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FACTORS AFFECTING EMPLOYEE JOB SATISFACTION OF
THIRI SWE & NAY HTUT KHAUNG TEXTILE FACTORIES IN
WUNDWIN

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WUNDWIN**

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ABSTRACT

This study investigates the factors affecting employee job satisfaction at Thiri Swe and Nay Htut Khaung Textile Factories in Wundwin, Myanmar. Using Maslow's Hierarchy of Needs (Maslow, 1943) as the theoretical framework, the research examines how five key job facets (compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition) influence overall employee job satisfaction among factory workers. A quantitative, cross-sectional study design was employed, with data collected from 100 full-time employees using a stratified random sampling approach. The survey instrument, adapted from validated scales, was administered via a 7-point Likert questionnaire collected data were analyzed using SPSS, with descriptive statistics, reliability analysis (Cronbach's alpha), correlation analysis, and multiple regression analysis. Results indicate that employees are generally very satisfied and all five determinants showed strong positive correlations with employee job satisfaction. Career development opportunities and recognition being the most influential, career development opportunity is the most significant predictors of employee job satisfaction, while compensation and benefits, recognition, and interpersonal relationships also contribute positively. The findings suggest that while compensation and interpersonal relationship are foundational, higher-order needs such as career development and recognition are the primary drivers of employee job satisfaction in this context. The study provides actionable recommendations for management to enhance employee job satisfaction and organizational performance in Myanmar's textile sector.

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LIST OF ABBREVIATIONS

EJS	-	Employee Job Satisfaction
HR	-	Human Resources
ILO	-	International Labor Organization
MBA	-	Master of Business Administration
MOPF	-	Ministry of Planning and Finance
PPE	-	Personal Protective Equipment
SEZ	-	Special Economic Zone
SPSS	-	Statistical Package for the Social Sciences
UCMS	-	University of Co-operative and Management, Sagaing
VIF	-	Variance Inflation Factor
NGOs	-	Non-Governmental Organizations

CHAPTER I

INTRODUCTION

The textile sector is a vital component of Myanmar's economy, providing significant employment opportunities and contributing to regional development. Within this sector, the Wundwin textile factories serves as a major hub for textile production, housing factories such as Thiri Swe and Nay Htut Khaung. As the industry evolves in response to global economic fluctuations, it is essential to examine the factors that influence employee job satisfaction among textile workers. Employee job satisfaction refers to the positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). It is a multifaceted construct shaped by various factors, including compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition (Spector, 1997).

Extensive research has shown that equitable compensation and benefits, a safe and supportive work environment, and positive interpersonal relationships are significant antecedents of employee job satisfaction (Spector, 1997). High levels of employee job satisfaction are, in turn, linked to increased employee motivation, performance, and retention, while dissatisfaction can lead to reduced productivity and high turnover rates (Judge et al., 2001; Harter et al., 2002). Given the labor-intensive nature of the textile factory, understanding these factors is crucial for developing strategies that enhance both employee well-being and overall organizational performance (Judge et al., 2001).

Textile workers often face long working hours, repetitive tasks, and challenging working conditions. These job demands, if not properly managed, can drain employee energy and lead to dissatisfaction and high attrition (Bakker & Demerouti, 2007). Conversely, career development opportunities and recognition function as pivotal job resources that influence workers' attitudes. Such factors align with higher-order needs for esteem and growth (Maslow, 1943) and are considered powerful "motivators" that drive employee job satisfaction (Herzberg, 1966). Research consistently shows that when these needs are met, employees exhibit higher affective commitment to the organization and are less likely to leave their jobs (Meyer & Allen, 1991). These findings highlight the need for organizations to not only provide foundational

compensation and safety but also to foster a workplace culture that supports career advancement and employee appreciation.

This study deconstructs employee job satisfaction by analyzing five critical facets of the work environment to understand their collective impact on the global employee job satisfaction of employees at the Thiri Swe and Nay Htut Khaung factories. Using a quantitative approach, this research will explore the relationship between compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition in shaping employee satisfaction. The findings will contribute to the literature on employee job satisfaction in Myanmar's textile sector and provide actionable, evidence-based insights for managers seeking to improve workforce stability and productivity—outcomes robustly linked to a satisfied workforce (Judge et al., 2001).

A comprehensive understanding of these dynamics is crucial for formulating policies and strategies that enhance employee well-being, reduce turnover rates, and boost organizational efficiency. By focusing on the five key independent variables, this study will provide a foundation for future research and practical interventions aimed at optimizing employee job satisfaction within Myanmar's textile industry.

1.1 Rationale of the Study

The textile industry is one of the most significant contributors to Myanmar's economy. The textile sector, being labor-intensive, relies heavily on the commitment, motivation, and satisfaction of its workforce. Decades of research have established a clear link between these positive employee attitudes and crucial organizational outcomes like productivity and competitiveness (Judge et al., 2001).

Research has consistently demonstrated that high levels of employee job satisfaction are associated with increased employee motivation, improved performance, and reduced turnover rates (Harter et al., 2002). Conversely, dissatisfaction is a significant predictor of employee withdrawal, manifesting in behaviors such as absenteeism, turnover, and low morale, which ultimately decrease organizational performance (Spector, 1997). In the context of Myanmar's textile factor, these challenges are further exacerbated by limited compensation, suboptimal working conditions, and restricted career advancement opportunities.

The success of labor-intensive sector hinges on the motivation, commitment, and satisfaction of its employees. Extensive research has firmly established that high

employee job satisfaction is a critical predictor of positive organizational outcomes, including increased productivity, improved employee performance, and lower rates of costly turnover (Harter et al., 2002; Judge et al., 2001). Conversely, low satisfaction is a direct cause of absenteeism and diminished morale, which can undermine a factory's competitiveness.

For factories like Thiri Swe and Nay Htut Khaung, understanding the factors that drive job satisfaction is not only an ethical imperative aligned with global calls for decent work (ILO, 2018) but also a strategic necessity. Enhancing employee satisfaction can lead to significant operational benefits, such as improved efficiency, reduced recruitment costs, and a more stable and engaged workforce. For the employees themselves, a satisfying job contributes to greater well-being and provides more meaningful opportunities for personal and professional development. Therefore, a systematic investigation into the drivers of job satisfaction within this specific context is essential for fostering sustainable growth for the factories and their employees.

1.2 Problem Statements of the Study

The textile sector is one of the most significant contributors to Myanmar's economy, providing substantial employment opportunities and supporting the livelihoods of thousands of families, particularly in regions such as Wundwin. The Thiri Swe and Nay Htut Khaung textile factories, located in the Wundwin, are pivotal players in this sector. These factories drive not only economic activity in the region but also play a vital role in the social and community development of the area. The textile sector, being labor-intensive, relies heavily on the commitment, motivation, and satisfaction of its workforce, and decades of research have established a clear link between these positive employee attitudes and crucial organizational outcomes like productivity and competitiveness (Judge et al., 2001).

While the importance of employee job satisfaction is broadly understood, the management at Thiri Swe and Nay Htut Khaung textile factories currently lacks specific, data-driven insights tailored to their unique workforce. This absence of targeted evidence creates a direct and pressing problem as without a clear understanding of which factors, from compensation and workplace safety to recognition and career growth, are most influential, any initiatives designed to improve morale, reduce turnover, and boost productivity are likely to be inefficient and ineffective.

Existing research in Myanmar often focuses on broader labor trends or different industrial sectors, leaving a critical gap in understanding the nuanced, factory-level dynamics within the regional textile. The central problem this study addresses, therefore, is this lack of an evidence-based framework for managerial decision-making. This research aims to solve this problem by systematically investigating the impact of five key factors, thereby providing a data-driven roadmap to identify the most powerful levers for enhancing employee job satisfaction, moreover to allocate resources strategically and build a more satisfied, committed, and productive workforce and then by systematically investigating the impact of five key factors, thereby providing actionable evidence to guide management in building a more satisfied, committed, and productive workforce.

1.3 Research Questions

To address the identified problem, this study is guided by primary research questions designed to systematically deconstruct the issue. For primary research question are as follows:

- What are the levels of employee job satisfaction and its five key determinants (compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition) at Thiri Swe and Nay Htut Khaung textile factories?
- How do these five determinants influence overall employee job satisfaction?

1.4 Objectives of the Study

The primary purpose of this study is to investigate the factors affecting employee job satisfaction at Thiri Swe & Nay Htut Khaung textile factories. To achieve this, the study has two specific objectives:

- to assess the levels of employee job satisfaction and its five key determinants: compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition.
- to analyze the influence of these five determinants on overall employee job satisfaction in the two factories.

1.5 Hypotheses of the Study

In alignment with the conceptual framework derived from Maslow's Hierarchy of Needs and grounded in the study's research objectives, the following hypothesis has formulated to guide the empirical analysis:

H₁: Compensation and benefits has positively significant affects on employee job satisfaction.

H₂: Workplace safety has positively significant affects on employee job satisfaction.

H₃: Interpersonal relationships have positively significant affects on employee job satisfaction.

H₄: Career development opportunities have positively significant affects on employee job satisfaction.

H₅: Recognition has positively significant affects on employee job satisfaction.

These hypotheses establish a theoretical foundation for examining the determinants of employee job satisfaction in the context of Thiri Swe and Nay Htut Khaung textile factories, thereby facilitating a rigorous, evidence-based analysis.

1.6 Method of Study

The study employed a stratified random sampling method to ensure representation across different departments and roles within the two textile factories. This approach was selected to reduce sampling bias and to better reflect the diversity of the workforce. After stratifying the population into relevant job categories, a proportional number of respondents was randomly selected from each stratum. This sampling method was chosen for its ability to increase statistical precision while maintaining inclusivity across key subgroups in the organization. This study adopts a quantitative, descriptive, cross-sectional research design, which is appropriate for systematically analyzing relationships between variables in a defined population (Saunders et al., 2019). The target population comprises all full-time employees at Thiri Swe and Nay Htut Khaung textile factories, totaling 120 individuals. To ensure proportional representation across job roles, a stratified random sampling technique was employed. The sample size was determined using Taro Yamane's formula, ensuring statistical representativeness and minimizing selection bias.

The collected data were analyzed using SPSS software. Descriptive statistics was used to summarize demographic and employee job satisfaction data, while

reliability analysis (Cronbach's alpha) was assessed the internal consistency of the scales (Cronbach, 1951). Pearson correlation analysis was conducted to explore relationships between variables, and multiple regression analysis was used to identify the most influential factors affecting employee job satisfaction. Ethical considerations, including informed consent, confidentiality, and voluntary participation, was strictly observed throughout the research process (Creswell, 2014).

1.7 Scope and Limitations of the Study

The scope of this study is limited to full-time employees at Thiri Swe and Nay Htut Khaung textile factories in Wundwin, Mandalay Region. The scope of this research is limited to full-time employees at Thiri Swe and Nay Htut Khaung textile factories in Wundwin, Mandalay Region. The primary data for this study was collected over a four-week period from February 28th, 2025 to March 28th, 2025. The study focuses on five key determinants of employee job satisfaction that are compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition. Only employees currently working at these factories will be included in the sample.

Several limitations must be acknowledged. First, the geographic and organizational focus may affect the generalizability of the findings to other regions or industries. Second, this study relies on self-reported data from surveys, which can be susceptible to common method biases, such as social desirability bias, where respondents may answer in a way they perceive as more socially acceptable (Creswell, 2014). Third, the cross-sectional design captures perceptions at a single point in time, limiting the ability to infer causality or observe changes over time. Fourth, data availability and time constraints may restrict the depth of analysis. Finally, external factors such as economic fluctuations, labor market dynamics, and broader socio-political considerations may also affect employee experiences but fall outside the scope of this study.

Despite these constraints, the study is well-positioned to yield valuable insights into improving workforce engagement within Wundwin Township. By identifying critical determinants influencing employee job satisfaction, stakeholders can implement targeted strategies aimed at fostering a more contented workforce.

1.8 Background of the Study

Thiri Swe and Nay Htut Khaung are two prominent mid-sized textile factories situated in the Wundwin Township of Meiktila District, Mandalay Region, Myanmar. Established in 2001, these factories represent a continuation of a family legacy in textile production, with operational leadership passed down through multiple generations.

The organizational structure and management philosophy that to operate under a traditional organizational structure, these factories are guided by a management philosophy deeply rooted in familial values and local cultural practices. They also provide a range of initiatives aimed at supporting employee well-being and employee job satisfaction.

Specifically, they offer basic welfare provisions such as meal allowances, overtime payments, attendance bonuses, and periodic medical check-ups. Safety protocols are implemented through personal protective equipment (PPE), first aid training, and routine inspections to ensure a safe working environment. Additionally, the management facilitates open communication through regular team briefings and supervisor-employee feedback channels. They also performed the recognition programs, such as employee-of-the-month awards that are practiced to enhance motivation and morale.

Both Thiri Swe Textile Factory and Nay Htut Khaung Textile Factory commenced operations with approximately 6 power looms each. Over time, they gradually expanded their production capacity to about 50 looms. Their primary focus is on producing Myingyan cotton fabric. While in previous years they produced various types of fabric, including longyi, they now concentrate solely on Myingyan cotton fabric. Raw materials are primarily sourced from Myanmar's Textile and Garment Factory, and occasionally imported from China and India when necessary. For market distribution, they primarily target the local market, delivering orders in various lengths such as 10-yard, 20-yard, and 30-yard bundles, across different regions of Myanmar according to customer demand.

The current challenges and development opportunities are that these factories face common challenges encountered by family-owned enterprises transitioning into more competitive market environments, including underdeveloped structured training systems and limited formal employee recognition mechanisms. Addressing these areas presents substantial opportunities to improve employee well-being and organizational

performance, underscoring the importance of this study in providing evidence-based improvement strategies.

1.9 Organization of the Study

This thesis is structured into five chapters. Chapter one introduces the study by presenting the rationale, problem statement, research questions, objectives, hypotheses, an overview of the methodology, scope and limitations, background of the organization, and the overall thesis structure. Chapter two, the literature review, critically examines theoretical frameworks, the key determinants of employee job satisfaction, empirical evidence from Myanmar and other contexts, research gaps, and the conceptual framework guiding the study. Chapter three, research methodology, details the research design, sampling strategy, questionnaire development, data collection and analysis methods, and ethical considerations. Chapter four, data analysis and results, presents the demographic characteristics of respondents, analyzes the survey data, and reports findings regarding the relationships between the determinants of employee job satisfaction and relevant outcomes. Finally, chapter five, discussion and conclusion, interprets the results in the context of existing literature, discusses implications for management and policy, offers recommendations, and suggests directions for future research.

CHAPTER II

LITERATURE REVIEW

This chapter reviews foundational concepts and empirical evidence framing the study of employee job satisfaction at Thiri Swe and Nay Htut Khaung textile factories. It examines the concept of job satisfaction, Maslow's Hierarchy of Needs as the theoretical foundation, the five key variables affecting job satisfaction in this study, previous empirical research findings, and the conceptual framework that integrates these elements to guide the research investigation.

2.1 Concept of Employee Job Satisfaction

Understanding the factors that influence employee job satisfaction requires a strong theoretical grounding. Maslow's Hierarchy of Needs (Maslow, 1943) provides a foundational framework for understanding human motivation as a hierarchical progression of needs. This theory is particularly relevant for analyzing employee job satisfaction in labor-intensive environments like the Myanmar textile sector, including factories such as Thiri Swe and Nay Htut Khaung, as it helps to contextualize how different workplace factors cater to fundamental human requirements.

2.2 Theoretical Foundation: Maslow's Hierarchy of Needs

Abraham Maslow (1943) proposed that human motivation is driven by an innate desire to satisfy a hierarchy of five needs, which are arranged in a pyramid with the most basic needs at the bottom; these basic needs must be reasonably satisfied before higher-level needs become primary motivators.

The five levels are physiological needs, which are the most fundamental and include the need for food, water, shelter, warmth, sleep, and other biological requirements for survival. Once physiological needs are met, safety needs become prominent; these include the need for security, stability, protection from physical and emotional harm, order, law, and freedom from fear. After physiological and safety needs are fulfilled, belongingness and love needs, also known as social needs, emerge, encompassing the need for social interaction, affection, love, companionship, acceptance, and a sense of belonging to a group or community. Following this are esteem needs, which encompass the desire for self-respect, self-esteem, achievement, competence, independence, and recognition and respect from others, such as reputation,

status, and appreciation; Maslow distinguished between a lower form (need for respect from others) and a higher form (need for self-respect).

At the apex of the hierarchy is the need for self-actualization, which refers to an individual's desire to realize their full potential, achieve personal growth, seek peak experiences, and become everything they are capable of becoming. Maslow theorized that these needs are hierarchical, meaning lower-level needs (deficiency needs) must be largely satisfied before higher-level needs (growth needs) can significantly influence behavior, as unmet needs create tension and drive individuals to act in ways that will lead to their satisfaction.

2.2.1 Application of Maslow's Theory

Maslow's Hierarchy of Needs can be effectively applied to the workplace to understand employee motivation and employee job satisfaction, as organizations can foster satisfaction by creating environments that address these various levels of needs. In a work context, physiological needs are met through adequate salary and wages that allow employees to afford basic necessities, as well as comfortable working conditions such as reasonable temperature and breaks. Safety needs translate to a safe working environment free from hazards and accidents, job security, benefits like health insurance and retirement plans, and clear, fair work rules and policies. Belongingness needs are fulfilled through positive interpersonal relationships with colleagues and supervisors, teamwork, social activities, and a supportive organizational culture where employees feel accepted and valued. In the workplace, esteem needs are met through recognition for achievements, promotions, increased responsibilities, challenging work assignments that allow for skill demonstration, titles, and positive feedback.

Finally, organizations can support self-actualization needs by providing opportunities for skill development, creativity, autonomy, personal growth, and allowing employees to contribute meaningfully to challenging and innovative projects. By understanding this hierarchy, managers and organizations can design jobs, compensation systems, and work environments that cater to the diverse needs of their employees, thereby enhancing employee job satisfaction and motivation.

2.3 Factors Affecting on Employee Job Satisfaction

Employee job satisfaction is a multidimensional psychological construct reflecting workers' cognitive and affective evaluations of their work experiences, roles, and organizational environment (Locke, 1976; Spector, 1997). In labor-intensive contexts like Myanmar's textile sector—where workers at Thiri Swe and Nay Htut Khaung factories face repetitive tasks, economic pressures, and physical demands—satisfaction transcends mere contentment; it becomes a critical determinant of workforce stability, productivity, and well-being (Aung, 2024; Oo, 2024). This study adopts a facet-based analytical approach grounded exclusively in Maslow's Hierarchy of Needs, examining five discrete dimensions that collectively shape global satisfaction. Each dimension addresses a specific human need level, enabling targeted interventions for Myanmar's unique socio-economic context.

Job satisfaction encompasses two primary dimensions (Locke, 1976; Spector, 1997). The first is global satisfaction, which reflects holistic evaluations of overall work experiences and is commonly assessed using statements such as "Overall, I am satisfied with my job" (Wanous et al., 1997). The second is facet satisfaction, which focuses on discrete assessments of specific job elements, offering more granular insights into actionable drivers (Smith et al., 1969).

For textile workers in Wundwin, facet satisfaction holds particular relevance due to the direct link between specific workplace improvements and their immediate quality of life. The five facets examined in this study—compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition—are closely aligned with Maslow's hierarchy and reflect context-sensitive priorities.

The interdependence of these five job satisfaction facets manifests uniquely within Myanmar's socio-economic and cultural landscape. Economic pressures, such as the fact that 68% of workers in Wundwin earn below the national minimum wage (Aung, 2024), make compensation a non-negotiable foundation upon which higher-order satisfaction must be built. Without fulfilling physiological needs, other motivational factors lose efficacy.

Cultural nuances also play a critical role. Myanmar's collectivist values elevate the importance of interpersonal relationships, and culturally embedded practices like merit-sharing ceremonies can be as impactful as formal managerial strategies (Mon,

2021). These cultural mechanisms enhance workplace harmony and directly influence retention and morale.

Structural constraints, including limited promotion pathways (Aung, 2024), further complicate the realization of esteem and self-actualization needs. In such a setting, low-cost recognition systems become not only practical but essential. Informal acknowledgment mechanisms, such as verbal praise or team recognition, fill the motivational void left by the absence of formal advancement opportunities.

Within this framework, job satisfaction emerges not as a discretionary perk, but as a strategic necessity for reducing Myanmar's estimated 20% annual turnover rate (Myanmar Labour News, 2024). It is a critical input for maintaining workforce engagement and productivity in a globally competitive supply chain environment.

(a) Compensation and Benefits

This address physiological needs and include both financial and non-financial rewards that ensure basic survival, such as wages, overtime pay, rice rations, and housing allowances. In Myanmar's inflationary economy (Central Bank, 2024), timely compensation prevents food insecurity, while benefits like rice rations help offset low wages, directly influencing baseline satisfaction (Aung, 2024).

(b) Workplace Safety

The safety needs by providing both physical and psychological security. This is achieved through hazard protocols, proper maintenance of equipment, and ensuring job stability. Many factories still operate with outdated machinery, which has resulted in a 25% injury rate (Oo, 2024). Thus, investments in personal protective equipment and structured safety programs are essential to fostering security and reducing absenteeism.

(c) Interpersonal Relationships

This relates to belongingness needs and encompass team cohesion, empathetic supervision, and effective conflict resolution. Myanmar's collectivist culture intensifies the role of workplace social bonds (Hofstede, 2001), and rituals such as Buddhist merit-sharing ceremonies, which have been shown to improve retention by 30%, serve as powerful tools for fostering cohesion when integrated with supportive leadership (Mon, 2021).

(d) Career Development Opportunities

This address esteem needs by offering pathways for skill enhancement and professional advancement. In contexts like Myanmar, where only 5% of workers attain supervisory roles annually (Aung, 2024), structured training and clear promotion criteria are essential for cultivating a sense of professional identity and combating stagnation.

(e) Recognition

The recognition meets both esteem and self-actualization needs, involves both formal awards and peer-based praise that acknowledge individual contributions. In resource-constrained environments, non-monetary forms of recognition, such as "Employee of the Month" initiatives, have proven to be especially effective, boosting innovation by 15% and reinforcing intrinsic motivation (RSIS International, 2025).

2.4 Previous Studies

This section synthesizes empirical findings on the key determinants of employee job satisfaction—compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition—as conceptualized through Maslow's Hierarchy of Needs. Unlike traditional segmented literature reviews, this section integrates global and Myanmar-specific evidence under common thematic frameworks to provide a nuanced understanding of how universal job satisfaction principles manifest within Myanmar's unique socio-economic context. This synthesis approach enables the identification of convergent evidence while highlighting research gaps that justify the current study's specific focus on regional textile factories.

(a) Compensation and Benefits Studies (Physiological Needs)

International research evidence demonstrates that studies in Bangladesh and India demonstrate that even modest wage increases significantly reduce turnover. Rahman (2015) reported a 22% drop with a 10% wage rise, while Kumar & Singh (2017) found 68% of under-paid workers dissatisfied. In regional insights, Godagampala (2020) in Sri Lanka confirmed wage levels and employee health status as significant drivers, with wage adequacy linked to overall satisfaction using a Logit model analysis of 300 workers. In Myanmar Context, Aung (2024) documented that 68% of Wundwin textile workers earn below the national minimum wage, and Oo

(2024) observed that delayed payments caused 45% of employees to skip meals; those receiving rice rations reported 18% higher satisfaction.

The synthesis universal findings affirm compensation as foundational, in Myanmar's precarious economic setting, even small improvements in direct and indirect benefits critically impact worker survival and satisfaction.

(b) Workplace Safety Studies (Safety Needs)

The international findings, Perera et al. (2014) in Sri Lanka noted a 30% injury reduction and 25% morale boost after safety drills and PPE distribution. Huang et al. (2022) in Vietnam linked safety climate improvements to better safety performance and reduced absenteeism. In Myanmar evidence, Oo (2024) identified chemical and ergonomic hazards in tyre factories leading to chronic health issues in 40% of workers, and Aung (2024) highlighted that 60% of Mandalay factories use machinery over 15 years old, resulting in a 25% injury rate.

As of synthesis, while safety is universally pivotal, Myanmar's systemic underinvestment amplifies risk; upgrading infrastructure and enforcing protocols can yield disproportionate improvements in well-being and retention.

(c) Interpersonal Relationships Studies (Belongingness Needs)

In global research of empathy and open-door management in Nigeria and India reduced turnover by up to 30%—RSIS International (2025) and IRJMETS (2025) respectively. As of Regional Perspective, Lan (2022) in Vietnam identified coworker relationships as one of five critical factors lowering turnover intention among 1,028 workers. In Myanmar Specifics, Mon (2021) showed that Buddhist merit-sharing ceremonies in Sagaing improve retention by 30%, and Le (2024) reported 20% lower turnover in factories with supportive supervisors and open communication.

According to Synthesis, supportive supervision and team cohesion are globally beneficial, but Myanmar's collectivist culture intensifies the impact of culturally-rooted practices, making interpersonal strategies vital for belongingness.

(d) Career Development Opportunity Studies (Esteem Needs)

In international evidence, (Samad & Yen, 2022) in Malaysia found training programs boosted promotion rates by 12%, and (Rahman, 2015) noted a 25% higher leadership aspiration among mentored workers. As of regional study, (Godagampala,

2020) indicated significant satisfaction from planning and vocational training in Sri Lankan textile sectors. In Myanmar Context, (Aung, 2024) revealed only 5% of factory workers attain supervisory roles annually, and 80% lack formal training, undermining esteem needs; this aligns with your existing findings on limited advancement pathways.

As of synthesis, career development universally motivates, Myanmar's structural constraints suggest targeted training and clear promotion criteria could have outsized effects on motivation.

(e) Recognition Studies (Esteem & Self-Actualization Needs)

The global findings in (RSIS International, 2025) reported a 15% increase in innovation following recognition programs in Nigeria; (Perera et al., 2014) in Sri Lanka noted enhanced task ownership through peer praise. In regional insights, (Le, 2024) found that social security awareness indirectly boosts perceived organizational support among Yangon garment workers. As of Myanmar evidence, (Aung, 2024) highlighted recognition and reward as critical drivers in Ajinomoto Foods Co., Ltd; workers value non-monetary acknowledgment highly in resource-scarce settings.

In the synthesis results, formal programs and informal peer recognition both drive esteem and self-actualization needs, then culturally-aligned, modest recognition mechanisms are most effective in Myanmar.

Table 2.1 provides a synthesized overview of key empirical findings from both regional and Myanmar-specific research on the determinants of employee job satisfaction. By summarizing evidence across five core factors, this table highlights how these determinants align with Maslow's Hierarchy of Needs and collectively shape employee outcomes in the textile sector.

Table 2.1 Summary of Key Empirical Findings

Sr. No.	Authors	Thesis Title	Independent Variables	Dependent Variable	Key Findings
1	Hnin Thazin Aung (2024)	The Effect of Job Satisfaction Among Employees in the Thilawa Special Economic Zone	Physical Work Environment, Job Security, Work-Life Balance, Leadership & Management Support, Recognition & Reward	Job Satisfaction	Identified physical work environment, job security, work-life balance, leadership/management support, and recognition/reward as crucial drivers of job satisfaction for employees in an SEZ manufacturing company.
2	Cho Cho Le (2024)	A Study on Social Security Awareness for Garment Workers in Yangon Region	Social Security Awareness, Utilization of Social Security Benefits	Worker Welfare (indirectly Job Satisfaction)	Revealed varying awareness levels and challenges in utilizing social security benefits among garment workers, emphasizing that awareness and access to benefits impact overall worker welfare.
3	Thein Sat Oo (2024)	A Study on Work-Related Health Concerns at Tyre Factory	Occupational Hazards (e.g., Chemical Exposure, Noise Pollution, Ergonomic Risks), Safety Protocols, Use of Personal Protective Equipment (PPE)	Work-Related Health Concerns / Employee Well-being	Documented various occupational hazards faced by factory workers and highlighted issues like inconsistent PPE use and limited awareness of health risks. A safe and healthy environment is crucial for employee well-being.

Table 2.1 Summary of Key Empirical Findings (cont'd)

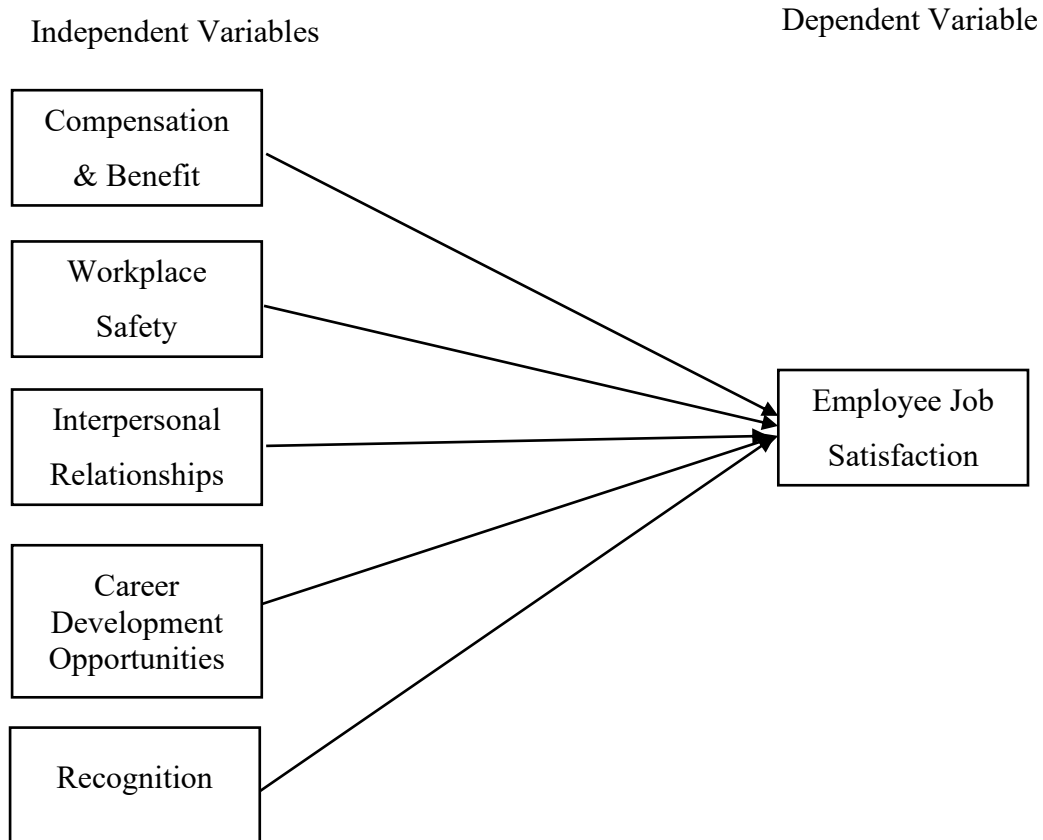
Sr. No.	Authors	Thesis Title	Independent Variables	Dependent Variable	Key Findings
4	Godagampala, G. D. N. M. (2020)	Factors Affecting to the Employee Satisfaction in Textile Industries: An Empirical Study Based on Thulhiriya BOI Area	Health Status, Service Period, Gender, Age, Wage Level, Working Environment Conditions, Planning, Vocational Training, Job Performance, Payment Scheme, Co-worker Spirit	Employee Satisfaction	Found Health Status, Service Period, Gender, Age, and Wage level to significantly affect employee satisfaction in textile industries.
5	Huynh Linh Lan (2022)	Job Satisfaction and Organizational Commitment on Employee Turnover Intention: A Case Study of Textile and Garment Industry in Vietnam	Compensation, Safety Climate, Job Characteristics, Spiritual Well-being, Co-worker Relationship	Job Satisfaction ; Employee Turnover Intention	Identified compensation, safety climate, job characteristics, spiritual well-being, and co-worker relationships as key factors affecting job satisfaction.

Source: Own Compilation (2025)

The findings in Table 2.1, drawn from both regional and Myanmar-specific studies, consistently demonstrate the impact of the five key determinants on employee outcomes, aligning with Maslow's Hierarchy of Needs. For instance, studies by (Rahman, 2015) and (Aung, 2024) highlight the critical role of compensation in satisfying physiological needs, directly impacting turnover and satisfaction. Similarly, safety protocols (Perera et al., 2014; Oo, 2024) address safety needs, while training and recognition (Samad & Yen, 2022; Win, 2024) cater to esteem and self-actualization needs. The Myanmar-specific studies by (Mon, 2021) and (Le, 2024) emphasize the cultural significance of belongingness and supportive environments. These consistencies provide a strong empirical basis for the conceptual framework of this study, which posits that addressing these five determinants is crucial for enhancing employee job satisfaction in factories like Thiri Swe and Nay Htut Khaung. The gaps often lie in the degree of fulfillment of these needs and the specific contextual manifestation within Myanmar's unique socio-economic and cultural landscape.

2.5 Conceptual Framework

This section presents the conceptual framework underpinning the study, designed to investigate the factors affecting employee job satisfaction at Thiri Swe and Nay Htut Khaung textile factories. The framework exclusively integrates Maslow's Hierarchy of Needs (Maslow, 1943) with the five key determinants of employee job satisfaction identified from the literature review and aligned with the research objectives: compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition.



Source: Own Compilation adapted from previous studies (2025)

Figure 2.1 Conceptual Framework of the Study

The conceptual framework positions employee job satisfaction as the dependent variable. This outcome is hypothesized to be influenced by five independent variables, each corresponding to a level in Maslow's Hierarchy of Needs:

- Compensation and Benefits (Physiological Needs)
- Workplace Safety (Safety Needs)
- Interpersonal Relationships (Belongingness Needs)
- Career Development Opportunities (Esteem Needs)
- Recognition (Esteem and Self-Actualization Needs)

The framework theorizes that the extent to which these needs are met within the workplace directly influences the overall employee job satisfaction experienced by textile workers. It also acknowledges the hierarchical nature of Maslow's theory, suggesting that the fulfillment of lower-level needs (e.g., adequate pay, safe conditions) is foundational for higher-level needs (e.g., career growth, recognition) to significantly impact employee job satisfaction. This structured approach allows for a comprehensive assessment of how each determinant contributes to employee well-being and

organizational outcomes within the specific context of Thiri Swe and Nay Htut Khaung factories.

A visual representation of this framework (Figure 2.1) would depict employee job satisfaction as the central outcome, with arrows indicating influence from the five independent variables, each labeled with its corresponding Maslow's need level.

The framework also posits that compensation and benefits are expected to have a positive relationship with employee job satisfaction, as adequate financial and non-financial rewards fulfill basic physiological needs, reducing financial stress and providing a sense of security. Workplace safety is hypothesized to be positively associated with employee job satisfaction because a safe and healthy work environment meets employees' safety needs, allowing them to perform their duties without fear of physical harm or undue stress. Interpersonal relationships are expected to positively influence employee job satisfaction since supportive relationships with colleagues and supervisors fulfill belongingness needs, fostering a sense of community and mutual respect, which is particularly important in Myanmar's collectivist culture. Career development opportunities are hypothesized to have a positive relationship with employee job satisfaction, as access to training, skill enhancement, and clear advancement pathways caters to esteem needs, providing employees with a sense of achievement and professional growth. Finally, recognition is expected to be positively associated with employee job satisfaction because acknowledgment of contributions, both formal and informal, fulfills esteem and self-actualization needs, making employees feel valued and motivated.

CHAPTER III

RESEARCH METHODOLOGY

This chapter outlines the rigorous methodological framework established to investigate the factors affecting employee job satisfaction at the Thiri Swe and Nay Htut Khaung textile factories. The discussion begins by defining the study's quantitative, cross-sectional research design, which is grounded in a positivist philosophy. Subsequently, the chapter details the sampling design, including the target population and the stratified random sampling technique used. It then describes the development and structure of the survey questionnaire, the procedures for data collection, and the statistical methods employed for data analysis. Finally, the ethical considerations that underpin the integrity of this research are addressed.

3.1 Research Design

A research design is the overarching strategy that integrates the components of a study in a coherent and logical manner, ensuring the research problem is addressed systematically (Creswell, 2014; Saunders et al., 2019). This study employs a quantitative, descriptive, cross-sectional research design to investigate the determinants of employee job satisfaction at Thiri Swe and Nay Htut Khaung textile factories. The design was selected for its ability to objectively measure variables, establish patterns, and analyze relationships between factors influencing employee job satisfaction within a defined population at a specific point in time.

The approach is quantitative as it relies on numerical data collected through a structured questionnaire and analyzed using statistical techniques to test hypotheses and identify relationships between variables. The design is descriptive because its primary goal is to systematically describe the characteristics of the employee population and the current state of employee job satisfaction and its determinants within the factories. The study is cross-sectional, meaning data was collected from the target population at a single point in time. This approach is efficient for capturing a "snapshot" of the prevailing attitudes and perceptions regarding employee job satisfaction.

The study is philosophically grounded in the positivist paradigm, which assumes that social reality is objective, measurable, and can be understood through empirical observation and testing. This paradigm aligns perfectly with the quantitative

approach. A deductive approach was adopted, whereby specific hypotheses derived from the general principles of Maslow's Hierarchy of Needs are tested against the collected empirical data. This ensures the research is theory-driven, replicable, and capable of producing insights that can be generalized with a known degree of confidence.

3.1.1 Research Process

The research process was designed in a systematic and sequential manner to ensure methodological rigor and alignment with the study's objectives. The process commenced with a comprehensive literature review to explore existing theories and empirical studies on employee job satisfaction. From this review, Maslow's Hierarchy of Needs was adopted as the theoretical foundation, and five key determinants were identified: compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition.

Following the theoretical grounding, a structured questionnaire was developed. The instrument was initially drafted in English and subsequently translated into Myanmar using a back-translation method to ensure conceptual equivalence (Brislin, 1970). A pilot test was conducted with ten employees to assess clarity, relevance, and consistency of the items. Feedback from the pilot was used to refine the instrument before full-scale distribution.

The sampling design employed stratified random sampling to ensure proportional representation across different job functions. The sample size of 100 respondents was determined using Taro Yamane's formula (Yamane, 1967). Data collection was carried out over a four-week period, during which the finalized questionnaires were administered in person at the two textile factories.

Upon completion of data collection, responses were cleaned, coded, and entered into IBM SPSS software for analysis. Descriptive statistics were used to summarize demographic information and response distributions. Reliability of constructs was assessed using Cronbach's Alpha. Pearson correlation and multiple regression analysis were applied to test the relationships between the five independent variables and employee job satisfaction. The entire process adhered to ethical standards including informed consent and confidentiality.

3.2 Sampling Design

This study employed a stratified random sampling method to ensure that the selected sample accurately represented the various departments and work units within the Thiri Swe and Nay Htut Khaung textile factories. The total population of full-time employees was divided into strata based on functional departments such as production, quality control, maintenance, and administration. This stratification allowed for proportional sampling from each group, thereby reducing sampling error and enhancing the generalizability of the findings. The sampling design for this study employs a systematic approach to ensure representativeness, reliability, and generalizability of findings. The target population comprises 120 full-time employees working at Thiri Swe and Nay Htut Khaung textile factories in Wundwin, Mandalay Region, excluding temporary, contract, or part-time workers to maintain homogeneity in employment status. The sampling frame was constructed using comprehensive employee rosters provided by the managerial of both factories, ensuring complete coverage of the target population and minimizing coverage error.

To determine the appropriate sample size, Taro Yamane's formula (1967) was applied, which provides a reliable method for calculating sample size with known finite populations:

Sample-size formula:

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

Where:

n= sample size

N= population size (120)

e = margin of error (0.05)

$$n = \frac{120}{1+120(0.05)^2}$$

n = 92.3

Based on this calculation, a minimum sample of 93 employees was required. To enhance the study's robustness and ensure adequate statistical power (>0.80) for the planned multiple regression analysis (Cohen, 1988), the sample size was rounded up to 100 respondents.

Table 3.1 Stratified Sampling Distribution by Job Role

Position	Population	Sample	Actual respondents
Yarn Spinning/Winding	8	7	7
Dyeing	10	8	8
Yarn Sizing	16	13	13
Weaving	20	17	17
Loom Operator	52	43	43
Packaging	6	5	5
Mechanic	2	2	2
Admin/Manager	6	5	5
Total	120	100	100

Source: Survey Data, 2025

The actual selection process involved assigning unique random numbers to each employee within their respective stratum using a random number generator, then selecting participants in ascending order of their random numbers until each stratum's quota was fulfilled. When selected employees declined participation or were unavailable, the next employee in the random sequence from the same stratum was chosen to maintain proportional representation. This comprehensive stratified random sampling design enhances representativeness by ensuring all job roles are proportionally represented, reduces sampling variance compared to simple random sampling, improves the generalizability of findings to the entire factory workforce, and provides analytical flexibility for both overall analysis and stratum-specific insights, thereby establishing a robust foundation for credible and applicable research findings. This sample size ensures adequate statistical power (>0.80) for detecting medium effect sizes in multiple regression analysis (Cohen, 1988)

3.3 Questionnaire Design

A well-designed questionnaire is critical to the success of any quantitative study, as it is the primary instrument for collecting accurate and reliable data. A structured, self-administered questionnaire was developed for this research and gather relevant data from respondents in three main areas: demographic information, the independent variables related to employee job satisfaction (career development, recognition, compensation, workplace safety, and work–life balance), and the

employee job satisfaction factors themselves. All items were structured using a 7-point Likert scale, ranging from “Strongly Disagree” to “Strongly Agree.” The questionnaire was developed based on literature review insights and validated instruments, with modifications made to suit the organizational context. The complete version of the questionnaire is provided in the Appendix. This scale was chosen because it provides greater sensitivity and allows respondents to express more nuanced opinions, thereby increasing the reliability and validity of the responses.

To ensure validity, the questionnaire was pilot-tested with 10 employees who were not part of the main sample to check for clarity, relevance, and ambiguity. Furthermore, given that many employees are more comfortable in the Myanmar language, the questionnaire was professionally translated from English into Myanmar using a back-translation process to ensure conceptual equivalence and minimize misunderstandings.

The survey instrument was developed based on the study's conceptual framework, which is grounded in Maslow's Hierarchy of Needs. The questionnaire items were designed to measure the five key independent variables—compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition—and the primary dependent variable, employee job satisfaction.

To ensure methodological transparency, the operational definition of each variable and its theoretical foundation are summarized in Table 3.2.

Table 3.2 Measurement and Theoretical Basis of Variables

Sr. No.	Variable	No. of Items	Source
1	Compensation & Benefits	7	Maslow's Physiological Needs (Maslow, 1943)
2	Workplace Safety	7	Maslow's Safety Needs (Maslow, 1943)
3	Interpersonal Relationships	7	Maslow's Belongingness and Love Needs (Maslow, 1943)
4	Career Development Opportunities	7	Maslow's Esteem Needs (Maslow, 1943)
5	Recognition	7	Maslow's Esteem and Self-Actualization Needs (Maslow, 1943)
6	Employee Job Satisfaction	7	Spector (1997); Locke (1976)

Source: Survey Data, 2025

3.4 Data Analysis

Data analysis is the systematic process of inspecting, cleaning, transforming, and modeling data to extract meaningful insights, test hypotheses, and support conclusions. In this study, data collected from the 100 respondents were analyzed using IBM SPSS Statistics software. The analysis was conducted in several stages.

3.4.1 Descriptive Statistics

Descriptive statistics were employed in this study to summarize and present the essential characteristics of the collected data without drawing inferential conclusions based on probability theory (Kaliyadan & Kulkarni, 2019). This analytical technique is useful for organizing raw data into meaningful patterns through frequency distributions, percentages, and measures of central tendency and dispersion.

According to Smith et al. (2005), descriptive statistics encompass measures such as the mean, median, and mode, as well as variability indicators like standard deviation, range, and variance. Specifically, Dancey and Reidy, (2004) and Tabachnick and Fidell, (2007) emphasized that the mean and standard deviation are two of the most widely used metrics in research for explaining basic data characteristics. (Pallant, 2001) further noted that a larger standard deviation indicates greater dispersion from the mean, whereas a smaller standard deviation reflects data points closely clustered around the mean.

In the context of this study, descriptive statistical analysis was conducted using SPSS software to calculate the mean and standard deviation for both the dependent variable (employee job satisfaction) and the five independent variables: compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition. The mean scores were utilized to identify average respondent perceptions, while standard deviation values were examined to determine the degree of response variability.

A descriptive analysis of the variables was conducted based on respondents' feedback to identify the mean values. The interpretation categories were adapted from Boone (2012) and are presented in Table 3.3 below. These categories guided the interpretation of the data results in the subsequent analysis.

Table 3.3 Seven-Point Likert Scale Mean Values and Interpretation

Likert Scale	Ranking	Mean Values Interpretation
1	1.00-1.85	Extremely dissatisfied
2	1.86-2.71	Very dissatisfied
3	2.72-3.57	Dissatisfied
4	3.58-4.43	Neither satisfied nor dissatisfied
5	4.44-5.29	Satisfied
6	5.30-6.15	Very satisfied
7	6.16-7.00	Extremely satisfied

Source: Pimentel's (2019)

3.4.2 Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the multi-item scales in the questionnaire. Cronbach's alpha coefficient was calculated for each scale (e.g., compensation, workplace safety, etc.). An alpha value of 0.70 or higher was considered the threshold for acceptable reliability, ensuring that the measurement instruments consistently captured the intended constructs.

3.4.3 Correlation Analysis

Pearson correlation analysis was used to examine the strength and direction of the linear relationships between each independent variable and the dependent variable (employee job satisfaction). The correlation coefficient (r) indicates the strength of the

association, while the significance level (p-value) determines whether the observed correlation is statistically meaningful. This helped identify which factors were most closely associated with employee job satisfaction.

3.4.4 Multiple Regression Analysis

Multiple regression analysis was performed to evaluate the combined and individual effects of the five independent variables on overall employee job satisfaction. The regression model estimates the extent to which each factor predicts employee job satisfaction while controlling for the effects of the other variables.

The estimated multiple regression model is:

$$Y = f(X_1, X_2, X_3, X_4, X_5, \dots, X_k)$$

Where:

Y = Employee Job Satisfaction (Dependent Variable)

X₁ = Compensation and Benefits

X₂ = Workplace Safety

X₃ = Interpersonal Relationships

X₄ = Career Development Opportunities

X₅ = Recognition

The analysis included calculating standardized coefficients (Beta) and unstandardized coefficients, which together facilitate both interpretability in original measurement units and comparison of relative effect sizes among predictors. P-values were assessed to determine the statistical significance of each independent variable in predicting employee job satisfaction. Furthermore, the R-squared value was computed to indicate the proportion of variance in employee job satisfaction explained by the model, while the adjusted R-squared value was reported to account for model complexity and provide a more accurate representation of explanatory power. The F-test value was also examined to confirm the overall statistical significance and goodness of fit of the regression model.

Prior to model estimation, essential diagnostic checks were performed to ensure compliance with key statistical assumptions fundamental to multiple regression analysis. To ensure the robustness, validity, and generalizability of the multiple regression analysis employed in this study, several critical statistical assumptions were

rigorously assessed and confirmed. Specifically, the linearity of relationships between independent variables and the dependent variable was established, guaranteeing that predictive relationships were not misrepresented. Independence of errors was verified to ensure that residuals were not serially correlated, thereby supporting unbiased estimation. Homoscedasticity was examined to confirm that residual variances remained consistent across levels of the predictor variables, mitigating risks of heteroscedastic distortion. Furthermore, normality of residuals was validated through visual (e.g., Q-Q plots) and statistical diagnostics to reinforce the reliability of hypothesis testing. Finally, multicollinearity was assessed via Variance Inflation Factor (VIF) values, which remained within acceptable thresholds, ensuring that independent variables retained distinct explanatory power. These rigorous methodological procedures substantiate the robustness and credibility of the regression results, thereby enhancing confidence in the empirical findings and supporting the validity of managerial recommendations derived from this analysis.

CHAPTER IV

ANALYSIS OF FACTOR AFFECTING EMPLOYEE JOB SATISFACTION

This chapter describes the employee profile and factors affecting employees job satisfaction of Thiri Swe and Nay Htut Khaung Textile Factories in Wundwin. It also represents employee perceptions of the five factors of employee job satisfaction and analyzes the relationship between these factors and employee job satisfaction.

4.1 Demographic Factors of Respondents

This section describes the profile of 100 employees who are working at Thiri Swe & Nay Htut Khaung Textile Factories in Wundwin. Respondents' gender, age, marital status, education level, monthly income, position and working experience related to demographic profile are presented in the following sub-sections.

4.1.1 Gender of Respondents

The respondents in this study include both male and female. Table 4.1 describes the gender of the respondents as percentage.

Table 4.1 Gender of Respondents

Gender	Frequency	Percent
Male	49	49.0
Female	51	51.0
Total	100	100.0

Source: Survey Data, 2025

As shown in table 4.1, most of the respondents are male and it has 49 % of the total respondents. The rest 51 % of total respondents are female. So, female respondents are more than male respondents. According to the results, female is more the working at these organizations than male.

4.1.2 Age of Respondents

The following table presents the age of the respondents.

Table 4.2 Age of Respondents

Age (Years)	Frequency	Percentage
18-24	20	20.0
25-34	71	71.0
35-45	9	9.0
Total	100	100.0

Source: Survey Data, 2025

According to the Table 4.2, 20% of respondents are between 18 to 24 years, 71 % of respondents are 25 to 34 years, 9 % of respondents are between 35 to 45 years. According to the results, most respondents are age between 25 to 34 years.

4.1.3 Marital Status of Respondents

The distribution of respondents by marital status is presented in Table 4.3.

Table 4.3 Marital Status of Respondents

Marital Status	Frequency	Percent
Single	40	40.0
Married	55	55.0
Other	5	5.0
Total	100	100.0

Source: Survey Data, 2025

Marital status of respondents is categorized as three types; Single, Married and other. In Table 4.3, 55 % of respondents fall into married types, 40 % of respondents fall into single types and 5 % are other.

4.1.4 Education Level of Respondents

In this study, respondents' education level is divided into three groups. These groups are secondary, high school, and diploma. Table 4.4 provides the education level of respondents.

Table 4.4 Education Level of Respondents

Education Level	Frequency	Percent
Secondary	43	43.0
High School	52	52.0
Diploma	5	5.0
Total	100	100.0

Source: Survey Data, 2025

According to Table 4.4, majority of respondents are high school and it has 52 % of total respondent and then 43% of total respondents are secondary level, 5 % of respondents are diploma level.

4.1.5 Monthly Income of Respondents

This section presents the monthly income of the respondents. Incomes per month of the respondents are classified into four groups as follow.

Table 4.5 Monthly Income of Respondents

Income (MMK)	No. of Respondents	Percentage
Below 200,000	19	19.0
200,000 - 400,000	31	31.0
400,000 - 600,000	45	45.0
600,000 and above	5	5.0
Total	100	100.0

Source: Survey Data, 2025

According to the Table 4.5, the majority of respondents earn between MMR 400,000 to 600,000. The second largest group of respondents between MMR 200,000 to 400,000.

4.1.6 Position of Respondents

The following table presents the position of the respondents. Position of the respondents are classified into eight groups as follow.

Table 4.6 Position of Respondents

Position	No. of Respondents	Percentage
Yarn Spinning/Winding	7	7.0
Dyeing	8	8.0
Yarn Sizing	13	13.0
Weaving	17	17.0
Loom Operator	43	43.0
Packaging	5	5.0
Mechanic	2	2.0
Admin/Manager	5	5.0
Total	100	100.0

Source: Survey Data, 2025

According to the Table 4.6, most of the respondents are loom operator and the others are another level.

4.1.7 Working Experience of Respondents

This section presents the working experience of the respondents. Working experience of the respondents are classified into three groups as follow.

Table 4.7 Working Experience of Respondents

Working Experience (years)	No. of Respondents	Percentage
Less than 1	14	14.0
1-5	75	75.0
6 and above	11	11.0
Total	100	100.0

Source: Survey Data, 2025

According to the Table 4.7, 14 % of respondents are Less than 1 year, 75 % of respondents are between 1 to 5 years, 11% of respondents are between 6 and above 10 years. According to the results, most respondents has working experience between 1 to 5 years.

4.2 Reliability Analysis of the Variables

Internal consistency is an aspect of reliability, which is essential for ensuring the validity of a study's measurements. (Saunders et al., 2012). Cronbach's Alpha is a measure of reliability that reflects the degree to which items in a set are positively correlated with each other. (Sekaran, 2003). Reliability analysis were conducted after the survey to evaluate the measurement instruments' compensation & benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition. The reliability of a measure indicates "the extent to which it is without bias (error free) and hence ensures consistent measurement across the time and across the various items in the instrument". In other words, the reliability of a measure is an "indication of the stability and consistency with which the instrument measure concept and helps access the goodness of a measure" (Sekaran et al., 2013). Cronbach's Alpha was applied in this study to analyze the variables' internal consistency and make sure the data was represented correctly. This reliability analysis usually works for survey questionnaires with seven-point Likert scales and multiple items. Since the reliability coefficient is above the recommended value of 0.7, the instruments can be considered sufficiently reliable.

The following table is the results of the reliability analysis for this study. This research includes two dimension such as independent variables and dependent variable.

Table 4.8 Results from Reliability

Sr. No.	Factors	No. of Items	Cronbach's Alpha
1	Compensation & Benefits	7	0.875
2	Workplace Safety	7	0.895
3	Interpersonal Relationships	7	0.895
4	Career Development Opportunities	7	0.868
5	Recognition	7	0.867
6	Employee job satisfaction	7	0.846

Source: Survey Data,2025

Table 4.8, The results of the reliability analysis for the questionnaire items related to compensation & benefits, workplace safety, interpersonal relationships, career development opportunities, recognition indicate a high level of consistency and appropriateness for analysis. All of the reliability coefficients of questionnaire items

are greater than value of 0.8. The result indicating that the instruments are sufficiently reliable for use in this study.

4.3 Descriptive Statistics of Variables

Descriptive statistics, including mean values and standard deviations, were calculated for the independent variables (Compensation and Benefits, Workplace Safety, Interpersonal Relationships, Career Development Opportunities, and Recognition) and the dependent variable (Employee Job Satisfaction). Responses were measured on a 7-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree). Based on the survey data, the influence of these factors on employee job satisfaction is described in the following subsections. Lower standard deviations suggest greater consistency in responses. Descriptive statistics were calculated using established procedures (Field, 2013).

4.3.1 Perceptions on Compensation and Benefits

The following table shows mean and standard deviation compensation & benefits. Seven items of compensation and benefits factor are asked to respondents by using seven-point Likert scale.

Table 4.9 Perceptions on Compensation & Benefits

Sr. No.	Descriptions	Mean	Standard Deviation
1	Pay is fair compared to responsibilities.	6.00	0.816
2	Salary is competitive compared to similar jobs in other factories.	6.09	0.793
3	Satisfied with the benefits package provided (e.g., health care, leave).	5.96	0.852
4	Clearly understand how my pay is calculated.	6.10	0.772
5	Receive salary on time.	6.00	0.816
6	Feel that pay increases/adjustments are fair.	6.10	0.732
7	Satisfied with the pay increases/bonuses based on performance.	5.96	0.790
Overall Mean		6.03	

Source: Survey Data, 2025

The overall mean value for Perception on Compensation and Benefits is 6.03, indicating that employees are very satisfied with their compensation structure based on

the 7-point Likert scale interpretation. This reflects that the factories have effectively addressed fundamental financial and benefit-related needs at Maslow's physiological level.

The highest mean values were 6.10, recorded for two items: "Clearly understand how my pay is calculated" and "Feel that pay increases/adjustments are fair". This indicates that employees highly appreciate the transparency and fairness in compensation management, which plays a crucial role in their perceived satisfaction.

The lowest mean values were 5.96, associated with two items: "Satisfied with the benefits package provided (e.g., health care, leave)" and "Satisfied with the pay increases/bonuses based on performance". While still within the "very satisfied" range, these reflect comparatively lower satisfaction levels and represent opportunities for targeted improvements in non-salary benefits and performance-based rewards.

4.3.2 Perceptions on Workplace Safety

Mean and standard deviation of workplace safety are shown as follow. Seven items of the workplace safety are requested by using seven-point Likert scale.

Table 4.10 Perceptions on Workplace Safety

Sr. No.	Descriptions	Mean	Standard Deviation
1	Feel safe in my work environment.	5.89	0.863
2	Believe the machinery and equipment use are well-maintained and safe to operate.	6.10	0.718
3	Received adequate safety training relevant to job tasks.	5.98	0.724
4	Safety procedures and guidelines are clearly communicated and understood.	6.09	0.830
5	Believe management is committed to employee safety.	6.10	0.718
6	Safety concerns can be easily reported and are acted upon.	6.10	0.718
7	The factory management ensures a safe working environment.	6.00	0.765
Overall Mean		6.04	

Source: Survey Data, 2025

The overall mean score for workplace safety is 6.04, indicating that employees are very satisfied with the safety standards and working conditions within the factories.

This finding highlights the effectiveness of the organizations' efforts in maintaining a secure and physically stable work environment.

The highest mean score observed was 6.10, which appeared for "Believe the machinery and equipment used are well-maintained and safe to operate," "Believe management is committed to employee safety," and "Safety concerns can be easily reported and are acted upon". These responses suggest that employees trust both the technical safety of the equipment and the safety culture promoted by management.

In contrast, the lowest mean score was 5.89, recorded for the item "Feel safe in my work environment". While this value still falls within the "very satisfied" category, it indicates a relatively lower perception of environmental safety compared to other items, suggesting a need for clearer communication or reinforcement of safety protocols in specific work areas.

4.3.3 Perceptions on Interpersonal Relationships

Mean and standard deviation of interpersonal relationships are shown as follow. Seven items of interpersonal relationships factor are asked to respondents by using seven-point Likert scale.

Table 4.11 Perceptions on Interpersonal Relationships

Sr. No.	Descriptions	Mean	Standard Deviation
1	Having good working relationships with my colleagues.	5.98	0.804
2	There is cooperation and teamwork among colleagues.	6.10	0.718
3	Getting support from colleagues when need help with work.	6.03	0.797
4	Colleagues treat each other with respect.	6.04	0.764
5	Feeling comfortable working with colleagues.	6.10	0.718
6	Feeling conflicts between colleagues are resolved fairly.	5.96	0.803
7	There is a friendly social atmosphere in the workplace.	6.10	0.718
Overall Mean		6.04	

Source: Survey Data, 2025

The overall mean score for interpersonal relationships is 6.04, which reflects a very high level of satisfaction among employees with regard to their social interactions

and workplace relationships. This confirms that the factories promote a collaborative, respectful, and cohesive environment, which is essential in labor-intensive industries.

The highest mean score was 6.10, which occurred across three items: "There is cooperation and teamwork among colleagues," "Feeling comfortable working with colleagues," and "There is a friendly social atmosphere in the workplace". These results indicate that employees enjoy positive peer engagement and a healthy social climate.

Conversely, the lowest mean score was 5.96, with the text indicating that while social cohesion is strong, the conflict resolution process may need to be strengthened to ensure that all employees feel confident in how disputes are managed.

4.3.4 Perceptions on Career Development Opportunities

Mean and standard deviation of career development opportunities are shown as follow. Seven items of career development opportunities factor are asked to respondents by using seven-point Likert scale.

Table 4.12 Perceptions on Career Development Opportunities

Sr. No.	Descriptions	Mean	Standard Deviation
1	There are opportunities to learn new skills in my job.	6.00	0.804
2	Feeling there are career development pathways available to me within this factory.	6.01	0.810
3	The factory supports long-term career development.	6.00	0.804
4	Aware of the career advancement pathways within the factory.	6.04	0.777
5	Development opportunities are available for those who put in the effort.	5.97	0.810
6	Receiving feedback from supervisor regarding career development.	6.00	0.804
7	Have the opportunity to apply newly learned skills in current job.	6.10	0.718
Overall Mean		6.02	

Source: Survey Data, 2025

The overall mean score for career development opportunities is 6.02, indicating that employees are very satisfied with the growth and advancement opportunities available within the organization. This reflects positively on the companies'

commitment to building internal capabilities and supporting long-term employee engagement.

The highest mean score within this construct was 6.10, corresponding to the item "Have the opportunity to apply newly learned skills in current job". This demonstrates that employees value the practical integration of new knowledge into their daily tasks, which contributes to a sense of progress and relevance in their career paths.

The lowest mean score was 5.97, for the item "Development opportunities are available for those who put in the effort". While still within the high satisfaction range, this score implies that some employees may perceive challenges in accessing opportunities fairly or consistently, which could be addressed through clearer communication of development criteria and equitable access mechanisms.

4.3.5 Perceptions on Recognition

Mean and standard deviation of recognition are shown as follow. Seven items of recognition are asked to respondents by using seven-point Likert scale.

Table 4.13 Perceptions on Recognition

Sr. No.	Descriptions	Mean	Standard Deviation
1	Receive praise for good work.	6.00	0.791
2	Feel that rewards and other forms of recognition are distributed fairly.	5.97	0.784
3	Superiors recognize it when perform well.	6.01	0.810
4	Satisfied with the level of recognition receive.	5.97	0.810
5	Being recognized motivates me to strive for better performance.	6.00	0.791
6	Team efforts are recognized.	6.10	0.718
7	Recognition for good work is provided in a timely manner.	6.01	0.798
Overall mean		6.01	

Source: Survey Data, 2025

The overall mean score for the recognition construct is 6.01, indicating that employees are very satisfied with how their efforts and contributions are acknowledged within the organization. This result demonstrates that both Thiri Swe and Nay Htut Khaung factories have cultivated a workplace culture where employees feel valued for their performance.

The highest mean score was 6.10, for the item "Team efforts are recognized". This shows that employees strongly associate recognition with performance achievements, and it reflects well on the factories' informal or formal mechanisms of appreciation.

The lowest mean score in this construct was 5.97, associated with the items "Feel that rewards and other forms of recognition are distributed fairly" and "Satisfied with the level of recognition receive". The document states that while appreciation exists, the methods or consistency of recognition might not yet fully meet employee expectations, presenting an opportunity for improvement through more structured or visible recognition practices.

4.3.6 Perceptions on Employee Job Satisfaction

Mean and standard deviation of Employee job satisfaction are shown as follow. Seven items of Employee job satisfaction factor are asked to respondents by using seven-point Likert scale.

Table 4.14 Perceptions on Employee Job Satisfaction

Sr. No.	Descriptions	Mean	Standard Deviation
1	Overall, satisfied working at this factory.	6.01	0.798
2	All things considered, very satisfied with current job.	6.00	0.791
3	Recommend this factory to friends/family as a good place to work.	6.10	0.718
4	Feeling proud to work at this factory.	5.71	0.656
5	Receive recognition for a job well done.	6.10	0.718
6	Feel that job is meaningful and engaging.	6.03	0.810
7	Find going to work enjoyable.	6.00	0.791
Overall Mean		5.99	

Source: Survey Data, 2025

The overall mean score for employee job satisfaction is 5.99, which remains within the "very satisfied" range according to the interpretation of the seven-point Likert scale. This demonstrates that the majority of employees maintain a highly positive perception of their overall experience at work, shaped by both intrinsic and extrinsic factors.

The highest mean score recorded in this construct was 6.10, for the items "Recommend this factory to friends/family as a good place to work" and "Receive recognition for a job well done". This finding suggests that employees find their day-to-day responsibilities meaningful and well-matched to their capabilities, which is a critical driver of engagement.

The lowest mean score was 5.71, for the item "Feeling proud to work at this factory". Although this value remains high, it is relatively lower than other items and may reflect that while employees are satisfied with their roles, there may be untapped potential to strengthen organizational identification or pride through internal branding, inclusive culture, or leadership visibility.

4.4 Analysis on Overall Mean of Variables

The following table shows the overall mean values for independent variables such as compensation & benefits, workplace safety, interpersonal relationships, career development opportunities, recognition and employee job satisfaction.

Table 4.15 Analysis on Overall Mean of Variables

Sr. No.	Particular	Mean	Standard Deviation
1	Compensation and Benefits	6.03	0.796
2	Workplace Safety	6.04	0.762
3	Interpersonal Relationships	6.04	0.790
4	Career Development Opportunities	6.02	0.786
5	Recognition	6.01	0.755
6	Employee Job Satisfaction	5.99	0.760

Source: Survey Data, 2025

Table 4.15 presents an analysis of employee perceptions regarding the factors affecting employee job satisfaction at Thiri Swe and Nay Htut Khaung Textile Factories in Wundwin. According to the mean scores, most respondents are generally satisfied, with all variables scoring above 5.9 on a 7-point Likert scale, compensation & benefits (6.03), workplace safety (6.04), interpersonal relationships (6.04), career development opportunities (6.02), recognition (6.01), and employee job satisfaction (5.99). These

results indicate that respondents are very satisfied with their working environment and support systems. Overall, the findings reflect a positive perception of both the physical and organization aspects of the work environment.

4.5 The Correlation Analysis of Variables

A Pearson Correlation analysis was performed to determine whether there was a statistically significant linear relationship between employee job satisfaction and independent variables such as compensation and benefits, workplace safety, interpersonal relationship, career development opportunities, and recognition.

Table 4.16 Correlation Analysis for Compensation & Benefits, Workplace Safety, Interpersonal Relationship, Career Development Opportunities, Recognition and Employee Job Satisfaction

No.	Independent Variables	Dependent Variable	Sig (2-tailed)
1	Compensation and Benefits	0.700**	0.000
2	Workplace Safety	0.505**	0.000
3	Interpersonal Relationships	0.502**	0.000
4	Career Development Opportunities	0.873**	0.000
5	Recognition	0.869**	0.000

Source: Survey Data, 2025

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

According to the table 4.16, correlation coefficient between compensation & benefits and employee job satisfaction is 0.700 at 1% the significant level, correlation coefficient between workplace safety and employee job satisfaction is 0.505 at the 1% significant level, correlation coefficient between interpersonal relationships and employee job satisfaction is 0.502 at the 1% significant level, correlation coefficient between career development opportunities and employee job satisfaction is 0.873 at the 1% significant level, correlation coefficient between recognition and employee job satisfaction is 0.869 at the 1% significant level.

Pearson correlation coefficient illustrates that there is positive relationship between independent variables (compensation and benefits, workplace safety,

interpersonal relationship, career development opportunities, recognition) and employee job satisfaction.

4.6 Multiple Regression Analysis

Multiple regression analysis was applied to investigate the most influential factors on employee job satisfaction. To develop the multiple regression model, employee job satisfaction was used as dependent variable and compensation & benefits, workplace safety, interpersonal relationship, career development opportunities, recognition are independent variables.

The calculated results of multiple regression analysis are as follow:

Table 4.17 Multiple Regression Analysis on Compensation and Benefits, Workplace Safety, Interpersonal Relationship, Career Development Opportunities, Recognition and Employee Job Satisfaction

Dependent Variable (Employee job satisfaction)	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	b	Std. Error	B			
Constant	-1.092	0.349		-3.133	0.002	
Compensation & Benefits	0.225***	0.083	0.165	2.707	0.008	2.454
Workplace Safety	0.067	0.070	0.058	0.962	0.338	2.396
Interpersonal Relationships	0.145*	0.081	0.119	1.783	0.078	2.924
Career Development Opportunities	0.374***	0.098	0.387	3.809	0.000	6.811
Recognition	0.366***	0.101	0.364	3.629	0.000	6.636
R ²						0.859
Adjusted R ²						0.851
F-value						113.255***

Source: Survey Data, 2025

*. Indicate statistical significance at the 10% level, $p < 0.01$

** indicates statistical significance at the 5% level.

*** indicates statistical significance at the 1% level.

According to table 4.17, it is the results of the multiple regression analysis for factors influencing employee job satisfaction of Thiri Swe and Nay Htut Khaung Textile Factories. Compensation and benefits are positively relationship between with employee job satisfaction at 1% significant level. Interpersonal relationships factor is relationship between employee job satisfaction at 10% significant level and career development opportunities and recognition are the significant relationship between with employee job satisfaction at 1% significant level in this study. Multicollinearity was assessed using Variance Inflation Factors (VIF), and the results indicate that it is not a concern among the independent variables in this study, as all VIF values are below 10. The adjusted R-squared value of 0.851 explains that 85.1 % of the total variance in employee job satisfaction is accounted by compensation and benefits, workplace safety, interpersonal relationship, career development opportunities, recognition are independent variable and sample size. The result of F-value is 113.255 indicate that statistical significance of the model at 1% level.

According to the above results, career development opportunities is the most efficient for the employee job satisfaction. The second one of recognition and Compensation and Benefits are the last efficient factors of employee job satisfaction. But the workplace safety has no significant effect on employee job satisfaction. The organization should enhance career development opportunities, as this is the most influential factor driving employee job satisfaction. Investing in training programs, clear promotion and so on. It will strengthen employee motivation and long-term commitment.

The assumption of normality of residuals is supported by both the histogram and the Normal P-P Plot. The histogram of regression standardized residuals shows that roughly bell-shaped distribution centered around zero, with the normal curve fitting the data reasonably well. The Normal P-P Plot indicates that the residuals are approximately normally distributed. Additionally, the assumption of homoscedasticity appears to be met for the regression model with job satisfaction as the dependent variable.

4.7 Achieving of Hypotheses Testing

Multiple regression analysis was conducted to examine how the five independent variables—compensation and benefits, workplace safety, interpersonal relationships, career development opportunities, and recognition—significantly explain

the employee job satisfaction of Thiri Swe and Nay Htut Khaung Textile Factories in Wundwin.

The results of the hypothesis tests are summarized in Table (4.18) below.

Table 4.18 Summary of Hypotheses Testing

Sr. No.	Hypothesis	Remarks
H ₁	Compensation and benefits are positively affected with employee job satisfaction.	Accepted
H ₂	Workplace safety is positively affected with employee job satisfaction.	Rejected
H ₃	Interpersonal relationships are positively affected with employee job satisfaction.	Accepted
H ₄	Career development opportunities are positively affected with employee job satisfaction.	Accepted
H ₅	Recognition is positively affected with employee job satisfaction.	Accepted

Source: Survey Data, 2025

The analysis revealed a significant positive effect between compensation and benefits and employee job satisfaction. Thus, hypothesis H₁ was accepted. This suggests that the organization's pay system, benefits, and performance-based bonuses contribute positively to how satisfied employees feel.

The relationship between workplace safety and employee job satisfaction was found to be not statistically significant. Thus, hypothesis H₂ was rejected. This result suggests that while employees are generally satisfied with their workplace safety, it does not act as a primary driver of their overall job satisfaction in this model.

A significant positive relationship was also found between interpersonal relationships and employee job satisfaction. Thus, hypothesis H₃ was accepted. This indicates that supportive relationships with colleagues and the fair resolution of conflicts are important contributors to satisfaction.

The analysis showed a significant positive relationship between career development opportunities and employee job satisfaction. Thus, hypothesis H₄ was accepted. This finding suggests that employees are highly satisfied when they receive support for new learning, see opportunities for long-term growth, and get useful feedback from supervisors.

A significant positive effect also occurred between recognition and employee job satisfaction. Thus, hypothesis H₅ was accepted. This result indicates that when

employees receive praise and rewards for their work, it motivates them and contributes to a more encouraging work environment, leading to higher job satisfaction.

CHAPTER V

CONCLUSION

This chapter presents the findings derived from the data analysis. It includes suggestions and recommendations for the management of the factories based on these findings. Finally, the chapter outlines the implications of the study and the needs for further research.

5.1 Findings and Discussions

The primary objective of this study was to identify the factors that significantly affect employee job satisfaction at Thiri Swe and Nay Htut Khaung Textile Factories in Wundwin. The comprehensive analysis of the collected data revealed consistent patterns of employee perceptions and significant relationships between various factors and overall employee job satisfaction.

Employees' perceptions regarding Compensation and Benefits demonstrated a very satisfied level. Notably, the highest satisfaction was associated with transparency in pay calculation and fairness of adjustments, indicating employees' appreciation for clear and equitable financial management. However, slightly lower satisfaction was noted concerning the benefits package and performance-based bonuses, suggesting areas for potential enhancement. The correlation analysis further indicated a significant positive relationship between compensation and benefits and employee job satisfaction. Furthermore, the regression analysis confirmed that Compensation and Benefits had a statistically significant positive effect on employee job satisfaction, thus accepting its corresponding hypothesis.

Regarding Workplace Safety, employees reported a very satisfied perception regarding safety standards and working conditions. The highest satisfaction was specifically found in their belief that machinery is well-maintained, management is committed to safety, and concerns are easily reported. Conversely, a comparatively lower perception was observed for the general feeling of safety in the work environment. While a significant positive correlation existed between Workplace Safety and Employee Job Satisfaction, the multiple regression analysis revealed that Workplace Safety did not have a statistically significant effect on overall employee job satisfaction within the predictive model. This led to the rejection of its corresponding

hypothesis, suggesting that while safety is highly regarded, its consistent provision means it functions more as a basic expectation than a primary driver of satisfaction.

Interpersonal Relationships within the factories also exhibited a very high level of satisfaction. Employees most highly valued cooperation, teamwork, comfort working with colleagues, and a friendly social atmosphere. Although generally positive, the item concerning fair conflict resolution suggests an area where clarity or robustness could be improved. A significant positive correlation was found between Interpersonal Relationships and Employee Job Satisfaction. The regression analysis further supported a significant positive impact of Interpersonal Relationships on employee job satisfaction, leading to the acceptance of its corresponding hypothesis.

Career Development Opportunities were perceived as very satisfactory by employees. The highest satisfaction was linked to the opportunity to apply newly learned skills in their current jobs. However, the perceived availability of development opportunities for those who put in the effort indicates some potential perceived barriers to accessing such chances. Critically, Career Development Opportunities displayed the strongest positive correlation with Employee Job Satisfaction among all variables. This was further reinforced by the regression analysis, which identified Career Development Opportunities as the most influential factor, with a significant positive effect on employee job satisfaction. This strong finding led to the acceptance of its corresponding hypothesis.

In terms of Recognition, employees were very satisfied, reflected by their perceptions regarding acknowledgment of efforts. Team efforts being recognized garnered the highest satisfaction. However, fairness in the distribution of rewards and the overall level of recognition received showed slightly lower perceptions, suggesting avenues for more structured or visible recognition practices. Recognition also showed a very strong positive correlation with Employee Job Satisfaction. The regression analysis confirmed Recognition as the second most influential factor, having a significant positive effect on employee job satisfaction, resulting in the acceptance of its corresponding hypothesis.

Finally, the Employee Job Satisfaction (dependent variable) itself registered an overall very satisfied level, confirming a generally very positive perception of their overall work experience. Employees were most proud to recommend the factory as a good place to work and valued receiving recognition for a job well done. While still

high, feeling proud to work at the factory had a comparatively lower perception, suggesting potential for strengthening overall organizational identification.

The multiple regression model effectively explained a substantial portion of the variance in employee job satisfaction, indicating that a significant percentage of the variation in employee job satisfaction can be accounted for by the combined influence of the five independent variables. The findings strongly suggest that while foundational needs are important, Career Development Opportunities and Recognition are the primary and most significant drivers of employee job satisfaction at Thiri Swe and Nay Htut Khaung Textile Factories. This aligns with Maslow's Hierarchy of Needs, where higher-order needs become more prominent motivators once basic needs are adequately met. This analysis provides a clear roadmap for management to enhance employee well-being and productivity within the context of the Myanmar textile industry.

5.2 Suggestions and Recommendations

Based on the findings derived from the analysis of factors affecting employee job satisfaction at Thiri Swe and Nay Htut Khaung Textile Factories, the following specific suggestions and recommendations are provided to enhance overall employee satisfaction and contribute to organizational performance:

For Compensation and Benefits, employees are generally satisfied with their compensation, the factories should focus on refining the benefits package and performance-based reward systems. It is recommended to conduct a review of the current benefits offered, comparing them with industry standards and employee needs, especially regarding healthcare and leave policies. Implementing a clearer, more transparent system for performance-based bonuses and pay increases, perhaps with defined metrics and regular feedback, could further motivate employees. Communicating the full value of the existing benefits package more effectively to employees can also increase their appreciation and perceived satisfaction.

For Workplace Safety, despite a high overall satisfaction with workplace safety, management should address the comparatively lower perception regarding the general feeling of safety in the overall work environment. This could involve more visible safety patrols, regular safety drills, and clearer signage in all areas. Enhancing communication about emergency procedures and ensuring all employees feel fully confident in their ability to respond to potential hazards could also contribute. Regular refresher training on safety protocols and the proper use of equipment, coupled with

anonymous channels for reporting minor concerns, can reinforce a culture of proactive safety and continuous improvement.

For Interpersonal Relationships, further strengthen interpersonal relationships and address the identified area of relatively lower satisfaction concerning conflict resolution, the factories could implement formal or informal mediation training for supervisors and team leaders. Establishing clear, accessible channels for reporting and resolving workplace disputes fairly and promptly is crucial. Promoting team-building activities that encourage interaction and understanding beyond daily tasks can also foster a more cohesive and supportive environment. Regular forums for open communication between management and employees could also help in addressing underlying issues before they escalate into conflicts.

For Career Development Opportunities, a highly influential factor in job satisfaction, the factories should expand and clearly articulate growth pathways for employees. This involves developing structured training programs that not only impart new skills but also offer clear avenues for applying these skills within their current roles or for promotion. Creating mentorship programs where experienced employees guide newer ones, and clearly publicizing available development opportunities, including criteria for accessing them, can ensure fairness and encourage more employees to pursue self-improvement. Regularly assessing skill gaps and offering relevant training, perhaps even providing access to external courses or certifications, would significantly boost satisfaction.

As Recognition is another highly influential factor, the factories should implement more structured and consistent recognition programs. Beyond informal appreciation, consider formalizing rewards and recognition for individual and team achievements. This could include employee-of-the-month programs, performance bonuses tied to clear criteria, public acknowledgment in company meetings, or small non-monetary rewards that show appreciation. Ensuring that rewards are perceived as fair and distributed equitably is critical. Soliciting employee input on their preferred forms of recognition can also make these initiatives more impactful and genuinely valued.

5.3 Implications of the Study

These findings strongly support Maslow's Hierarchy of Needs. The most significant factors align with Maslow's higher-order needs for Esteem and Self-

Actualization (Career Development, Recognition). The findings of this research offer important implications for both management and theory. The findings of this study carry significant theoretical, practical, and policy implications for enhancing job satisfaction in Myanmar's labor-intensive textile sector, particularly in factories like Thiri Swe and Nay Htut Khaung.

From a theoretical standpoint, this research reinforces the applicability of Maslow's Hierarchy of Needs in non-Western industrial contexts. By demonstrating that satisfaction follows a clear progression—from physiological compensation needs to self-actualization through recognition—the study confirms the theory's utility in explaining employee motivation in emerging economies. Moreover, the facet-based approach to satisfaction provides an important framework for future research that seeks to examine job satisfaction in disaggregated, context-sensitive ways.

On a practical level, the study provides factory managers and HR practitioners with a structured model for employee job satisfaction. The five key determinants—compensation and benefits, workplace safety, interpersonal relationships, career development, and recognition—form an actionable blueprint for improving working conditions. For example, addressing delayed wage payments and enhancing access to rice rations can significantly improve retention and morale. Additionally, low-cost recognition systems such as verbal praise or peer acknowledgment have proven to be especially effective in resource-constrained environments.

The study also highlights the importance of culturally grounded HR strategies. Myanmar's collectivist culture amplifies the importance of belongingness through interpersonal rituals like Buddhist merit-sharing ceremonies. Integrating such practices into HR systems could deepen workforce cohesion and reduce turnover. Managers should view cultural norms not as barriers but as strategic assets that can be aligned with motivation frameworks.

At the policy level, the study points to systemic gaps in labor protections, wage enforcement, and vocational training. Stakeholders such as labor unions, government agencies, and NGOs can use these findings to advocate for better regulation, worker support mechanisms, and targeted skills development programs. The study's insights on the hierarchy of needs also suggest that macroeconomic policies affecting food security and inflation directly influence workplace satisfaction at the base level.

For academic institutions, this research offers a replicable framework for analyzing employee job satisfaction across similar factories. Future studies can build

on this foundation by incorporating longitudinal data or examining gender-specific variations in satisfaction, particularly in sectors dominated by female labor.

At of conclusion, the study bridges theory and practice, providing a holistic understanding of what drives employee job satisfaction in Myanmar's textile factories. By translating motivational theory into culturally attuned and operationally feasible strategies, the research offers a roadmap for sustainable human resource management in low-income factory settings.

5.4 Needs for Further Study

This study has some limitations that suggest avenues for future research. Firstly, the research was conducted only at two factories in Wundwin. Therefore, the findings may not be generalizable. Future research could expand the scope to include all factories in Wundwin for a comparative analysis. Secondly, this study used a quantitative approach. Future studies could employ qualitative methods, such as in-depth interviews, to gain a deeper understanding of employee perceptions. Finally, this research examined only five independent variables. Other factors, such as leadership styles or work-life balance, could also be investigated to provide a more comprehensive model of employee job satisfaction.

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Questionnaire

My name is Htun Htun Win, a candidate for the Master of Business Administration (MBA) program at the University of Co-operative and Management, Sagaing. I am conducting an independent study titled “Factors Affecting Employees’ Employee job satisfaction” at Thiri Swe & Nay Htut Khaung Textile Factories in Wundwin. Your participation in this survey is invaluable to understanding workplace dynamics and improving employee well-being. All responses will remain strictly confidential, anonymous, and used solely for academic purposes. Thank you sincerely for your time and honest feedback. Your insights will directly contribute to strategies that enhance workplace satisfaction and productivity.

The following questions collect basic demographic details. Please check (✓) the box that best describes your situation.

Part (1) Demographic Information

1.1 Gender

- 1. Male
- 2. Female

1.2 Age

- 1. 18-24 years
- 2. 25-34 years
- 3. 35-44 years
- 4. 45 years and above

1.3 Education Level

- 1. Secondary
- 2. High School
- 3. Diploma

1.4 Marital Status

1. Single
2. Married
3. Other

1.5 Job Position

1. Yarn Spinning/Winding
2. Dyeing
3. Yarn Sizing
4. Weaving
5. Loom Operator
6. Packaging
7. Mechanic
8. Admin/Manager

1.6 Years of Service

1. Less than 1 year
2. 1-5 years
3. 6 and above 10 years

1.7 Salary Range

1. Below 200,000
2. 200,000 - 400,000
3. 400,000 - 600,000
4. Above 600,000

The following statements reflect various sentiments that individuals may hold regarding the factory at which they are employed by. Concerning your perceptions of the specific factory you are currently working for, please indicate the extent to which

each statement applies to you by selecting an appropriate option on the scale provided below.

Please tick (√) in the box that best indicates your level of agreement with each statement, using the following scale

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Somewhat Disagree
- 4 = Neutral
- 5 = Somewhat Agree
- 6 = Agree
- 7 = Strongly Agree

(1) Compensation & Benefits

Sr. No.	Particular	1	2	3	4	5	6	7
CB 1	I feel my pay is fair compared to my responsibilities.							
CB 2	My salary is competitive compared to similar jobs in other factories.							
CB 3	I am satisfied with the benefits package provided (e.g., health care, leave).							
CB 4	I clearly understand how my pay is calculated.							
CB 5	I receive my salary on time.							
CB 6	I feel that pay increases/adjustments are fair.							
CB 7	I am satisfied with the pay increases/bonuses based on my performance.							

(2) Workplace Safety

Sr. No.	Particular	1	2	3	4	5	6	7
WS 1	I feel safe in my work environment.							
WS 2	I believe the machinery and equipment I use are well-maintained and safe to operate.							
WS 3	I have received adequate safety training relevant to my job tasks.							
WS 4	Safety procedures and guidelines are clearly communicated and understood.							
WS 5	I believe management is committed to employee safety.							
WS 6	Safety concerns can be easily reported and are acted upon.							
WS 7	The factory management ensures a safe working environment.							

(3) Interpersonal Relationships

Sr. No.	Particular	1	2	3	4	5	6	7
IR 1	I have good working relationships with my colleagues.							
IR 2	There is cooperation and teamwork among my colleagues.							
IR 3	I can get support from my colleagues when I need help with work.							
IR 4	Colleagues treat each other with respect.							
IR 5	I feel comfortable working with my colleagues.							
IR 6	I feel conflicts between colleagues are resolved fairly.							
IR 7	There is a friendly social atmosphere in the workplace.							

(4) Career development opportunity

Sr. No.	Particular	1	2	3	4	5	6	7
CD 1	There are opportunities to learn new skills in my job.							
CD 2	I feel there are career development pathways available to me within this factory.							
CD 3	The factory supports my long-term career development.							
CD 4	I am aware of the career advancement pathways within the factory.							
CD 5	Development opportunities are available for those who put in the effort.							
CD 6	I receive feedback from my supervisor regarding my career development.							
CD 7	I have the opportunity to apply newly learned skills in my current job.							

(5) Recognition

Sr. No.	Particular	1	2	3	4	5	6	7
RE 1	I receive praise for my good work.							
RE 2	I feel that rewards and other forms of recognition are distributed fairly.							
RE 3	My superiors recognize it when I perform well.							
RE 4	I am satisfied with the level of recognition I receive.							
RE 5	Being recognized motivates me to strive for better performance.							
RE 6	Team efforts are recognized.							
RE 7	Recognition for my good work is provided in a timely manner.							

(6) Employee job satisfaction

Sr. No	Particular	1	2	3	4	5	6	7
JS 1	Overall, I am satisfied working at this factory.							
JS 2	All things considered, I am very satisfied with my current job.							
JS 3	I would recommend this factory to friends/family as a good place to work.							
JS 4	I feel proud to work at this factory.							
JS 5	I intend to work in this role for the long term.							
JS 6	I feel my job is meaningful and engaging.							
JS 7	I find going to work enjoyable.							

Thank you very much for your participation in this survey.

Appendix (B)

SPSS Result

Gender:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	49	49.0	49.0	49.0
	2	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Age:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	20	20.0	20.0	20.0
	2	71	71.0	71.0	91.0
	3	7	7.0	7.0	98.0
	4	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Education Level:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	43	43.0	43.0	43.0
	3	52	52.0	52.0	95.0
	4	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Marital Status:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	40	40.0	40.0	40.0
	2	55	55.0	55.0	95.0
	3	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Job Position:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	7.0	7.0	7.0
	2	8	8.0	8.0	15.0
	3	13	13.0	13.0	28.0
	4	17	17.0	17.0	45.0
	5	43	43.0	43.0	88.0
	6	5	5.0	5.0	93.0
	7	2	2.0	2.0	95.0
	8	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Years of Service:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	14.0	14.0	14.0
	2	75	75.0	75.0	89.0
	3	10	10.0	10.0	99.0
	4	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Salary Range:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	19.0	19.0	19.0
	2	31	31.0	31.0	50.0
	3	45	45.0	45.0	95.0
	4	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

(1) Results of Reliability Analysis

Compensation & Benefits

Cronbach's Alpha	N of Items
.875	7

Workplace Safety

Cronbach's Alpha	N of Items
.895	7

Interpersonal Relationships

Cronbach's Alpha	N of Items
.895	7

Career Development

Cronbach's Alpha	N of Items
.868	7

Recognition

Cronbach's Alpha	N of Items
.867	7

Job Satisfaction

Cronbach's Alpha	N of Items
.846	7

Item Statistics			
	Mean	Std. Deviation	N
CB	6.025974026	0.338654783	100
WS	6.034632035	0.399443026	100
IR	6.04040404	0.379635944	100
CD	6.018759019	0.478895049	100
RE	6.01010101	0.460090952	100
JS	5.991341991	0.462152841	100

Correlations							
		JS	CB	WS	IR	CD	RE
JS	Pearson Correlation	1	.700**	.505**	.502**	.873**	.869**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
CB	Pearson Correlation	.700**	1	.571**	.664**	.570**	.556**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100
WS	Pearson Correlation	.505**	.571**	1	.751**	.349**	.352**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
IR	Pearson Correlation	.502**	.664**	.751**	1	.305**	.306**
	Sig. (2-tailed)	.000	.000	.000		.002	.002
	N	100	100	100	100	100	100
CD	Pearson Correlation	.873**	.570**	.349**	.305**	1	.921**
	Sig. (2-tailed)	.000	.000	.000	.002		.000
	N	100	100	100	100	100	100
RE	Pearson Correlation	.869**	.556**	.352**	.306**	.921**	1
	Sig. (2-tailed)	.000	.000	.000	.002	.000	
	N	100	100	100	100	100	100

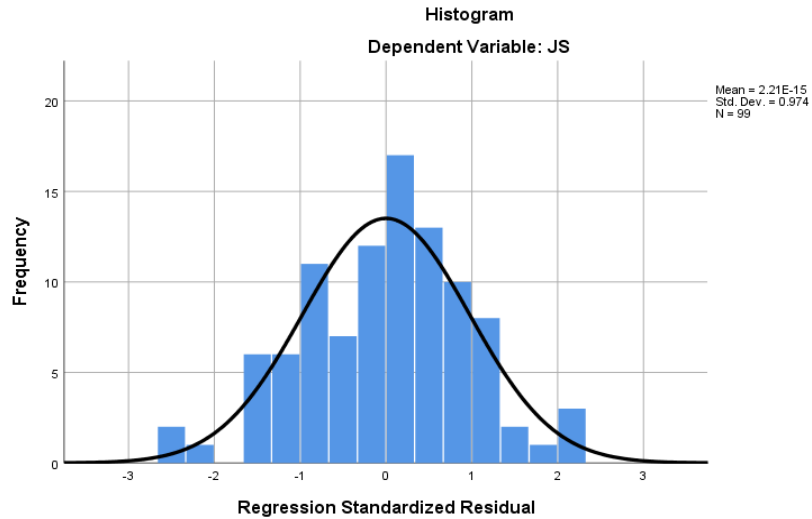
** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.927 ^a	.859	.851	.178182543261804	.859	113.255	5	93	.000
a. Predictors: (Constant), RE, IR, CB, WS, CD									
b. Dependent Variable: JS									

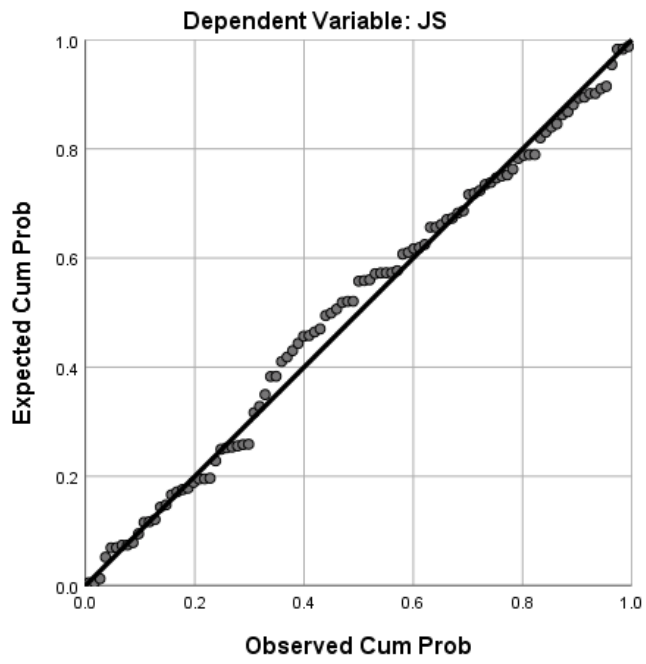
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.979	5	3.596	113.255	.000 ^b
	Residual	2.953	93	.032		
	Total	20.931	98			
a. Dependent Variable: JS						
b. Predictors: (Constant), RE, IR, CB, WS, CD						

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.092	.349		-3.133	.002		
	CB	.225	.083	.165	2.707	.008	.407	2.454
	WS	.067	.070	.058	.962	.338	.417	2.396
	IR	.145	.081	.119	1.783	.078	.342	2.924
	CD	.374	.098	.387	3.809	.000	.147	6.811
	RE	.366	.101	.364	3.629	.000	.151	6.636

a. Dependent Variable: JS



Normal P-P Plot of Regression Standardized Residual



Scatterplot

