluate the influence of the independent variables on the dependent variables. The results confirmed that both hygiene and motivation factors had significant positive effects on job satisfaction. Among them, the motivation factors had a stronger influence. Furthermore, job satisfaction was found to significantly impact employee retention. These findings aligned with the study's objectives: to identify key job satisfaction drivers and to understand how satisfaction affects employees' decisions to stay with the organization. The outcomes provided valuable insights for enhancing human resource strategies in the context of DIR-ACE Technology Ltd.

5.1.1 The Effect of Hygiene Factors on Job Satisfaction

Job security was the most significant predictor of job satisfaction among the hygiene factors. This is in line with employees' strong desire for organizational continuity and stability in the high-pressure and quickly changing technical sector. Effective leadership and guidance are essential for creating a positive work environment. The importance of how well team members get along and work together was shown by this study, but not a very strong effect of coworker relations on satisfaction.

Compensation did not show statistically significant effects on job satisfaction, suggesting that these areas may not be meeting employee expectations or are perceived as standard rather than motivating. In the case of compensation, this may reflect a deeper structural challenge: while DAT remains competitive within the local IT market, it faces increasing difficulty in retaining skilled employees who are drawn to remote job opportunities offering salaries pegged to stronger foreign currencies, particularly USD. This shift in employee expectations, driven by globalization and digital work platforms, reduces the motivational power of DAT's current salary framework. To mitigate these issues, DAT should consider enhancing non-monetary incentives such

as career advancement, learning opportunities, work-life balance, and project ownership.

Similarly, company policies did not significantly influence job satisfaction, which may not be due to a lack of communication, but rather a lack of effective engagement. Employees at DIR-ACE Technology Ltd. reported feeling well-informed about the company's policies and guidelines, indicating strong internal communication. However, relatively lower satisfaction was expressed regarding the fairness and consistency in how these policies are applied. This suggests a gap between policy awareness and policy execution. To address this issue, it is recommended that the organization implement standardized enforcement procedures, provide training for managers on consistent policy application, and establish clear, open complaint resolution systems. These actions can help ensure that policies are not only well-communicated but also fairly practiced, thereby improving employee trust and satisfaction.

Working conditions approached significance, indicating some impact on satisfaction. This suggests that the physical or environmental aspects of the workplace may be acceptable, but still offer room for improvement. Small upgrades in office conditions, flexibility in schedules, or enhancements in the working atmosphere may lead to stronger satisfaction outcomes in the future. In keeping with Herzberg's description of hygiene factors as preventive rather than motivating, these should still be regarded as basic expectations that, if not fulfilled, may lead to discontent.

5.1.2 The Effect of Motivation Factors on Job Satisfaction

Regression analysis verified that motivational factors have a significant impact on job satisfaction among operational employees at DIR-ACE Technology Ltd.

Among these, achievement emerged as the strongest motivational predictor, highlighting the value employees place on setting and accomplishing meaningful goals. This suggests that employees derive substantial satisfaction from being able to measure their contributions, meet personal benchmarks, and see the tangible results of their efforts. Such motivation is especially vital in the IT sector, where solving complex problems and completing high-stakes projects serve as core aspects of the job.

The work itself also played a crucial role in driving satisfaction. This finding reinforces Herzberg's view that job enrichment—making work more meaningful, autonomous, and engaging—is a fundamental driver of job satisfaction. At DAT,

employees who find their tasks intellectually stimulating, purposeful, and aligned with their skill sets are more likely to be satisfied and committed. Therefore, job design strategies such as role clarity, variety in task assignments, and greater alignment between job roles and employee strengths can enhance motivation and long-term engagement.

Responsibility was another key motivational element. This reflects employees' desire to be trusted with important tasks and to exercise autonomy in decision-making. When individuals are given ownership over their responsibilities and empowered to make contributions independently, it fosters a sense of accountability and professional dignity. This is particularly relevant in DAT's context, where technical problem-solving often requires independent judgment and proactive engagement.

Personal growth showed a weak but noteworthy significance. This suggests that while DAT provides some approaches for learning and development, such as technical or soft skill training, employees may not fully perceive these opportunities as powerful or consistent. The weak effect indicates that the organization values personal advancement but may not be handling it strategically. To maximize its motivational impact, DAT should consider enhancing its career development programs, introducing clearer career pathways, mentorship initiatives, and certifications that signal long-term professional investment in its employees.

Interestingly, recognition had no significant effect on job satisfaction, suggesting a misalignment between the company's recognition efforts and employee expectations. Although DAT organizes reward programs, appreciation events, and other forms of acknowledgment, employees may feel that recognition is too generic or not directly tied to individual performance and contributions. As a result, despite the presence of formal programs, employees might still experience a sense of being undervalued. To address this, DAT should consider refining its recognition system by incorporating more individualized, transparent, and performance-based recognition strategies. Real-time appreciation, peer-to-peer acknowledgments, and tailored rewards aligned with employee preferences could help foster a stronger sense of appreciation and improve the motivational impact of recognition practices.

In summary, the regression analysis underlines that motivational factors—especially achievement, work itself, and responsibility—are key to improving job satisfaction among DAT employees. However, the underperformance of recognition

and the limited impact of personal growth point to areas where HR interventions could significantly enhance the motivational climate and overall employee engagement.

5.1.3 The Effect of Herzberg's Two-Factors on Job Satisfaction

The basic tenets of Herzberg's theory were validated by the combined regression model that included both motivation and hygiene factors. However, compared to hygiene factors, motivation factors had a significantly larger impact. This supports Herzberg's main idea, which is that true happiness comes from motivators, even though hygiene factors are needed to avoid dissatisfaction. For HR policy, this distinction is crucial. In order to guarantee a functional workplace, companies such as DIR-ACE Technology Ltd. need to maintain a basic level of hygiene. However, to increase employee satisfaction and performance, they must actively cultivate motivational elements.

5.1.4 The Effect of Job Satisfaction on Employee Retention

The results of the simple regression indicated that it has a strong, statistically significant impact on employee retention. This study highlights how important job satisfaction is as a strategic factor in fostering employee loyalty and lowering attrition. It has been shown that workers are more likely to stick with a company if they believe their work environment is steady, fulfilling, and growth-oriented.

In conclusion, this study supports Herzberg's theory by demonstrating that, although hygiene factors contribute to baseline satisfaction, motivation factors are stronger inducers of commitment and profound engagement. Furthermore, the close relationship between retention and satisfaction offers a useful rationale for HR practices that prioritize role design that fosters accomplishment, autonomy, and significant contributions, in addition to working conditions and security.

5.2 Suggestions and Recommendations

Based on the key findings discussed in the previous section, this study proposes targeted strategic recommendations to improve employee satisfaction and retention at DIR-ACE Technology Ltd. These suggestions are derived from the empirical insights and aligned with Herzberg's Two-Factor Theory, emphasizing practical HR actions that can directly address both hygiene and motivational challenges observed in the organization.

Strengthen Job Security through Transparent Communication and Workforce Stability: Job security was the most impactful hygiene factor in this study. Establishing a stable workplace with open communication about job status, organizational changes, and upcoming opportunities should be DAT's top priority. An atmosphere where workers feel emotionally, psychologically, and physically safe can be further enhanced by investments in flexible work schedules, ergonomic office design, and mental health services. These measures will increase employee loyalty and retention.

Invest in Leadership and Supervisory Development: The everyday work experiences and general job satisfaction of employees are greatly influenced by their supervisors. It is recommended that DAT implement structured leadership development programs, as supervisory support significantly impacts job satisfaction. Enhancing communication, emotional intelligence, and conflict resolution abilities should be the main goals of these programs. The business can establish a more empowering workplace that fosters trust and lowers discontent by giving supervisors the resources they need to lead with empathy, clarity, and support.

Revise Compensation Strategy to Address Market Gaps and Retention Risks: Although compensation was not statistically significant, this study identified a deeper structural challenge—DAT's difficulty in competing with remote jobs offering USD-based salaries. To remain attractive, DAT should benchmark compensation against local and remote market standards. Additionally, implementing non-monetary rewards like technical gadgets, extra leave days, or public recognition, along with performance-linked bonuses, can help improve motivation and perceived fairness, particularly in an industry where skill retention is extremely competitive.

Reactivate Internal Communication of Policies and Practices: This study indicates a disconnect between employees' understanding of policies and how consistently those policies are applied in practice. To bridge this disconnect, the organization should consider implementing uniform enforcement protocols, equipping managers with training on equitable policy implementation, and creating transparent and accessible grievance-handling mechanisms. Such measures would not only enhance the practical application of policies but also strengthen employee confidence in organizational fairness and foster greater job satisfaction.

Strengthen Perception on Working Conditions through Employee Engagement: Working conditions were weakly significant and should not be overlooked. While DAT already provides facilities such as a cafeteria and flexible work hours, the modest

statistical impact suggests a possible perception gap. Employees may not fully associate these benefits with improvements in working conditions. To address this, DAT should engage employees in discussions about workplace improvements, gather feedback on current facilities, and visibly link existing benefits to well-being and productivity initiatives. This participatory approach can enhance appreciation for current offerings while identifying additional areas for meaningful enhancements.

Enhance Recognition with Personalized and Transparent Systems: Despite ongoing appreciation events, recognition was still not seen as impactful. This suggests a misalignment between recognition efforts and employee expectations. DAT should shift from generic acknowledgments to performance-linked, real-time, and personalized recognition mechanisms. Peer-to-peer recognition platforms, tailored rewards, and leader-led shout-outs could enhance the perceived value and motivational power of recognition. In addition to raising spirits, effective recognition strengthens organizational values and desired behaviors.

Develop Clearer Growth and Career Advancement Pathways: DAT should therefore make a concerted effort to fund mentorship and training. Initiatives could involve granting access to cross-functional projects, providing career coaching, sponsoring professional IT certifications, or delegating leadership duties. Promoting from within and establishing clear growth paths can improve workers' long-term dedication to the company and sense of purpose.

Leverage Achievement, Work Itself, and Responsibility to Drive Engagement: Achievement, work itself, and responsibility are core drivers of job satisfaction. DAT should empower employees through project ownership, goal-setting, and autonomy in decision-making. Managers should foster an outcome-based performance culture that celebrates progress, learning, and milestone accomplishments.

5.3 Implications of the Study

This study offers meaningful insights into both the theoretical and practical aspects of job satisfaction and employee retention within DIR-ACE Technology Ltd. (DAT). By applying Herzberg's Two-Factor Theory to empirical data collected from operational employees, the study connects motivational theory with real-world human resource practices. The results enhance academic knowledge while also supporting organizational growth by highlighting the role of both intrinsic and extrinsic factors in

shaping employee satisfaction and promoting long-term retention in a competitive and evolving IT industry.

5.3.1 Alignment of Theory and Practice

The application of Herzberg's Two-Factor Theory in this study successfully demonstrates the alignment between theoretical frameworks and practical realities within Myanmar's IT service industry. By examining employee satisfaction and retention at DIR-ACE Technology Ltd., the study confirms Herzberg's central premise: motivation factors such as achievement, the work itself, and responsibility significantly enhance job satisfaction, while hygiene factors like job security, supervision, and coworker relations primarily serve to reduce dissatisfaction. This reinforces the theory's core argument that organizations must go beyond addressing basic needs and actively promote intrinsic motivation to cultivate a committed and engaged workforce.

From a practical human resource management perspective, the findings offer valuable insights for both validating and improving existing HR practices at DIR-ACE. The study highlights that while foundational needs must be met to maintain satisfaction, long-term employee retention depends on the provision of growth opportunities, recognition, and role autonomy. Particularly in the competitive and rapidly evolving technological sector, these motivators are crucial for attracting and retaining top talent. Ultimately, this study illustrates how global psychological theories can be effectively adapted to local cultural and organizational contexts, providing HR professionals in emerging markets with a reliable framework for enhancing employee engagement and strategic retention.

5.3.2 Research Implications

The study provides significant implications for both academic theory and HR practice in emerging work environments. It empirically validates Herzberg's Two-Factor Theory in the context of Myanmar's IT sector, confirming that motivation factors have a stronger influence on job satisfaction than hygiene factors. This supports the theory's ongoing relevance and demonstrates its applicability in non-Western, technologically driven labor markets.

Moreover, the study offers fresh insights into employee retention within the high-skill, high-turnover IT industry, particularly among mid-level technical staff. By identifying how specific job attributes and growth opportunities affect retention, the

study contributes a more targeted understanding of loyalty in knowledge-based sectors. The findings also provide a strong foundation for data-driven HR policy development, enabling organizations to prioritize key motivational drivers and design strategies that align with both organizational goals and employee needs.

5.4 Needs for Further Study

Although this study provides insight into the factors affecting job satisfaction and employee retention at DIR-ACE Technology Ltd., there are several areas where further research could expand on these conclusions and overcome current constraints.

First, the study might be extended in the future to include additional IT companies or related industries like banking, fintech, e-commerce, or telecommunications. Verifying whether the connections between hygiene/motivation factors and job satisfaction found in this study hold true in diverse work environments and corporate cultures would be made easier by conducting comparative studies across various organizations and industries.

Second, the relationship between motivational drivers and workplace outcomes may be mediated or moderated by factors like organizational culture, employee engagement, perceived leadership style, work-life balance, and job stress. By adding these variables, the theoretical framework could be enhanced, and more intricate mechanisms underlying employee attitudes and behaviors could be revealed.

Third, using mixed-methods or longitudinal research designs would be a promising way to conduct a more thorough analysis. Researchers would also be able to evaluate how job satisfaction and retention drivers change for various career stages or organizational changes by monitoring employees' perceptions over time.

Fourth, to investigate how job satisfaction and retention differ among job functions, levels of responsibility, or technical expertise, future researchers could perform segmented role analysis.

In conclusion, given the current global trend toward remote and digital work, it would be beneficial to investigate how remote and hybrid work models affect employee retention and job satisfaction in the Myanmar IT context.

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Questionnaire

QUESTIONNAIRE

UNIVERSITY OF COOPERATIVE AND MANAGEMENT, SAGAING
MASTER OF BUSINESS ADMINISTRATION

Dear Respondents,

This questionnaire is designed to gather data for research on “**Factors Influencing on Job Satisfaction and Employee Retention in DIR-ACE Technology Ltd., Yangon**”. The information obtained will help to recommend plausible solutions for the observed problems. To obtain reliable and valid information for the research, your open and genuine response is highly appreciated. Thank you in advance for your cooperation!

PART I: Demographics

1. Gender

- Male Female

2. Age

- Under 20 years old 20-25 years old
 26-30 years old 31-35 years old
 36-40 years old 41-45 years old
 46-50 years old Above 50 years old

3. Educational

- Undergraduate Graduate
 Master

4. Marital Status

- Single Married
 Divorce Widow

5. Work Experience at DIR-ACE TECHNOLOGY LTD.

- Less than 1 Year 1 - 2 years
 3 - 4 years 5 - 6 years
 Above 6 years

6. Salary

- 200,000-500,000 MMK 500,000 – 800,000 MMK
 800,000- 1,100,000 MMK 1,100,000 – 1,400,000MMK
 1,400,000 - 1,700,000 MMK 1,700,000 MMK and above

PART II: Statements related to Hygiene Factors of Job Satisfaction

The following statements identified the **Hygiene Factors of Job satisfaction** in **DIR-ACE Technology Ltd.** Please indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a seven-point Likert scale ranging from **7 (strongly agree) to 1 (strongly disagree)**. Please choose only one option from the list given by ticking where appropriate.

1 = Strongly Disagree

2 = Disagree

3 = Somewhat disagree

4 = Neutral

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

	Hygiene Factors	Levels						
1	Working Conditions	1	2	3	4	5	6	7
1.1	I am satisfied with the working conditions, including cooling, lighting, and ventilation at my workplace.							
1.2	I find the physical surroundings of my workplace to be conducive and comfortable for work.							
1.3	My workplace offers a pleasant and welcoming environment for employees.							
1.4	I feel comfortable with the physical aspects of my working conditions, such as the layout and facilities.							
1.5	Overall, I am satisfied with the working conditions provided by my organization.							

2	Coworker Relations	1	2	3	4	5	6	7
2.1	My co-workers and I have a strong spirit of cooperation while working together.							
2.2	I have good opportunities to build close and meaningful friendships with my co-workers.							
2.3	It is easy to develop friendly relationships with my co-workers.							
2.4	My co-workers are friendly and approachable, creating a positive working atmosphere.							
2.5	My co-workers have positive and harmonious relationships with one another.							
3	Policies and Practices	1	2	3	4	5	6	7
3.1	The company's policies are well-implemented and managed.							
3.2	I am satisfied with how the company's policies and practices are applied to employees.							
3.3	Employees are well-informed about company policies and guidelines.							
3.4	The company effectively puts its policies into practice.							
3.5	The company treats its employees fairly and with consideration.							
4	Supervisors	1	2	3	4	5	6	7
4.1	My supervisor and I have a strong and mutual understanding in our interactions.							
4.2	My supervisor manages and supports employees in a fair and efficient manner.							
4.3	My supervisor advocates for employees effectively when dealing with top management.							
4.4	My supervisor addresses and resolves employee complaints effectively.							
4.5	My supervisor maintains a positive and professional relationship with employees.							

5	Compensation	1	2	3	4	5	6	7
5.1	I am satisfied with the overall amount of pay I receive.							
5.2	People who are hardworking and results-oriented are rewarded in the organization.							
5.3	My salary is competitive compared to similar roles in other companies of Myanmar.							
5.4	I believe my pay reflects the effort and work I put in.							
5.5	My salary is fair when compared to other workers within my company.							
6	Job Security	1	2	3	4	5	6	7
6.1	I feel secure in my job position.							
6.2	My current role ensures a stable and secure future for me.							
6.3	My job offers steady and reliable employment opportunities.							
6.4	My workplace is dealing with the staff as relatives.							
6.5	My workplace minimizes layoffs and unnecessary transfers.							

PART III: Statements related to Motivation Factors of Job Satisfaction

The following statements identified the **Motivation Factors of Job satisfaction** in **DIR-ACE Technology Ltd.** Please indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a seven-point Likert scale ranging from 7 (**strongly agree**) to 1 (**strongly disagree**). Please choose only one option from the list given by ticking where appropriate.

1 = Strongly Disagree

2 = Disagree

3 = Somewhat disagree

4 = Neutral

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

Motivation Factors		Levels						
		1	2	3	4	5	6	7
1	Achievement							
1.1	I am able to see the results and impact of the work I do.							
1.2	I take pride in completing my tasks successfully.							
1.3	I feel that my achievements at work are valued by my organization.							
1.4	I have the opportunity to do my best at all times.							
1.5	My job provides me with a strong sense of achievement and accomplishment.							
2	Recognition	1	2	3	4	5	6	7
2.1	I am noticed when I do a good job.							
2.2	I receive full credit for the work I do.							
2.3	I get recognition for the work I do.							
2.4	I am regularly told among co-workers when I perform my job well.							
2.5	I receive praise for doing a good job.							

3	Responsibility	1	2	3	4	5	6	7
3.1	I have the chance to be responsible for planning my work independently.							
3.2	I am empowered to make decisions independently regarding my work.							
3.3	I am entrusted with responsibilities involving oversight of other team members' work.							
3.4	I have the autonomy to use my judgment and make informed decisions at work.							
3.5	I am satisfied with the level of responsibility and trust placed in me within my job role.							
4	Work itself	1	2	3	4	5	6	7
4.1	I have the chance to do in the type of work that I can do best.							
4.2	I have the chance to do in the type of work that aligns with my skills and abilities.							
4.3	I have opportunities to fully utilize my core IT expertise, such as system development or consulting, in my current role.							
4.4	My job allows me to apply a variety of my abilities, including both technical and non-technical skills, in day-to-day tasks.							
4.5	I am able to utilize a combination of my abilities and acquired skills, such as programming, reporting or teamwork, effectively at work.							
5	Personal Growth	1	2	3	4	5	6	7
5.1	I have clear opportunities to grow and advance in my career within the organization.							
5.2	My role provides me with a pathway to progress and succeed professionally.							
5.3	Promotions are fairly awarded based on performance and qualifications in my workplace.							
5.4	I believe there are good opportunities from my role for next career advancement.							
5.5	I am confident in my ability to advance my career within this organization.							

PART IV: Overall Job Satisfaction Measure

The following statements identified the **Overall Job Satisfaction** in **DIR-ACE Technology Ltd.** Please indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a seven-point Likert scale ranging from **7 (strongly agree) to 1 (strongly disagree)**. Please choose only one option from the list given by ticking where appropriate.

1 = Strongly Disagree

2 = Disagree

3 = Somewhat disagree

4 = Neutral

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

Overall Job Satisfaction		Levels						
1	Job Satisfaction	1	2	3	4	5	6	7
1.1	I am fully able to utilize my skills, abilities and experience in my present position.							
1.2	I have a clear understanding of performance standards and expectations to successfully perform my present job.							
1.3	My work gives me a feeling of personal accomplishment.							
1.4	I can work autonomously on my work assignments.							
1.5	The working conditions in my organization are good and safe.							
1.6	Management has created an open and comfortable work environment.							
1.7	The organizational structure facilitates teamwork, which enhances effective accomplishment of tasks happily.							
1.8	Generally, I am satisfied with my job.							

PART V: Employee Retention Measure

The following statements identified the **Employee Retention** in **DIR-ACE Technology Ltd.** Please indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a seven-point Likert scale ranging from **7 (strongly agree) to 1 (strongly disagree)**. Please choose only one option from the list given by ticking where appropriate.

1 = Strongly Disagree

2 = Disagree

3 = Somewhat disagree

4 = Neutral

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

Overall Employee Retention		Levels						
1	Employee Retention	1	2	3	4	5	6	7
1.1	My coworkers treat me with respect and understanding.							
1.2	I see opportunities for personal and professional growth within the organization.							
1.3	I believe my salary is competitive compared to similar roles in the IT market of Myanmar.							
1.4	The organization’s reputation positively influences my decision to continue working here.							
1.5	I am satisfied with the current flexible working hours provided by the organization.							
1.6	I feel trusted to carry out my responsibilities without unnecessary oversight.							
1.7	The organization provides my personal development and improving skills and knowledge.							
1.8	I am satisfied employee recognition and yearly regular increasing salary.							
1.9	This organization offers a stable and secure work environment.							

Thank you very much for your valuable contribution!

Statistical Outputs

I. Reliability Analysis

Hygiene Factors**Working Conditions (WC)****Reliability Statistics**

Cronbach's Alpha	N of Items
.854	5

Policies and Practices (PP)**Reliability Statistics**

Cronbach's Alpha	N of Items
.909	5

Compensation (CP)**Reliability Statistics**

Cronbach's Alpha	N of Items
.913	5

Motivation Factors**Achievement (AC)****Reliability Statistics**

Cronbach's Alpha	N of Items
.826	5

Responsibility (RP)**Reliability Statistics**

Cronbach's Alpha	N of Items
.934	5

Coworker Relations (CR)**Reliability Statistics**

Cronbach's Alpha	N of Items
.923	5

Supervisors (SV)**Reliability Statistics**

Cronbach's Alpha	N of Items
.957	5

Job Security (JS)**Reliability Statistics**

Cronbach's Alpha	N of Items
.820	5

Recognition (RG)**Reliability Statistics**

Cronbach's Alpha	N of Items
.897	5

Personal Growth (PG)

Reliability Statistics

Cronbach's Alpha	N of Items
.902	5

Work Itself (WI)

Reliability Statistics

Cronbach's Alpha	N of Items
.938	5

Job Satisfaction Factors (JSF)

Reliability Statistics

Cronbach's Alpha	N of Items
.897	8

Employee Retention (ER)

Reliability Statistics

Cronbach's Alpha	N of Items
.857	9

II. Correlation Analysis

Correlation Analysis Between Hygiene Factors (IV) and Job Satisfaction Factors (DV)

		Correlations						
		HF WC	HF CR	HF PP	HF SV	HF CP	HF JS	JSF
HF WC	Pearson Correlation	1	.297**	.682**	.437**	.581**	.598**	.575**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150
HF CR	Pearson Correlation	.297**	1	.324**	.537**	.297**	.416**	.492**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150
HF PP	Pearson Correlation	.682**	.324**	1	.479**	.678**	.628**	.561**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150	150
HF SV	Pearson Correlation	.437**	.537**	.479**	1	.483**	.542**	.621**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150	150
HF CP	Pearson Correlation	.581**	.297**	.678**	.483**	1	.656**	.550**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150	150
HF JS	Pearson Correlation	.598**	.416**	.628**	.542**	.656**	1	.785**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150	150
JSF	Pearson Correlation	.575**	.492**	.561**	.621**	.550**	.785**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150	150

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

Correlation Analysis Between Motivation Factors (IV) and Job Satisfaction Factors (DV)

		Correlations					
		MF AC	MF RG	MF RP	MF WI	MF PG	JSF
MF_AC	Pearson Correlation	1	.734**	.672**	.731**	.746**	.814**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150
MF_RG	Pearson Correlation	.734**	1	.755**	.664**	.574**	.687**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150
MF_RP	Pearson Correlation	.672**	.755**	1	.749**	.566**	.743**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150
MF_WI	Pearson Correlation	.731**	.664**	.749**	1	.813**	.831**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150
MF_PG	Pearson Correlation	.746**	.574**	.566**	.813**	1	.765**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150
JSF	Pearson Correlation	.814**	.687**	.743**	.831**	.765**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150

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

Correlation Analysis Between Herzberg's Two-Factors of Motivation (IV) and Job Satisfaction Factors (DV)

		Correlations		
		HF	MF	JSF
HF	Pearson Correlation	1	.773**	.771**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
MF	Pearson Correlation	.773**	1	.881**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
JSF	Pearson Correlation	.771**	.881**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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



Correlation Analysis Between Job Satisfaction and Employee Retention (DV)

Correlations

		JSF	ER
JSF	Pearson Correlation	1	.837**
	Sig. (2-tailed)		.000
	N	150	150
ER	Pearson Correlation	.837**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

III. Regression Analysis

Multiple Regression Analysis Between Hygiene Factors and Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.688	.675	.580

a. Predictors: (Constant), HF_JS, HF_CR, HF_WC, HF_SV, HF_CP, HF_PP



ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.277	6	17.713	52.675	.000 ^b
	Residual	48.086	143	.336		
	Total	154.364	149			

a. Dependent Variable: JSF

b. Predictors: (Constant), HF_JS, HF_CR, HF_WC, HF_SV, HF_CP, HF_PP

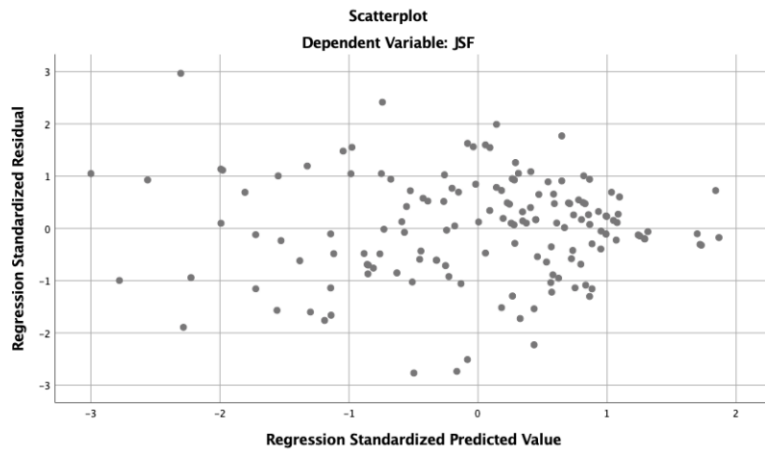
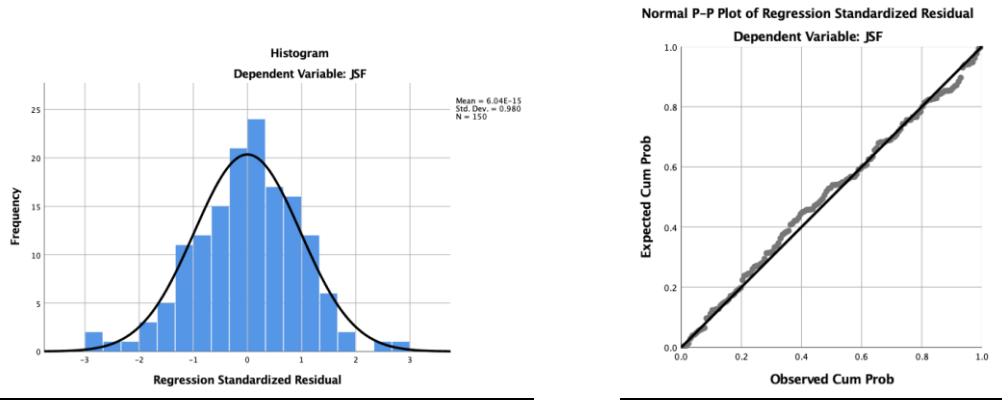


Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.311	.331		.938	.350		
	HF_WC	.123	.065	.128	1.897	.060	.479	2.086
	HF_CR	.122	.061	.113	2.009	.046	.687	1.456
	HF_PP	.002	.064	.002	.032	.974	.395	2.529
	HF_SV	.176	.052	.213	3.402	.001	.555	1.802
	HF_CP	-.025	.050	-.034	-.488	.626	.440	2.274
	HF_JS	.526	.066	.566	8.001	.000	.435	2.301

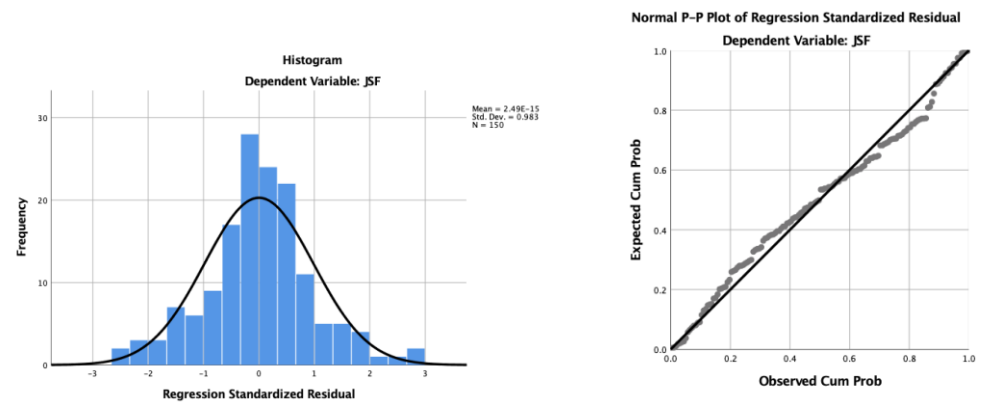
a. Dependent Variable: JSF

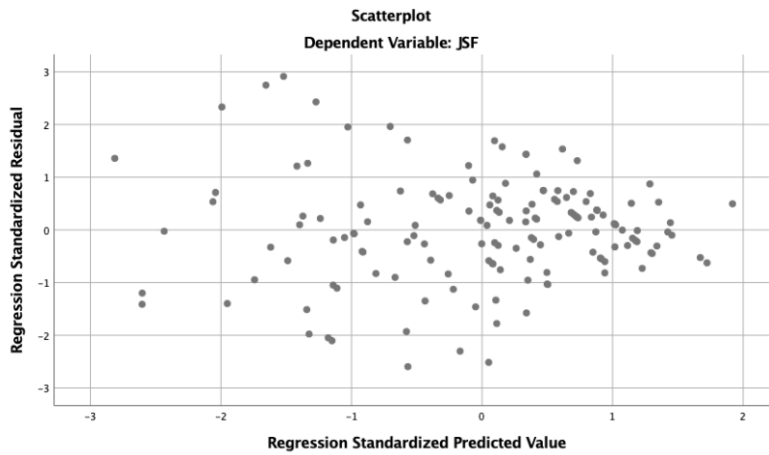
Charts



Multiple Regression Analysis Between Motivation Factors and Job Satisfaction

Charts





Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.798	.791	.466

a. Predictors: (Constant), MF_PG, MF_RP, MF_RG, MF_AC, MF_WI



ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.127	5	24.625	113.521	.000 ^b
	Residual	31.237	144	.217		
	Total	154.364	149			

a. Dependent Variable: JSF

b. Predictors: (Constant), MF_PG, MF_RP, MF_RG, MF_AC, MF_WI



Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.669	.225		2.971	.003		
	MF_AC	.392	.075	.358	5.199	.000	.297	3.369
	MF_RG	-.014	.061	-.015	-.227	.821	.336	2.979
	MF_RP	.162	.056	.195	2.885	.005	.306	3.263
	MF_WI	.238	.059	.327	4.049	.000	.216	4.633
	MF_PG	.102	.056	.131	1.821	.071	.274	3.655

a. Dependent Variable: JSF

Multiple Regression Analysis Between Herzberg's Two-Factors and Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.797	.794	.462

a. Predictors: (Constant), MF, HF

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.998	2	61.499	288.221	.000 ^b
	Residual	31.366	147	.213		
	Total	154.364	149			

a. Dependent Variable: JSF

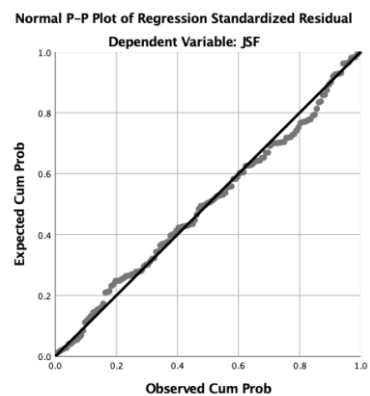
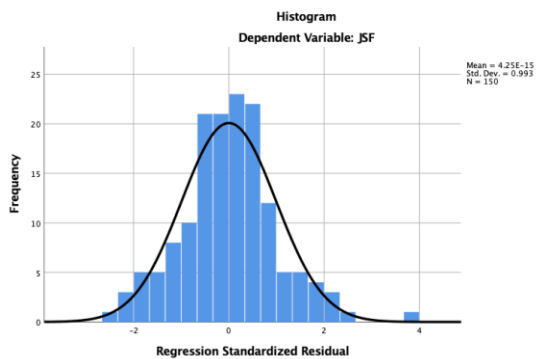
b. Predictors: (Constant), MF, HF

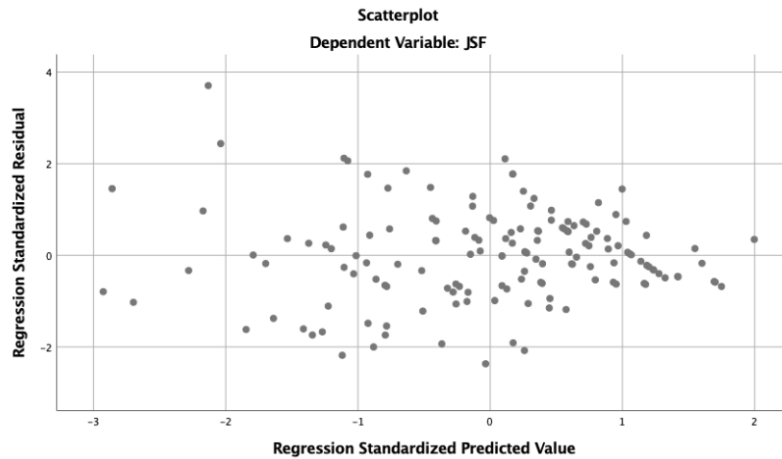
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.351	.217		1.620	.107		
	HF	.252	.067	.222	3.785	.000	.402	2.486
	MF	.696	.058	.710	12.112	.000	.402	2.486

a. Dependent Variable: JSF

Charts





Simple Regression Analysis Between Job Satisfaction and Employee Retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.701	.698	.519

a. Predictors: (Constant), JSF

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.416	1	93.416	346.179	.000 ^b
	Residual	39.938	148	.270		
	Total	133.353	149			

a. Dependent Variable: ER

b. Predictors: (Constant), JSF

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.024	.214		4.777	.000		
	JSF	.778	.042	.837	18.606	.000	1.000	1.000

a. Dependent Variable: ER

Charts

