YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

**THE EFFECT OF JOB CHARACTERISTICS ON
JOB PERFORMANCE OF EMPLOYEES IN
TELECOM INTERNATIONAL MYANMAR CO., LTD**

KHIN ZARNI YAN NAING

MBA II – 48

MBA 23rd BATCH

DECEMBER, 2019

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ACADEMIC YEAR (2017 – 2019)

Supervised by   **Submitted by**

Dr. Sanda Win   Khin Zarni Yan Naing

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Meiktila University of Economics   2017 – 2019

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THE EFFECT OF JOB CHARACTERISTICS ON
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IN TELECOM INTERNATIONAL MYANMAR CO., LTD

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

Supervised by   **Submitted by**

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Meiktila University of Economics   2017 – 2019

ACCEPTANCE

This is to certify that the thesis entitled **"The Effect of Job Characteristics on Job Performance of Employees in Telecom International Myanmar Co., Ltd"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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(Chairperson)

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Rector

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(Supervisor)	(Examiner)

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(Examiner)	(Examiner)

DECEMBER, 2019

ABSTRACT

This study explores the effect of job characteristics on job satisfaction and the effect of job satisfaction on job performance of employees at head office of Telecom International Myanmar Company Limited in Yangon. The data is collected by distributing questionnaire to one hundred and seventy employees at head Office of Telecom International Myanmar Co., Ltd. The findings highlight that task identity and feedback have the most significant effect on context satisfaction of employees, and feedback has the most significant effect on content satisfaction of employees. It is also found that both context and content satisfaction have significantly positive effect on job performance of employees. The study recommends that the management should regularly appraise the employees on their performance and should review the job design on regular basic to enhance the performance of employees in Telecom International Myanmar Co., Ltd.

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CHAPTER (1)

INTRODUCTION

Every employee makes an individual contribution to the performance of the organizational unit and thus to the entire organization. The success of any business is directly affected by the performance of the employees and how the tasks and responsibilities are distributed within the organization, whether or not those employees are on the front line that directly deal with customers or on the back line that support in running the business. The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization (Mudah, Rafiki & harahap 2014). Job Characteristics (job design) is one major factor that is affecting behavior processes such as employee performance and job satisfaction which are of strategic importance to the performance of any organization.

Attaining a high level performance through productivity and efficiency has always been a goal of many organizations. A highly motivated and satisfied work force is necessary for achieving a high level of performance of an organization. When employees are given a chance to work on the jobs they are interested and in which they can apply their skills and capability fully, they feel job satisfaction. When employees feel satisfaction about the job, they are motivated to put greater effort to their job performance. Matching the job design and skills of employees has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is the main objective of every business organization

It is the responsibility of not only Human Resource Department but also respective unit managers to encourage employees to look for their better way of doing their jobs. Management needs to create a working environment that employees enjoy what they do and bring out their best performance. Improving performance generally has a positive impact on an organization's profitability. Providing competitive pay and benefit, job-person fit and a positive work environment are some of the most common ways to improve employee performance by improving morale.

Job performance assesses whether a person performs a job well. Performance is an important criterion for organizational outcomes and success. The Job Characteristics

Model is a widely used model to assess how particular job characteristics impact job satisfaction, job performance, employee motivation, absenteeism and turnover. The Job Characteristics Model, also known as Jobs Characteristic Theory, help to improve employee performance and job satisfaction by means of adjusting the job itself. The five core job dimensions identified are autonomy, feedback, skill variety, task identity, and task significance. It is important to recognize the job characteristics and how they affect the employees' job satisfaction and employee performance in an organization. The positive effect created by the presence of the job satisfaction is believed to be reinforcing and serves as an incentive for an employee to continue to carry out the task assigned, thus contributing towards organizational effectiveness.

Job satisfaction is an affective or emotional response towards various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. The Job Characteristics Model has been widely used in researches because it is highly adaptable for different employee groups and various types of organizations. The job characteristics mode may produce three critical psychological states for employees, which include experienced meaningfulness, experienced responsibility, and knowledge of results (Sledge, Miles, & van Sambeek, 2011). This thesis entitles a study on job characteristics, job satisfaction and job performance of employees at Head Office of Telecom International Myanmar Co., Ltd.

1.1.1 Rationale of the Study

With the increasing demand and trend of telecom service in Myanmar, the telecom companies become very competitive to get higher position in the market and get more customers. They need a solid organizational strategy and effective workforce to achieve organizational objectives. Human Resource is one of the most vital resources that can push forth the organization to its desired goals and success. Organizations need their employees to be motivated and satisfied to bring out the employees' performance to its best.

Job Characteristics model play a big part in enhancing employees' performance and help fit the skills of employees to the job they do. The organization need to come up with job design or work design, where the focus is on the specification of the job that will satisfy the requirements of the organization and the employees. If employees have to work a job in which they cannot apply their skills to their heart content, they will feel

unsatisfied with their performance and job. If employees are not able to cope with the sensitive work nature, they would not gain job satisfaction.

Telecom International Myanmar Co., Ltd. (Mytel) is selected for this research because even though Mytel came into market later than other major operators, it quickly gained over 7 million subscribers within one year since product launch, and it also received international awards, such as winning two Stevie Awards in 2019. It has 18 sub-offices across all states and regions in Myanmar and employs over 3000 employees. To achieve success early in this market, Telecom International Myanmar seems to possess the strategy and workforce to be competitive in market. It is important to assign employees to jobs which match their skills and ability to actually bring out the utmost effort and performance. By assigning the employees to the job tasks which can fully bring out their potential, the company gains an effective work force.

1.1.2   Objectives of the Study

The objectives of this study are as follows:

(1) To investigate the effect of job characteristics on job satisfaction of employees at Telecom International Myanmar Co., Ltd.

(2) To analyze the effect of job satisfaction on job performance of employees at Telecom International Myanmar Co., Ltd.

1.1.3   Scope and Method of the Study

This study is conducted at the head office of Telecom International Myanmar Co., Ltd. Analytical research method is applied in this study. Linear regression model is used to measure the survey data. Both primary and secondary data are used. Primary data are collected using the structured questionnaire with five point Likert scale from 170 respondents at Head Office. The total manpower at head office is 400, however, only the officer level and above are selected to include in calculating manpower, because the employees under officer level may not have specific job significant or autonomy. Yamane formula is used to calculate the number of respondents needed to answer the survey. Random sampling method is used to select the respondents, 170 responses were fit to use for analysis after entering the data. Secondary data are collected from company website, relevant textbooks, previous research papers, journals and the Internet. This study is conducted based on the Job Characteristics Model of Hackman and Oldham. The results from the survey questionnaires are analyzed to find out the effect of Job characteristics on

job satisfaction and then on the job performance of employees only at Head Office of Telecom International Myanmar Co., Ltd.

1.4   Organization of the Study

This study consists of five chapters. Chapter one includes the introduction of the study, rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two is composed of the theoretical background concerned with job characteristics, job satisfaction and job performance, and previous studies and conceptual framework of the study. Chapter three includes the practices of Telecom International Myanmar Co., Ltd., and job characteristics existing in Telecom International Myanmar Co., Ltd. Chapter four consists of profile of respondents, the analysis of job characteristics, job satisfaction and job performance at Telecom International Myanmar Co., Ltd. Chapter five covers the conclusion of the study, including findings and discussions, suggestions and recommendations, and needs for further research.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter presents the concept of job characteristics, job satisfaction and job performance with definitions, perspectives and ideologies. It also includes the relationship between them and the conceptual framework of this study.

2.1   Job Characteristics Theory

The Job Characteristics Model was developed by two organizational psychologists in the 1970s, Greg R. Oldham and J. Richard Hackman, and finalized in 1980 in their book, Work Redesign (Prentice Hall Organizational Development Series). Job characteristics model refers to the behavioral approach, the concept that increases the importance of jobs by designing the job that emphasizes its suitability and appropriateness that is measurable. The main concept of the theory is to create the conditions into jobs for higher work motivation, satisfaction and employee performance. Additionally, it also takes into consideration different responses of employees on different jobs. By increasing the level of responsibility, meaningfulness, and feedback to the job, the employee motivation can be enhanced (Hackman & Oldman, 1980). Therefore, job characteristics theory is an individual motivation theory (Hackman & Oldman, 1980).

When jobs are suitable for employees, it is not necessary to force, coerce, or trick them to work hard or try to perform the job well. Employees do well if they can feel self-rewarding and satisfaction. This leads to intrinsic motivation. It will occur when employees have knowledge about the actual results from their work activities, employees experience responsibility from their work outcomes, and their experience on the meaningfulness of their work. Employees are more internally motivated if he or she is satisfied with overall job and personal growth opportunities. As a result, it can generate high quality of work and have lower absent and turnover rates that in turn result in positive work outcome.

Proposed in the 1970s by Hackman and Oldham, the model describes five core job dimensions, leading to three critical psychological states, which lead to work-related outcomes. The critical psychological states are experienced meaningfulness of the work,

experienced responsibility for the outcomes of the work and knowledge of the actual results of the work activities and the states are presumed to determine the extent to which characteristics of the job enhance employee's response to that task. These psychological states are theorized to mediate the relationship between job characteristics and work-related outcomes. According to the theory, these three critical psychological states are non-compensatory conditions, meaning job holders have to experience all three critical psychological states to achieve the three psychological states, they feel good about themselves when they perform well. These positive feelings, in turn, reinforce the employees to keep preforming well.

According to Hackman and Oldham, these three critical psychological states subsequently influence the work outcomes, and determine a variety of personal and work outcomes including high intrinsic work motivation, high growth satisfaction, high general job satisfaction, high work effectiveness, low absenteeism and turnover.

Heckman and Oldham recognized that not everyone wants a job containing into their model by identifying three attributes that affect how individual respond to job enrichment. The attributes are concerned with individual's knowledge and skill, growth need strength: representing the desire to grow and develop as an individual, and context satisfactions: representing the extent to which employees are satisfied with various aspect of their job, such as with pay, promotion, benefit, rewards, recognition and co-workers.

2.2   Core Dimensions of Job Characteristics Model

Job characteristics are the aspects which are specific to a job, such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed and also called job factors or job dimensions. According to Hackman and Oldham's Job Characteristics Model, there are five core job characteristics namely skill variety, task identity, task significance, autonomy and feedback which influence the three psychological states, which, in turn influence work outcomes including job satisfaction.

Skill variety is the degree to which a job requires various activities, requiring the employee to develop a variety of skills and talents. Employees can experience more meaningfulness in jobs that require several different skills and abilities than when the jobs are elementary and routine. It is the variety and complexity that is apparently seems to be

convolution of skill and talent required by a job to execute it (Buys, Olckers, & Schaap, 2007). In other words, it is the extent up to which a job demands a number of various behaviors in performing the work; it involves the usage of a set of different skills and traits of the person for purposeful accomplishment.

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

Task significance is the degree to which the job affects other people's lives. If the amount of task that an employee is performing has a significant impact on the life of employee and on the lives of others then this is known as task significance. The influence can be either in the immediate organization or in the external environment. Employees feel more meaningfulness in a job that substantially improves either psychological or physical wellbeing of others than a job that has limited effect on anyone else.

Autonomy is the degree, to which the job provides the employee with significant freedom, independence, and discretion to plan out the work and determine the procedures in the job. For jobs with a high level of autonomy, the outcomes of the work depend on the employees' own efforts, initiatives, and decisions; rather than on the instructions from a manager or a manual of job procedures. In such cases, the job holders experience greater personal responsibility for their own successes and failures at work. If an employee has freedom, independence in setting up the work and in the selection of procedures with the help of whom he has to carry out his work, then this is known as autonomy. The greater the autonomy, the greater will be the feeling of self-responsibility. Narang and Dwivedi (2010) perceived autonomy is among many a single variable that may cause to influence job satisfaction.

Feedback is the degree to which the worker has knowledge of the results. This is clear, specific, detailed, actionable information about the effectiveness of his or her job performance. When workers receive clear, actionable information about their work performance, they have better overall knowledge of the effect of their work activities, and what specific actions they need to take (if any) to improve their productivity. Feedback is

motivating in intrinsic terms because it reminds employees about performance of their own and about overall knowledge (Spreitzer, Kizilos et al., 1997).

Figure (2.1) Job Characteristics Model
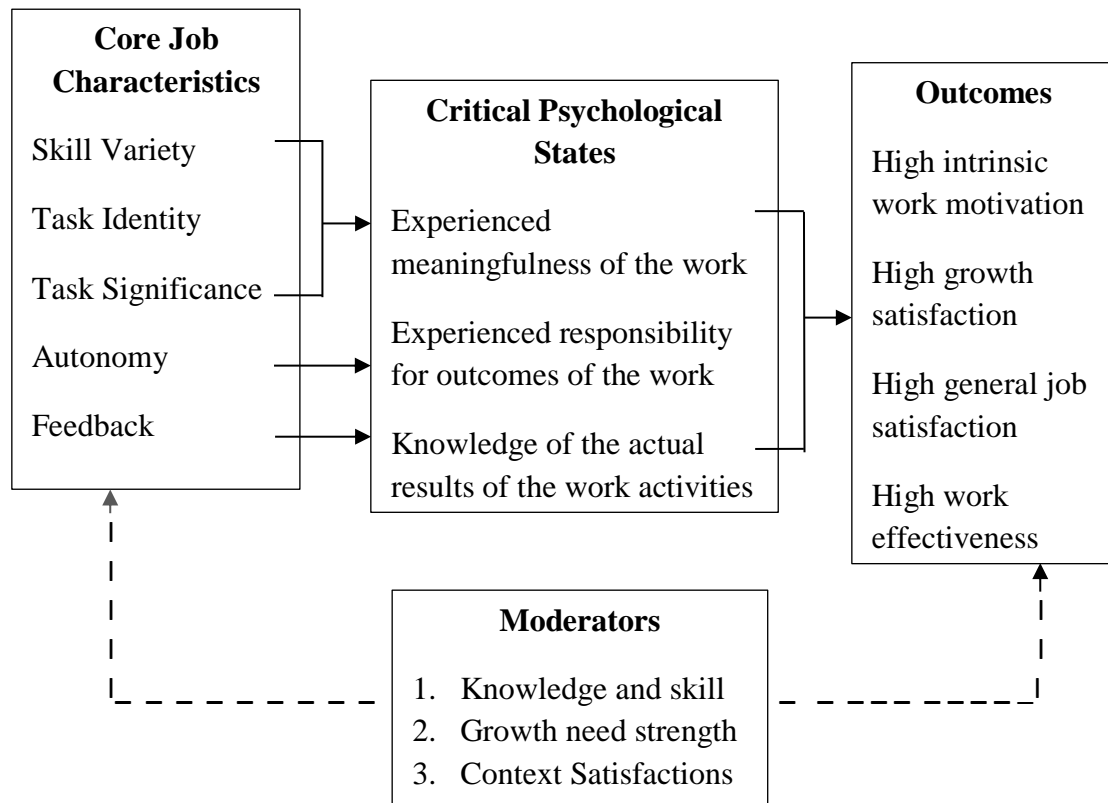
Source: J. R Hackman and G R Oldham, 1980

In the Job Characteristics model, Hackman and Oldham (1975) posit that the characteristics satisfy three critical psychological states and, in turn, produce positive employee outcomes. Specifically, task identity, significance, and variety lead to greater experienced meaningfulness by increasing the degree to which employees believe their work is important; autonomy brings out experienced responsibility by increasing the degree to which employees feel accountable for their work; feedback generates knowledge of work results by increasing the degree to which an employee knows and understands how well they are performing their job. In turn, these three psychological states (experienced meaningfulness, responsibility, and knowledge) are closely related to employee motivation, performance, and satisfaction (Hackman, & Oldham, 1976).

The Job Characteristics model also states that the characteristics-outcomes relationship is moderated by individual knowledge and skill, growth need strength, and satisfaction with the work context. The job characteristics highlighted in the Job

Characteristics model could fail to produce expected work outcomes when employees don't possess sufficient knowledge and skill to fulfil their job requirements, have low desire for personal growth, or are dissatisfied with the work environment (Hackman & Oldham, 1980).

2.3   Job Satisfaction

Job satisfaction can be resulted from employees' perception on how well their job provides those factors that they view as important. The sense of achievement and success that a worker derived from its job is attributed as satisfaction from a job. The key item that brings gratitude, income, back-up and the accomplishment of other goals that in turn paved the path for a feeling of realization is job satisfaction. Job satisfaction is furnished as the attitude of content, an employee possesses in his or her current position in an organization. It has to be regarded as an obligatory attribute which is very frequently measured by organizations in order to ensure the existence of an affectionate approach of employees towards the duties and responsibilities they deal with.

In general, it was recognized in the organizational behavior field that job satisfaction is the most important and frequently aspect to study (Mitchell & Larson, 1987). Job satisfaction is the main part of motivation; whereas motivation is one of the major factors causing individual performance in an organization (Mitchell, 1982). Job satisfaction is the degree to which an individual feels positively or negatively about the various facets of job tasks, the work setting, and relationship with coworkers. It may be affected by many factors such as company policy, supervision, working conditions, relationship with peers, responsibility, advancement and achievement (Cheng, Yang & Liu, 2000).

The essence of job satisfaction is need fulfillment. The need-satisfaction model has been the universal theoretical framework applied to understanding job satisfaction (Salancik and Pfeffer, 1977). Job satisfaction is presumed to result from the match between the needs to the individual and the characteristics of the job. When the characteristics of the job are compatible with the person's needs, then job satisfaction is assumed to happen and the person will be likely to perform the job and become loyal to the organization. If the person is satisfied with his or her job, it is presumably because the job has characteristics compatible with his or her needs. If the person is unhappy with his

or her job, it is because the job is presumably not satisfying his or her needs. Job satisfaction tells how much people like their jobs. Job satisfaction is most studied field of organizational behavior. It is important to know the level of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization. Employee satisfaction is generally considered as the driver of the employee loyalty and employee productivity. Satisfied employees area precondition of for increasing productivity, responsiveness, quality and customer service.

The level of job satisfaction is affected by intrinsic and extrinsic factors. Intrinsic factors refer to the attitude of the individual towards his or her job while extrinsic factors refer to the factors relate to the working environment. Moreover, the two-factor theory of job satisfaction distinguishes between intrinsic-motivation such as achievement, recognition, responsibility, job satisfaction, opportunities for growth and advancement, and extrinsic- hygiene such as working conditions, job security, salary, organizational politics, quality of leadership and relationships between supervisors, subordinates and peers.

Content factors refer to factors that cause a person to have job satisfaction and working motivation. These factors directly relate to the following nature of work: Achievement refers to an action in which individuals take in order to achieve the objective. It brings about pride, satisfaction, and enthusiasm to work continually. Recognition refers to an acknowledgement from their supervisors, subordinates, colleagues, and society that individual can perceive from the behaviors of others as expressed in forms of a compliment, a promotion, an increasing salary, and an award, which can either be an object or an expression of admiration. Responsibility refers to an appointment to important tasks that challenge on one's capability and skill with sufficient empowerment to achieve such tasks. Advancement refers to an opportunity to learn and develop one' own skill in order to be promoted to the higher job position. Work itself refers to the characteristics of job, which should be interesting, non-routine, and challenging.

Context factors refer to factors related to external components that prevent the cause of job dissatisfaction. Without context factors, job dissatisfaction is likely to occur. Context factors are normally associated with working environment namely: Organizational policy and administration refers to the degree to which administration is clear and communication is facilitated toward smooth working condition. Supervision

refs to the degree to which supervising is fairly and thoughtfully provided along with a good counseling. Relationship with peers refers to a good relationship with colleagues both formally and informally that would encourage collaboration among employees. Salary and benefits refer to a compensation or benefit that is appropriate for work. Job security refers to a sense of reassurance a person may feel towards their job in their working period. Working conditions refer to working environment, equipment, and facilities that should be adequate and convenience to work with.

2.4   Job Performance

Job performance is one of the important concepts in organizational behavioral theory, which is being affected by many factors (Greenberg, 1987). The purpose of placing such importance on the employee's job performance is because the organization tends to provide directly influenced resources on the job performance improvement, in order to reach the high level of efficiency and effectiveness of the job at operation level (Nadler, 1984). A good performance evaluation will lead to the forming of correct guideline for organization performance development and improvement as a whole (Szilagyi & Wallace, 1990). Job performance of an employee is usually high when motivation is the highest when all of the following are true; skill variety, task identity, task significances are high, autonomy of the job is high and job feedback is high. Thus, motivating potential score (MPS) is the degree to which these three conditions are met (Llgen and Hollenbeck, 1991). MPS is the average of skill variety, task identity and task significance multipled by autonomy and feedback.

The presence of moderators such as Knowledge and Skills, Growth Need Strength and Context Satisfaction accelerate the outcomes. The Knowledge and Skills say that if an employee has the knowledge, skill, and competence in their role then they are more likely to experience positive emotions (the three psychological states) towards their job, and their performance will improve. Conversely, if they feel they don't have the knowledge or skill to perform the role adequately then they will not experience the three psychological states, and they will become demotivated. Growth Need Strength is the degree to which an employee has the need to grow and develop. An employee with a high growth need strength is going to be much more likely to react in a positive way to new opportunities and challenges, and thus more likely to experience the three psychological

states. Conversely, an employee with low growth need will react less positively to new opportunities and is less likely to experience the three psychological states. Context Satisfaction refers to things such as the employee's manager, their colleagues, their pay and benefits, and job security. When an employee is satisfied with these contextual factors then they are more likely to respond positively to the challenges of their role and experience the three emotional states.

Job performance is an extent to which employees are able to perform an assignment or to make it beyond the level of expectation including with the productivity, creativity and other aspects, Steers (1991). Schermerhorn, Hunt and Osborn (1991) commented that individual's job performance is the quantity and the quality of work that would lead to the success of an individual, a group or an organization. In addition, they stated that individual's job performance depends on three main components; (1) Biological personal characteristics, capability, and psychological condition, (2) An effort put into work, which greatly depends on motivation and (3) Organizational Support, which includes resources, instruments, structure and size, technology, culture, working system design, group process and interpersonal relationship. An individual job performance' equation can be written as followed:

Job Performance = Individual characteristics $\times$ Working effort $\times$ Organizational support

Schermerhorn, 2005 stated that three factors such as the creation of capacity to perform, the willingness to perform with a supervisor and teamwork support and the opportunity to perform, are necessary and important as they will lead to working success.

High performance can be determined with the ability level. It begins from the right selection process by selecting employees who possess the right skill and ability to perform the task including with training and developing employees to have an up-to-date knowledge and skills and to develop their future career path and capability improvement.

Performance requires support refers to job support through putting the right employees with the right skills and capability to the right jobs. There should be enough human resources with clear target and direction without any restriction or limitation. Suitable technology should be presence to complete a task with any of required support from top management.

It is the determination of employees to work hard to achieve the goal, which would lead to the high-level of jobs efficiency and effectiveness. This is directly related to a

motivation theory, as all managers must try to create a working environment that can motivate their subordinates to work harder.

2.5 Empirical Studies

Many researchers have investigated the relationship between job characteristics, job satisfaction, and in turn, job performance. The relationship between job characteristics and job satisfaction, and the relationship between job satisfaction and job performance were investigated in previous research as follows.

2.5.1 Relationship between Job Characteristics and Job Satisfactions

Abbott (2000) studied on the relationships between job characteristics, satisfaction and team commitment as influenced by the organization-based self-esteem within a team-based environment showed that the higher the level of the five-core job dimensions of skill variety, task identity, task significance, autonomy and job feedback contribute to the higher the job satisfaction and team commitment. Bono and Locke (2000) tested a model of the relationship between core self-evaluations, intrinsic job characteristics and job satisfaction and presented that the perceptions of job characteristics and job satisfaction were strongly related. Moreover, Gombeski (1996) stated that the job design characteristics of skill variety, task identity, task significant, autonomy and feedback have become the contributors of job satisfaction. In the study of Margeotes (1994), "Variables related to job satisfaction among social workers" the result was that task significance, autonomy, and feedback were the job characteristics that highly correlated with job satisfaction of social workers.

Additionally, Pasi (1995) studied on "Job dimensions, job satisfaction, and school governance of parochial high school principals in two governing structures". The findings showed that (1) each of five job characteristics (skill variety, task identity, task significance, autonomy, and feedback) contributed to job satisfaction; (2) autonomy and feedback contributes with most significantly to the level of job satisfaction for both groups of school governance in the parochial high school principals. Furthermore, Kim, Knight, and Crutsinger (2009) researched on "Generation Y employees' retail work experience: The mediating effect of job characteristics" by examining the relationship between employees' perceptions of job characteristic and job satisfaction.

From the review of related researches, it can be seen that job satisfaction was influenced by job characteristics. Hence, researchers hypothesized that job characteristics have directly influences on job satisfaction and job satisfaction has indirectly influences on job performance.

2.5.2 Relationship between Job Satisfaction and Job Performance

Job satisfaction has an effect on a person' job performance because job satisfaction is a positive emotional condition of a person as a result of their work and work experience evaluation (Locke, 1976). The study conducted by Organ, Podsakoff, and MacKenzie (2006) stated that job feedback on their operational efficiency would affect the employee's performance. Employees gain knowledge from learning that results from their endeavor. Kerr and Jermier (1978), Organ and Ryun (1995) argued that job feedback is important because it happens instantly and accurately in the case of self-assessment, which leads to intrinsic motivation.

Kahya (2007) studied on the effect of job characteristics (Physical efforts and job grade) on task performance and contextual performance. The finding has showed that there is a relationship between job grade and task performances. Arfanda (2011) found that job autonomy has a strong positive influence on job performance. Furthermore, Nebeker, Busso, Werenfels, Diallo, Czekajewski and Ferdman (2001) have studied on the relationship between employee satisfaction and performance, where in the station performance measurement, the researchers measured flight dependability and customer satisfaction by collecting samples from employees at airport stations. The finding showed the association of employee satisfaction to performance. In addition, Phoomphong (2008) studied on the relationship between the perceived self-efficacy, job characteristics, job satisfaction, and job performance of employees in Faculty of Agriculture, Chaing Mai University. Skill variety, task identity, autonomy and feedback showed the significant positive relationship with job satisfaction, and in turn, job satisfaction with job performance.

Figure (2.1) Conceptual Framework of Previous Study
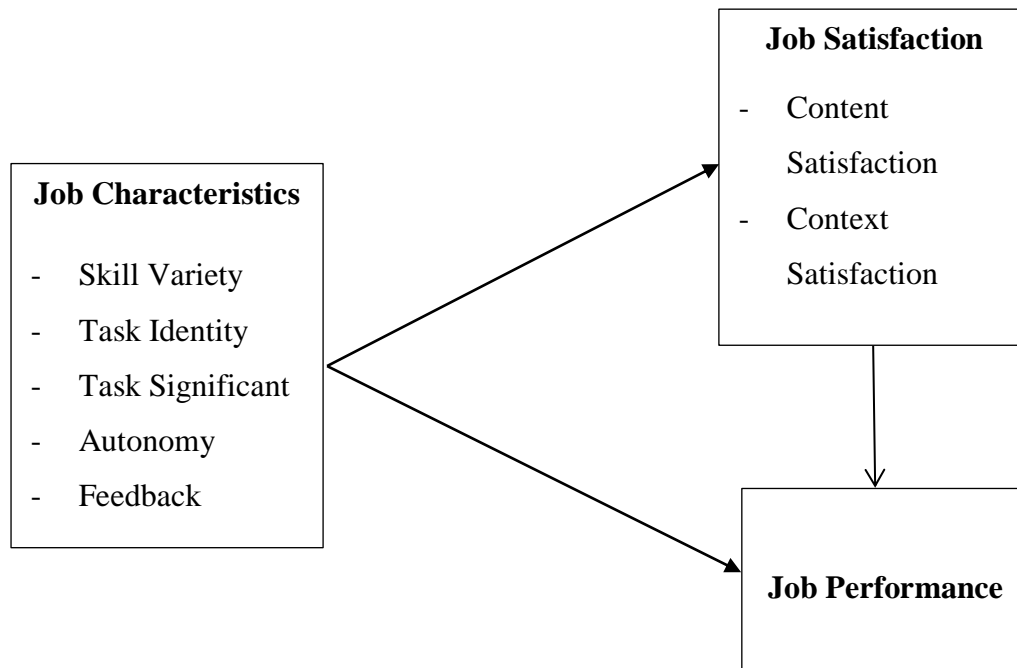
Source: Apisit. T., 2013

Apisit (2013) studied the effect of job characteristics and job satisfaction on job performance of employees in restaurant industry in Bangkok. The study found that autonomy, task identity and feedback have positive relationship with job performance. Moreover, it is also found that job satisfaction has positive relationship on job performance of the employees in restaurant industry in Bangkok.

2.6 The Conceptual Framework of the Study

The research model in this study is an extension on the Job Characteristic Model. In sequence, core job characteristics are identified to monitor job satisfaction and then to the outcomes and linked to the effect on job performance as final. The conceptual framework in this research is described below.

Figure (2.2) Conceptual Framework of the Study


```
┌──────────────────────┐       ┌──────────────────────┐       ┌──────────────────────┐
│ Job Characteristics  │       │   Job Satisfaction   │       │                      │
│                      │       │                      │       │                      │
│  -  Skill Variety    │       │  -  Content          │       │   Job Performance    │
│  -  Task Identity    │ ────▶ │     Satisfaction     │ ────▶ │                      │
│  -  Task Significant  │       │  -  Context          │       │                      │
│  -  Autonomy         │       │     Satisfaction     │       └──────────────────────┘
│  -  Feedback         │       │                      │
└──────────────────────┘       └──────────────────────┘
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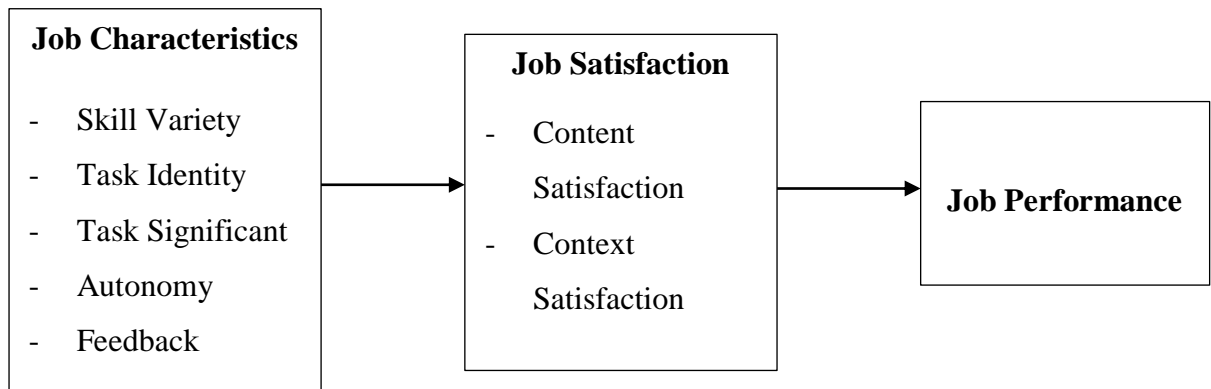
Source: Own Compilation, 2019

In sequence, core job characteristics are identified to monitor job satisfaction and then to the outcomes and linked to the effect on job performance as final. Job satisfaction is measured using structured questionnaire to the respondents on pay, supervision, working relationship, nature of work, acknowledgement, promotion, and so on. Job Performance is measured using structure questionnaire to the respondents regarding with creativity, working in timeline, trying for improvement, supporting coworkers, and so on.

CHAPTER 3

PROFILE AND JOB CHARACTERISTICS OF

TELECOM INTERNATIONAL MYANMAR CO., LTD

This chapter introduces the job characteristics of Telecom International Myanmar Company Limited, including the profile of the company, vision and mission, and organization structure. To introduce the profile of the company, it starts with studying the telecommunication industry in Myanmar.

3.1   Telecommunication Industry in Myanmar

The telecommunication market in Myanmar has been growing rapidly since the time the government opened up to issue licenses to new service providers. Previously, Myanmar Post and Telecommunication had a monopoly in the country. By 2019, Myanmar was four years into a telecoms boom that has dramatically changed the physical and technological landscape of the country, since the sector was opened to foreign competition in 2014. In 2014, Qatar-based Ooredoo and Norwegian Telenor Group entered the market; KDDI began providing technical support to Myanmar Posts and Telecommunications, resulting in the reduction of consumer prices and a rapid growth in the number of subscribers, as well as the expansion of the country's infrastructure. Now, there are four major telecommunication operators in Myanmar; State-owned enterprise Myanma Post and Telecommunications MPT, Qatar-based Ooredoo, Norwegian Telenor Group and Telecom International Myanmar Co., Ltd. Mytel.

Myanmar's Number of Mobile Subscriber was reported at 61 million in Dec 2018. This records an increase from the previous number of 47 million for Dec 2017. The Myanmar telecom industry grew by 15 percent in the fiscal year (October 1, 2018 to September 30, 2019). The growth of telecom industry is helping other businesses run more effectively. Telecom services allow businesses to run their operations efficiently, which makes it no surprise why its market demand continues to increase every year. Customers not only can expect to pay lower prices for the same services offered before, but also get better telecom quality and services as every Myanmar mobile operator improves their offerings to stay competitive.

3.1.2 Profile of Telecom International Myanmar Co., Ltd.

Head Office is situated at No. 61/ 63, Zoological Garden Road, Dagon Township, Yangon Region, Myanmar. Telecom International Myanmar Co., Ltd. (Mytel) officially became the 4th operator in Myanmar on 12 January, 2017. It is a joint venture between government-owned Star High Public Co Ltd, which holds 48 percent of shares; Vietnam's Ministry of Defense owned Viettel Group, which holds 28 percent, and Myanmar National Telecom Holding Public Ltd. (MNTH), a group of 11 local companies with a combined 23-percent stake. In August 2017, Mytel provided leased-line service as the first telecommunication services. With this progress, Mytel has become the fastest growing market in Viettel's 10 foreign markets.

One of the organizations in this joint venture, Viettel Group, is currently the largest telecommunications group in Vietnam with 76 million customers. The group consists of more than 20 subsidiary companies running different types of business including telecom, investment, real estates, foreign trade and technical services. To extend its business to overseas looking for more potential markets, Viettel Group established Viettel Global with a vision and responsibility of turning Viettel into a strong telecommunications group on international stage. Viettel Global is now operating 10 telecommunications companies in 10 countries across Asia, Africa and America with total population of over 175 million and 30 million customers.

Star High, established in 2015, whose mother company is Myanmar Economic Corporation (MEC), also runs telecommunication service under MecTel name operating of the CDMA 800MHz SIMs in Myanmar. The Myanmar National Telecom Holding company formed together with 11 companies in the domestic special purpose vehicle include Myanmar Technologies and Investment Corporation, Myanmar ICT Development Corporation, Myanmar Agribusiness Public Corporation, Shwe Pyi Tagon Telecommunication Public Company, Golden Land East Asia Development, Myanmar Edible Oil Industrial Public Corporation, Myanmar Industries Alliance Public, Myanmar Agriculture and General Development Public, International Power Generation Public Company, Royal Yatanarpon Telecom Public Company and Mahar Yoma Public Company.

i. Vision & Mission

The mission of Mytel is to –

1. Enhance the life of the Myanmar people through highly superior communication products and services.
2. Provide truly innovative and affordable telecoms to everyone, with a focus on outstanding service delivered by caring people.

The vision of Mytel is to be –

1. Pioneering in innovation and creation
2. Caring customers in individually
3. Listening and understanding in order to serve the People
4. Providing Tailored Services

Mytel aims to be the largest operator in terms of both infrastructure and business. Mytel is the first mobile network in Myanmar with the latest technology - 4G technology nationwide. Mytel is a caring innovator which pioneers in innovation and creation. Mytel always tries to listen and understand to provide specialized customer care.

Mytel wants to become a telecommunication network that strengthens the power for the people of Myanmar. Mytel commits to bring Myanmar to the digital platform with the largest and most advanced telecom infrastructure.

In addition to telecommunications services, Mytel has also implemented a number of social policies such as providing free Internet connections to schools, hospitals, pagodas and meditation schools; provides video conferencing solutions for government offices and local governments.

Mytel Broadband Mobile Broadband is always available as a platform for information and technology solutions for all organizations, companies and investors in all industries and sectors in Myanmar towards mutual growth.

ii. Business Philosophy

Each customer is considered an individual: Listening to and understanding each customer's requirement in order that they can receive individually tailored service.

Business development goes with social responsibilities: The development of society is the foundation for business growth, hence companies should take action to improve and develop the society in which they operate in.

Human resources are the key to development: Each Mytel employee should be happy and play a creative role; therefore a good working environment is essential. Member of Mytel has a vested interest in living up to the highest standards of ethics and professionalism. Mytel firmly believes that Mytel culture and core values make us different and have contributed to the record of success.

iii.   Core Value

Core value of the company is aimed at the following areas:

- Innovation
- Systematic Thinking
- Discipline
- Organization as the second family

iv.   Products & Services

The main service of Telecom International Myanmar Co., Ltd. is mobile service, which now has over 7 million subscribers around the country. Mytel offers various mobile services such as data and on-net call packages, social packages, voice message service, international call service and so on. Mytel also offers VAS (Value Added Service) such as entertainment services which include MyMusic, MyNews, MyTV and MyClip, call management services which include My Call Back, My Conference, MyForward and MyWaiting, infotainment services which include MyBahuthuta, MyRadio, MyTone and MyMemo, and utility services which include MyVoiceCall, MyShare, and so on.

Mytel also provides Fixed Broadband service, fiber internet which is installed at homes and offices. Mytel produces smart phones, feature phones, and other mobile devices as well.

v.   Organization Structure of Telecom International Co., Ltd

Under Telecom International Myanmar Co., Ltd., there are Head Office based in Yangon, and 18 branch offices stretched out all across the major towns in the country.

Figure (3.1): Organizational Structure of Telecom International Myanmar Co., Ltd

```
                        Board of Directors
                               │
                               ▼
                     Chief Executive Officer
        ┌──────────┬──────────┬──────────┬──────────┬──────────┐
        ▼          ▼          ▼          ▼          ▼          │
     Chief      Chief      Chief      Chief      Chief         │
   Technology  Information Commercial Financial  External      │
    Officer    Technology & Marketing Officer    Relation      │
               Officer    Officer                Officer        │
        ▼          ▼          ▼          ▼          ▼           │
   Technical   IT Billing  Departments Departments Departments  │
   Center      Department                                       │
                           Business    Finance and  Legal       │
               Software    Strategy    Accounting               │
               Development             Public Affair            │
                           Sales &     Asset                    │
                           Distribution Management              │
                                                  Departments   │
                           System Process                       │
                                                  Human Resource│
                           Terminal                             │
                                                  Procurement   │
                           Roaming &                            │
                           interconnection       Planning   ◄───┘
                           Digital Service       Admin
                           Customer Care         Internal Control
                           Corporate Sales
                           Center
```

```
              Board of Director of Branches
                          │
                          ▼
                       Manager
              ┌──────────┴──────────┐
              ▼                     ▼
         Business Teams        Technical Teams
```

Source: Telecom International Myanmar Co., Ltd Data 2019

The Head Office is composed of four teams; management team, business team, project team, and technical team. The management team consists of 7 departments as strategy department, human resources department, finance & accounting department,

admin department, legal department, public affairs department, and procurement department. The management team is responsible for strategic planning and projects, human resource strategy and planning, resourcing, internal control, revenue and finance control, financial investment, logistics, consulting, external relations and internal communication, and corporate culture building.

The business team is in charge of market research and segmenting, developing products, trade marketing, whole sales, managing value added services, customer care and solving complaint, business analysis, planning and marketing, managing sales channels, and business and customer development. The project team focuses on planning, transmission deployment, monitoring and quality control, and document verification.

The technical team is responsible for planning and designing, optimizing, quality control, technical & product management, service quality insurance, quality control of telecommunication service, QC of materials, managing measuring devices, monitoring network stability, mobile core, M & E, change management, monitoring alarms and errors, software and application development, business process analysis, outsource management, network dimensioning, and quality assurance.

There are 18 branch offices located in major towns across the country. The structure of branch offices is different from that of head office. The branch directors are in charge of handling management and operation of branches. Under the leading of branch director, there are two major teams; business team and technical team. There are also business centers and showrooms operating under the management of branch offices.

v.i.   Workforce at Telecom International Myanmar Co., Ltd

Table (3.1) shows the workforce at Telecom International Myanmar Co., Ltd. Among the total employees, largest portions of employees are working in engineering, marketing, and sales and distribution. There are about 400 employees working at Head Office, and the rest of the staff are working at 18 branch offices, showrooms and business centers across the whole country.

Table (3.1) Workforce at Telecom International Myanmar Co., Ltd

Sr. No.	Position	Number
1	Director	103
2	Manager	287
3	Supervisor	172
4	Engineer	342
5	Officer	644
6	Staff	455
Total		**2003**

Source: Telecom International Myanmar Co., Ltd, 2019

Majority of workforce in Telecom International Myanmar Co., Ltd is made up of officer, engineer level and below. These levels constitute about 70 percent of total workforce. The employees have diverse educational and experience background. The employees are assigned tasks that are fit for them, and supervisors and managers oversee their performance, whilst directors oversee the whole department.

3.2   Job Characteristics of Telecom International Myanmar Co., Ltd

Job characteristics at Telecom International Myanmar Co., Ltd are explained as follows. The job requirements of the employees are different based on their positions and responsibilities. Some jobs are repetitive and simple and the employee does not need complicated skills to perform the jobs, e.g. receptionist. Some jobs need the employees to have various skills and judgment to accomplish the tasks. Some employees only need to do specialized tasks, e.g. accountants, whereas other employees need to manage and overlook the entire task from start to end, e.g. supervisors and managers.

Some employees have the opportunity to carry out the entire piece of work from start to end, supervisors, managers and department directors. They manage and assign tasks to the employees and oversee the performance and outcomes of the employees and whole department. However, for some job assignments, different departments need to cooperate and get the job done together. There is opportunity for the employees to apply for job transfer and rotation within the company.

The communication and management style in Telecom International Myanmar Co., Ltd. can be assumed as centralized and top down management style. The top management sets down policies and plans, and makes all the important decisions. It can be because it is a large organization, and its actions can affect the large group of community. The amount of authority and disciplines the management needed to manage such a large organization to operate is significantly large.

Most of the job positions in Telecom International Myanmar Co., Ltd. have task significance which means the results and performance of some job positions can highly affect the organization as a whole, e.g. public affairs, and engineers. In autonomy point of view, although the top management holds most of the authority for decisions, the middle level management has more or less autonomy on how to perform their jobs and make decision with their own judgement.

Employees are rewarded according to their monthly and yearly performance. The performance of lower level employees is appraised by their supervisors and managers, in turn; the middle level employees are appraised by the top management. Most employees know their key performance indicators and try to finish their assigned jobs and meet their target monthly.

CHAPTER 4

ANALYSIS ON EFFECT OF JOB CHARACTERISTICS ON

JOB SATISFACTION AND JOB PERFORMANCE OF EMPLOYEES

IN TELECOM INTERNATIONAL MYANMAR CO., LTD

In this chapter, the analysis on the job characteristics will be examined based on the employees who are currently working at Head office of Telecom International Myanmar Co., Ltd. The results can be presented to show the most important factors to motivate the employees' performance to achieve the objectives of the organization. Out of over 400 employees at Head Office of Telecom International Myanmar Co., Ltd, this study is based on the results of 170 employees from various job sections.

4.1   Profile of Respondents

This section describes the demographic profile of the sample of employees in Head Office of Telecom International Myanmar Co., Ltd, such as position, gender, age, marital status, salary, total working experiment, educational level, etc.

This survey was distributed to 200 employees in Head Office. However, only 170 responses are reliable or relevant to use in the analysis. The summary of the demographic characteristics of respondents is presented in Table (3.2). In the Table, there are 101 male employees and 69 female employees who responded. According the survey data, the number of male employees is slightly more than the number of female employees. The percentage of male employees is 59 percent, while the percentage of female employees is 41 percent, since it is the telecommunication company, which relies on telecommunication technology and competitive sales force. Moreover, it is the kind of business which needs to operate 24 hours a day, so they need to employ more male employees who can also work at night and travel as necessary.

The age of employees at Telecom International Myanmar Co., Ltd. is divided into four groups: between 20 and 25 years, 26 to 30 years, 31 to 35 years, and 35 to 40 years old. According to the data in the table, it can be seen that Telecom International Myanmar Co., Ltd. has a young workforce of under 30 years old, which comprises 66 percent of total respondents. This is because it is a telecom company which job nature is very

competitive and always tries to get a step ahead of its competitors, in technology advancement or customer service. They need an energetic and enthusiastic young workforce to perform and meet their objectives.

The educational level of employees at Telecom International Myanmar Co., Ltd. can be divided into three groups: high school graduate, bachelor degree holder, and master degree holder. The survey data shows that the proportion of bachelor degree holders is the biggest because most people join the working life as soon as they graduate. It is also because learning and getting more experience in work is more important to apply jobs or get promoted. The number of high school graduate is the lowest in this survey data, which indicates that the proper education level, at least bachelor degree, is needed to work and perform duties in this company.

The number of single employees is significantly larger than the number of married employees, according to the survey data. It shows that young adults these days follow their career and their educational improvement before they plan to get married and settle down. Some people do not even have time or are not interested in marriage.

In this survey data, the category of working experience is divided into four groups: under 5 years, between 5 to 8 years, between 8 to 10 years, and 10 years. It is found that the number of employees who have working experience of under 8 years is the largest. It is to be expected because the majority of workforce in the company is young employees under 30 years old. It can also be said that the company employs and trains the young employees and promote them to proper positions regardless of their previous working experience.

Under the position category, it can be divided into five groups: director level, manager level, supervisor level, engineers, and officers. The middle management (managers and supervisors) is comprised of both technical employees and management employees. In this survey, the number of employees who are under supervisory level is found to be the largest, occupying 63 percent of total respondents. It can be said that officers and engineers are needed for the company to perform various tasks continuously and a few supervisors and managers manage them.

Table (4.1) Demographic Data of Respondents

Sr. No.	Factors	Number of respondents	Percentage
1	**Gender**		
	Male	101	59
	Female	69	41
2	**Age**		
	Between 20 and 25	45	26
	Between 26 and 30	68	40
	Between 31 and 35	44	26
	Between 36 and 40	13	8
3	**Educational Level**		
	Undergraduate	3	2
	Graduate	116	68
	Post Graduate	51	30
4	**Marital Status**		
	Single	114	67
	Married	56	33
5	**Years of working experience**		
	Less than 5 years	61	36
	Between 5 and 8 years	66	39
	Between 8 and 10 years	31	18
	Above 10 years	12	7
6	**Position**		
	Director	3	2
	Manager	19	11
	Supervisor	41	24
	Engineer	31	18
	Officer	76	45
7	**Salary**		
	100,000 - 500,000	32	19
	500,001 - 800,000	91	54
	800,001 - 1,000,000	19	11
	1,000,001 - 1,500,000	15	9
	1,500,001 - 2,000,000	7	4
	Above 2,000,000	6	4
	Total	170	100

Source: Survey Data, 2019

The salary range of employees in Head Office can be divided into 6 groups: between 100,000 to 500,000 kyats, 500,001 to 800,000 kyats, 800,001 to 1,000,000 kyats,

1,000,001 to 1,5000,000 kyats, and 1,500,001 to 2,000,000 kyats and above 2,000,000. It is found that the number of employees at Head Office who get paid between 500 thousands to 800 thousands is the largest. Those employees are mostly officers and engineer level, some are supervisor level, with moderate amount of experiences. It can be assumed that their salary is within medium range in the industry. The manager level are paid above 1,500 thousands and 2,000 thousand kyats, which is fairly paid comparing to some other industries.

4.2 Employee Perception on Job Characteristics

According to the Job Characteristics Theory, job characteristics factors have influence on Job Satisfaction of Employees. The job characteristics factors consist of Skill Variety, Task Identity, Task Significance, Autonomy and Feedback. Based on the survey data, how the job characteristics factors influence on job satisfaction will be describe as follow.

4.2.1 Skill Variety

The first factor of job characteristics is skill variety. In order to examine the employee attitude on skill variety, employees are requested to rate five items, which are measured on a five-point Likert Scale. The following table shows the employee skill variety at Telecom International Myanmar Co., Ltd

Table (4.2) Skill Variety of Employees

Skill Variety	Mean	Standard Deviation
Requiring a number of skills	4.13	0.81
Being able to fully apply skills	3.96	0.79
Requiring to do different tasks	3.54	0.81
Tasks being neither simple or repetitive	3.44	0.82
Having full capability to perform work	4.24	0.69
Overall Mean	**3.86**	

Source: Survey Data 2019

Table (4.2) shows the individual mean scores of the five statements of skill variety. The highest mean score was 4.24, found with the statement of responding employees having full capability and competency to perform their work well. It is found that employees in Head Office of Mytel regarded that they possess the necessary skills and capability to perform their job task to the fullest. The lowest mean score was 3.44, found with the statement of tasks being not simple or repetitive. It can be said that employees in Head Office of Mytel perform tasks and assignments which are not very complicated and they repeat the tasks month per month. However, the overall mean score of skill variety is 3. 86, which is higher than the cut-off mean value 3.0.

4.2.2   Task Identity

The second factor of Job Characteristics is task identity. To measure this factor, respondents are requested to rate five statements, which are measured on a five-point Likert Scale.

Table (4.3) Task Identity of Employees

Task Identity	Mean	Standard Deviation
Completely finish the work	3.75	0.85
Getting a clear instruction	3.50	0.96
Lead for job accomplishment	3.83	0.83
Able to see progress and results	3.59	0.88
Having effective systems to do job	3.43	1.08
Overall Mean	**3.62**	

Source: Survey Data 2019

The Table above shows the individual mean scores of the five statements of task identity. The highest mean score was 3.83, for the statement of employees having to lead for the job accomplishment. This means that the employees have to take initiative to accomplish their tasks without relying on others or waiting for others' participants. If they cannot finish the tasks in time, they are responsible for it. The lowest mean score was

3.43, for the statement of the employees being provided with systems and processes to perform the job efficiently and effectively. It means that the employees view the systems and processes are complicated to get the job done, or far too much steps of process, that it cannot help the employees in finishing their tasks. However, each mean and the overall mean 3.62 are still larger than the standard norm mean 3.0. Therefore, the employees agree that their tasks are needed to be done by themselves, and they can see the outcomes of their tasks to some level.

4.2.3   Task Significance

The third factor of Job Characteristics is task significance. To measure this factor, employees are requested to rate five statements, which are measured on a five-point Likert Scale.

Table (4.4) Task Significance of Employees

Task Significance	Mean	Standard Deviation
Job affecting on business and people	3.81	0.79
Requiring cooperative work	3.85	0.79
Feeling proud as an employee	3.99	0.72
Work results affecting others' work	4.08	0.84
Doing significant and important tasks	3.76	0.74
Overall Mean	**3.90**	

Source: Survey Data 2019

As shown in Table (4.4), the highest mean score is 4.08, which is the mean of the statement of the results of employee performance significantly affecting other people's ability to do the work. It can be said that the employees need to accomplish their tasks correctly and effectively so that they can support and cooperate with other people in order to carry out bigger tasks and objectives. The smallest mean score is 3.76, which is the mean of the statement of the job being significant and important in the broader level. Even though the employees think that their ability to finish their job can affect other employees, they do not think that it would affect the organizational level. However, all of

the total means is greater than standard norm mean 3.0. This means that the employees perceive that their performance and ability to complete their job is important and can affect the work of other employees within departments or company.

4.2.4 Autonomy

The fourth factor of Job Characteristics is autonomy. To measure this factor, the employees are also requested to rate five items, which are measured in a five-point Likert Scale.

Table (4.5) Autonomy of Employees

Autonomy	Mean	Standard Deviation
Making decisions on work schedule	3.64	0.92
Chance to use personal judgment	3.46	0.84
Allowed to make job related decisions	3.32	0.92
Allowed to set timing and deadline	3.62	0.92
Not referring matters to supervisors	3.36	0.94
Overall Mean	**3.48**	

Source: Survey Data 2019

As described in Table (4.5), the statement of being allowed to make own decisions about how to schedule the work has the highest mean 3.64. It can be said that the employees can plan and arrange their work task on their own decision without the micromanagement of supervisor. They are allowed to arrange their work priority within the timeline and they also have to take responsibility if they make mistake in managing time. The smallest mean is 3.32, which is the mean of the statement of being allowed to make a lot of job related decisions on their own. It can be said that although the supervisors do not tell them how they should arrange their work, they need to know when the employees make an important job related decision. It can be because if the employees make one important decision wrong, it can affect the image of the company or the operation of the company. The overall mean of autonomy is 3.48, which is higher than the standard norm 3.0.

4.2.5 Feedback

The fifth and last factor of Job Characteristics is feedback. To measure this factor, the employees are requested to rate five items, which are measured in a five-point Likert Scale.

Table (4.6) Feedback of Employees

Feedback	Mean	Standard Deviation
Knowing their work performance	3.60	0.78
Informed by manager on performance	3.29	0.88
Knowing if they meet performance criteria	3.36	0.83
Supervisor's recognition and suggestions	3.55	0.80
Performance appraisal by supervisors	3.37	0.94
Overall Mean	**3.43**	

Source: Survey Data 2019

As described in Table (4.6), the statement of having a chance to know whether the employees are performing well or poorly has the highest mean score. It can be said that the employees are assigned tasks and targets by supervisors monthly, and if they cannot finish their tasks or meet their targets, they will know at the end of the month. Whether they are performing well or poorly, they can know by how many tasks or targets they meet monthly. The lowest mean score is the mean of the statement of receiving a lot of information from manager and coworkers about job performance. It seems that although the employees received information on their job performance from manager and job itself, they do not often receive from coworkers. It may be because the coworkers are already busy to finish their tasks and meet targets as well, so they do not have enough time to comment on other people's performance. The overall mean is higher than the standard norm 3.0. It means that the employees have a fair amount of opportunity to know their performance.

4.3   Job Satisfaction

The second variable, Job Satisfaction of the employees was analyzed using five-point Likert Scale. Eleven statements were asked to the respondents and the results are described in the table mentioned below.

Table (4.7) Job Satisfaction of Employees

Job Satisfaction	Mean	Standard Deviation
Enjoy working at the company	3.73	0.76
Satisfied with the nature of work	3.38	0.91
Good working relationship with co-workers	4.13	0.70
Satisfied with my salary and amount of work	2.83	0.93
Satisfied with working conditions	3.45	0.78
Satisfied with management style of supervisor	3.18	0.84
Supervisor acknowledgement	3.48	0.76
Good organizational environment to work best	3.48	0.75
Satisfied with opportunities for growth	3.04	0.99
Satisfied with feeling of accomplishment	3.52	0.75
Satisfied with freedom to use judgement	3.41	0.81
Overall Mean	**3.42**	

Source: Survey Data 2019

As mentioned in the Table (4.7), the highest mean score is with the statement of having good relationship with coworkers. It shows that the employees have good relationship and cooperation with one another. Most employees know one another personally and include them in their personal activities, such as going trip or shopping together, inviting to their donation, and so on.

The lowest mean score is with score of the statement of being satisfied with the salary and the amount of work the employees have to do. Since most technical

departments and customer service center need to operate 24 hours a day, the employees in these departments need to work in shifts and also work overtimes if needed. Not only these departments, the other departments supporting them also need to work hard. After having to work hard for long hours, the employees wish to be rewarded for their efforts with higher salary than they are receiving currently. The overall mean is higher than the standard norm. It means that the employees are more or less satisfied with their job at the company.

4.4   Analysis on Effect of Job Characteristics on Job Satisfaction

To gain a better understanding of which variables influenced the context satisfaction of employees, factors of Job Characteristics were analyzed. Linear regression model is used to examine the effect of independent variables (skill variety, task identity, task significant, autonomy, and feedback) on the first dependent variable (context satisfaction), and then on the second dependent variable (content satisfaction).

4.4.1   Analysis on Effect of Job Characteristics on Context Satisfaction

As shown in Table (4.8), this specified model could explain the variation of job characteristics of Telecom International Myanmar Co., Ltd since the value of R square is 63.8 percent. The model can explain 63 percent about the variance of the independent variable and dependent variable because the Adjusted R square is 0.626. Since the value of F test and the overall significance of the model are highly significant at 1 percent level, this model can be said to be valid.

The results found in Table (4.8) indicate which coefficients were significant. To understand which are significant, the calculated levels of significance for each variable were considered; if these levels of significance were less than the desired significance level of 5%, then the coefficient was deemed to be significant.

Task identity has the expected positive effect and highly significant. The positive effect indicates that the increase in task identity factor leads to the increase of context satisfaction of employees.

The variable "Feedback" has the expected positive effect and highly significant. The positive effect shows that the increase in feedback factor will cause the increase of context satisfaction of employees.

The standard coefficient (Beta) of Feedback factor has the largest value compared with other variables indicating that feedback has the greatest effect to increase the context satisfaction of employees when the variance explained by other variables is controlled for.

The overall evaluation reveals that models explain the variation in employee context satisfaction of Telecom International Myanmar Co., Ltd well because the estimation produced expected signs and significant coefficient for two variables. The increase in task significant and feedback has the positive effects on context satisfaction of employees in Telecom International Myanmar Co., Ltd.

Table (4.8) Effect of Job Characteristics on Context Satisfaction

Variables	Unstandardized Coefficients		β	t	Sig.
	B	Std. Error			
(Constant)	0.463	0.286		1.619	0.107
Skill Variety	0.038	0.062	0.032	0.620	0.536
Task Identity	0.282***	0.053	0.333	5.353	0.000
Task Significant	0.038	0.070	0.037	0.546	0.586
Autonomy	-0.044	0.052	-0.053	-0.840	0.402
Feedback	0.531***	0.066	0.580	7.988	0.000
R	0.798				
R Square	0.638				
Adjusted R Square	0.626				
F Value	53.120***				

Source: Survey Data, 2019

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

From the results of analysis, it can be said that the respondents agree that task identity and feedback have the positive effect on job satisfaction. The employees perceived that they gain context satisfaction from needing to lead for their job accomplishment, and having the chance to complete the tasks they start. They gain satisfaction from seeing the results and progress of the tasks to the final completion. The employees are satisfied with the feedbacks they receive from supervisors and work. They are satisfied that they receive feedbacks and recognitions from their supervisors and

colleagues. They can also know how well they perform from the work they do. They are also satisfied with the performance appraisal done by their supervisor because they think the appraisal reflects their actual performance.

In summary, the results show that factors which have related significant value and the main determination of context satisfaction are found to be two variables of job characteristics. According to the survey findings, two job characteristics variables could significantly increase the context satisfaction of employees in Telecom International Myanmar Co., Ltd.

4.4.2 Analysis on Effect of Job Characteristics on Content Satisfaction

Linear regression model is also used in order to find the effect of job characteristics on content satisfaction of employees in Telecom International Myanmar Co., Ltd. Table (4.9) shows the results.

As shown in Table (4.9), this specified model could explain the variation of job characteristics of Telecom International Myanmar Co., Ltd since the value of R square is 63.5 percent. The model can explain 62 percent about the variance of the independent variable and dependent variable because the Adjusted R square is 0.623. Since the value of F test and the overall significance of the model are highly significant at 1 percent level, this model can be said to be valid.

Autonomy has the expected positive sign and highly significant. The positive effect indicates that the increase in autonomy factor leads to the increase of content satisfaction of employees.

Table (4.9) Effect of Job Characteristics on Content Satisfaction

Variables	Unstandardized Coefficients		β	t	Sig.
	B	Std. Error			
(Constant)	-0.164	0.300		-0.548	0.585
Skill Variety	0.083	0.066	0.066	1.258	0.210
Task Identity	0.081	0.057	0.089	1.405	0.162
Task Significant	0.179**	0.070	0.153	2.545	0.012
Autonomy	0.147***	0.056	0.167	2.647	0.009
Feedback	0.524***	0.061	0.536	8.607	0.000
R	0.797				
R Square	0.635				
Adjusted R Square	0.623				
F Value	52.564***				

Source: Survey Data, 2019

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

The variable "Feedback" has the expected positive effect and highly significant. The positive effect shows that the increase in feedback factor will cause the increase of content satisfaction of employees.

The variable "Task Significant" has the expected positive effect and is significant at 5 percent level. The positive effect means that the increase of task significant will cause the increase of content satisfaction of employees.

The standard coefficient (Beta) of Feedback factor has the largest value compared with other variables indicating that feedback has the greatest contribution to increase the context satisfaction of employees when the variance explained by other variables is controlled for.

The overall evaluation reveals that models explain the variation in employee content satisfaction of Telecom International Myanmar Co., Ltd well because the estimation produced expected signs and significant coefficient for three variables. The increase in task significant, autonomy and feedback has the positive effects on content satisfaction of employees in Telecom International Myanmar Co., Ltd.

Based on the results of analysis, it is found that task significant, autonomy and feedback have positive effect on content satisfaction. The employees gain content

satisfaction when they feel satisfied with intrinsic factors such as acknowledgement, achievement and recognition. The employees feel content satisfaction when the outcomes of their tasks are important and significant in the organization. They are proud of their role in the organization. The employees agree that they feel content satisfaction when they have autonomy to schedule their work timing, make decisions and use their own judgement. They perceive that they have the moderate amount of freedom to use autonomy in accomplishing their tasks. The employees also gain content satisfaction when they receive feedbacks and appraisal from their supervisors and managers. They feel that their supervisors care about their performance and feedbacks from them can help the employees to improve. Therefore, feedback also has positive affect on content satisfaction.

In summary, the results show that three factors, task significant, autonomy and feedback, have significant value, and the main determination of content satisfaction of employee is found to be these three variables. They could significantly increase the content satisfaction of employees of Telecom International Myanmar Co., Ltd.

4.5   Analysis on Effect of Job Satisfaction on Job Performance

Regarding to the analysis of job performance of Telecom International Myanmar Co., Ltd, sample employees are requested to respond ten statements which measure job performance, such as work planning, creativity, meeting job requirements, problem solving, following the disciplines and instruction, and so on. The following table (4.10) shows the result of the analysis of job performance of employees at Telecom International Myanmar Co., Ltd.

Table (4.10) Job Performance of Employees

Job Performance	Mean	Standard Deviation
Planning work to finish in time	4.13	0.74
Working without wasting time and effort	3.82	0.74
Being creative and innovative	3.96	0.68
Meeting formal performance requirements	3.80	0.67
Actively trying to improve performance	4.18	0.59
Solving difficult situations and problems quickly	4.01	0.68
Catching opportunities	3.79	0.65
Adopting improved job procedures	3.85	0.72
Avoid creating problems for coworkers	4.16	0.75
Following the instructions and policies	4.02	0.68
Overall Mean	**3.97**	

Source: Survey Data, 2019

Regarding to the data of job performance, Table (4.10) reports that the highest mean score was found in the statement of "Actively looking for ways to improve performance, which could mean the employees try hard and look for ways to improve their skills and capability, and in turn, improve their performance. By improving their performance, it could lead to salary increase, promotion or more work experience. The second highest mean score was found in the statement of "Avoid creating problem for coworkers". The finding also matches with the highest score of having good working relationship with co-workers. This could mean that the employees try to take their own responsibility and fulfill their tasks so that they would not cause problem or delay for their coworkers. The lowest mean value score was found on the statement of grasping opportunities when they present. According to the overall mean score, it can be said that the company has relatively high job performance and productivity scale, because it is higher than the standard norm score.

Linear regression model is also used in order to find the effect of job satisfaction on job performance of employees in Telecom International Myanmar Co., Ltd. Table (4.11) shows the effect of job satisfaction on job performance of employees.

Table (4.11) Effect of Job Satisfaction on Job Performance

Variables	Unstandardized Coefficients		β	t	Sig.
	B	Std. Error			
(Constant)	2.014	0.127		15.902	0.000
Context Satisfaction	0.218***	0.065	0.330	3.374	0.001
Content Satisfaction	0.273***	0.061	0.442	4.514	0.000
R	0.740				
R Square	0.548				
Adjusted R Square	0.542				
F Value	93.215***				

Source: Survey Data, 2019

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

According to Table (4.11), the specified model could explain very well about the variation of job performance of employees in Telecom International Myanmar Co., Ltd, since the value of R square is almost 55 percent. The model can explain 54.2 percent about the variance of the independent variable (job satisfaction) and dependent variable (job performance) because Adjusted R square is .542. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said to be valid.

Context Satisfaction variable has the expected positive effect and is highly significant. The positive effect means that the increase in context satisfaction leads to the increase of job performance of employees.

The last one, Content Satisfaction variable has the expected positive effect and is significant. The positive effect means that the increase in content satisfaction leads to the increase of job performance of employees.

The standardized coefficient (Beta) of content satisfaction has the largest value between two job satisfaction variables, indicating that content satisfaction has the greatest

contribution to the effect on job performance of employees in Telecom International Myanmar Co., Ltd. The overall evaluation reveals that models explain the variation in content satisfaction of employees well because the estimation produced expected signs and significant coefficients for most variables. The increases of context and content satisfaction have the positive effects on job performance of employees in Telecom International Myanmar Co., Ltd.

It is found from the results of analysis that the employees of Telecom International Myanmar Co., Ltd agree and think that context and content satisfaction are important and have positive effect on their job performance. The employees perceive that they are satisfied with the nature of their work, their relationship with coworkers, and working conditions of the company. They are also satisfied with the management style of their supervisors. When combined together, satisfaction on these extrinsic factors lead to context satisfaction of employees. It is also found that the employees are satisfied with their supervisors' acknowledgement on their performance and the freedom to use their own judgement in doing their tasks. They are also satisfied with the feeling of accomplishment from completing their tasks successfully. It could be because they can do their tasks from the start to end completely, and their tasks are significant and can affect other departments or the company. By accomplishing the tasks, they feel content satisfaction, which is stimulated by intrinsic factors.

In summary, the results show that factors have significant value and the main determinations of employee job performance are found to be both content satisfaction and context satisfaction. They could significantly increase the job performance of employees.

CHAPTER 5

CONCLUSION

This chapter is organized with findings and discussions, suggestions and recommendations from the study of the effect of job characteristics on job performance of employees in Head office of Telecom International Myanmar Co., Ltd. This chapter also includes the limitations of the research and the suggestions for the further studies.

5.1   Findings and Discussions

Job Characteristics is an important factor in designing jobs, distributing tasks to appropriate employees and bring out the utmost job satisfaction and performance of employees. In this study, research data was collected to examine the relationship between job characteristics and job satisfaction, and the relationship between job satisfaction and job performance.

The first analysis of the study is the analysis on demographic profile of respondents. According the results, most of the respondents are male. Employees with age 26 to 30 constitute the majority of the respondents. It is also found that most respondents are single, and possess at least bachelor's degree. Most employees have working experiences at least 5 years.

Regarding to the analysis on job characteristics of the company, questions on skill variety, task identity, task significant, autonomy and feedbacks were asked to the respondents. Based on the data analysis, it is found that respondents perceived that they have the full skill capability and competency to perform their job well. They also thought that they need different kind of skills to fully perform their job. However, they thought that their tasks were repetitive, that they repeat the work routine month after month. Therefore, skill variety factor does not influence on either job context or content satisfaction of employees.

Regarding the analysis on task identity, it is found that although task identity does not have relationship with job content satisfaction, it has significantly positive relationship with context satisfaction. Although the employees have to lead for their job accomplishment, they did not think that they were provided with clear instruction or

effective work procedure very much. Most tasks need different departments or employees to carry on to the finish line. Therefore, task identity does not have relationship with content satisfaction since employees do not get much sense of internal accomplishment.

Regarding to the analysis of task significant, it is found that it has a positive relationship with job content satisfaction. The respondents thought that their job is significant by how well the work gets done, his or her job has some effects on ability of colleagues and important in role of completing task. The same goes with the analysis of autonomy of respondents. Autonomy has a positive relationship with content satisfaction. The respondents perceived that they have a moderate amount of autonomy in scheduling of their work and setting own timing.

Regarding to the analysis of feedback, it is found that feedback has a significantly positive relationship with both context and content satisfaction. The respondents are satisfied with the way they can know how well they are performing, and being recognized by their supervisors and coworkers when they can accomplish a task.

By summarizing the analysis on the relationship between job characteristics and job satisfaction, it can be conclude that only feedback factor has significantly positive relationship with both context and content satisfaction. Task identity has positive relationship with context satisfaction, whereas task significant and autonomy have positive relationship with content satisfaction.

The next analysis is on the relationship between job satisfaction and job performance of employees. Regarding to the analysis, it is found that both context and content satisfaction have significantly positive relationship with job performance of employees at Head office of Telecom International Myanmar Co., Ltd. Between the two job satisfaction factors, content satisfaction has the greatest influence on job performance of employees since it has the largest beta value. In summary, job satisfaction has effect on the increase of job performance of employees in Head Office of Telecom International Myanmar Co., Ltd.

5.2   Suggestions and Recommendations

It is important to know which job characteristics factors make employees satisfy with their job so that the management can strategically manage the performance of the

employees. Therefore, it is suggested that the management should provide relevant job characteristics parameters to the employees.

According to the findings of the analysis, the respondents may need a chance to be assigned a job which they can develop new skills rather than doing normal job routine repetitively. Therefore, management should provide job trainings and job rotation plan within department or across departments. To improve task identity of employees, supervisors should provide clear instructions and goals that they want the employees to follow. By doing so, employees would not have to make assumptions and waste time thinking.

To improve the autonomy of employees, supervisors and managers should let the employees to participate the decision making process, either by allowing them to voice their options, or by allowing them to give suggestions based on their experiences of working in the front line, or by considering the suggestions of employees in making decisions.

Supervisors and managers should continue to give feedback to the employees, since feedback has the greatest influence on both job context and content satisfaction factors. Supervisors should keep on appraising the performance of employees, giving feedback on their weakness and strength, and acknowledge them when they achieve accomplishment. The company shall take care of its employees in order to reach objectives of company. The management should review each dimensions of job characteristics model and encourage employees their needs and appreciations.

5.3   Needs for Further Research

This study is only based on the job characteristics, job satisfaction and job performance of employees at Head Office of Telecom International Myanmar Co., Ltd. This study is made upon the 170 randomly selected employees in Head Office in Yangon. A further study could be done to employees in other regions as well. There are many other human resource functions and ways of study to identify job satisfaction and performance of employees. Employees in different levels could have different views on job characteristics based on their job and level of autonomy as well. Further studies also need to focus on other human resources factors, such as leadership styles, training and development, employee retention, and so on.

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APPENDIX – I

The Effect of Job Characteristics on Job Performance in

Telecom International Myanmar Co., Ltd.

I am MBA Student from Yangon University of Economics. As a part of MBA courses, I am doing a thesis for my graduation. Please give your views or opinion to the questions given below about job characteristics, job satisfaction and job performance. The information provided by you will be kept highly confidential and will be used by me strictly for an analysis only.

Section (A) Demographic Factors of the Respondents

1. **Gender**

o Male

o Female

2. **Age**

o 20-30

o 30-40

o 40-50

o 50-60

3. **Educational Qualification**

o Undergraduate

o Bachelor Degree

o Master Degree

o Others

4. **Marital Status**

o Single

o Married

5. Years of Working Experience

o Less than 5 years

o Between 5 years and 8 years

o Between 8 years and 10 years

o More than 10 years

6. Position Level

o Director

o Manager

o Supervisor

o Officer

o Engineer

7. Salary

o Less than 500,000

o Between 500,001 and 800,000

o Between 800,001 and 1,000,000

o Between 1,000,001 and 1,500,000

o Between 1,500,001 and 2,000,000

o Above 2,000,000

Section B

How would you rate each of the following factors relating to your job?

Please note that the score range is from 1 to 5.

1= Strongly disagree   2= Disagree   3= Neither agree or disagree

4= Agree   5= Strongly agree

Job Characteristics

Sr.	**Skill Variety**	1	2	3	4	5
1	There are a number of skills required to work in my position. (e.g. technical skill, communicative skill, problem solving, etc.)					
2	My talents, skills and capability can be fully applied in the job.					
3	The job requires that I do different tasks or activities at a time.					
4	Overall, my tasks are not simple or repetitive.					
5	I believe I have full capability and competency to perform my work well.					
Sr.	**Task Identity**	1	2	3	4	5
1	The job provides me the chance to completely finish the work I begin.					
2	I get a clear instruction and procedure to perform the job.					
3	I have to lead for the job accomplishment.					
4	My job is arranged so that I may see progress and results through to the final completion.					
5	The systems and processes allow me to perform my job efficiently and effectively.					

Sr.	Task Significance	1	2	3	4	5
1	How well I do my job has effect on the business and people.					
2	The job requires a lot of cooperative work with other people.					
3	I feel proud as an employee for doing my job in this company.					
4	This job is important that the results of my work can significantly affect other people's ability to do their work.					
5	The job I have to do is significant and important in the broader level.					
Sr.	Autonomy	1	2	3	4	5
1	The job allows me to make my own decisions about how to schedule my work.					
2	The job gives me a chance to use my personal initiative or judgment in carrying out the work.					
3	The job allows me to make a lot of job related decisions on my own.					
4	The job allows me set my own timing to do my work.					
5	I don't usually have to refer the matters to supervisor/ managers for final decisions.					
Sr.	Feedback	1	2	3	4	5
1	My work provides me with the feeling that I know whether I am performing well or poorly.					
2	I receive a great deal of information from my manager and coworkers about my job performance.					
3	My job gives me opportunity whether or not I meet the criteria for performance.					
4	My supervisor and coworkers recognize and give suggestions on how I perform my jobs.					
5	The performance appraisal by the supervisors reflects my actual performance.					

Job Satisfaction

Sr.	Job Satisfaction	1	2	3	4	5
1	I enjoy working at this company.					
2	I am satisfied with the nature of my work.					
3	I have good working relationship with my co-workers.					
4	I am satisfied with my salary and the amount of work I do.					
5	I am satisfied with the working conditions in this company.					
6	I am satisfied with the management style of my supervisor.					
7	My supervisor acknowledges when I do my work well.					
8	I feel this organization has an environment where I can do my best work.					
9	I am satisfied with the opportunities available for growth or promotion at my organization.					
10	I am satisfied with the feeling of accomplishment I get from the job.					
11	I feel satisfied with the freedom to use my own judgement.					

Job Performance

Sr.	Job Performance	1	2	3	4	5
1	I manage to plan my work so that it was done on time.					
2	I am able to perform my work well with minimal time and effort.					
3	I try to be creative and innovative to meet job requirement.					
4	I consistently meet formal performance requirements of my job.					
5	I actively look for ways to improve my performance at work.					
6	I know how to solve difficult situations and setbacks quickly.					
7	I grasped opportunities when they presented themselves.					
8	I try to adopt improved job procedures in the department.					
9	I try to avoid creating problems for my coworkers.					
10	I read and follow the announcements, memo and other instructions given out by the company.					

APPENDIX – II

Regression Analysis (Job Characteristics factors on Context Satisfaction)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.798[a]	.638	.626	.34711	.638	53.120	5	151	.000	1.796

a. Predictors: (Constant), Feedbackmean, Skillvarietymean, Taskidentitymean, Autonomymean, Tasksignificantmean

b. Dependent Variable: ContextSatisfactionmean

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.001	5	6.400	53.120	.000[b]
	Residual	18.193	151	.120		
	Total	50.194	156			

a. Dependent Variable: ContextSatisfactionmean

b. Predictors: (Constant), Feedbackmean, Skillvarietymean, Taskidentitymean, Autonomymean, Tasksignificantmean

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	Upper Bound	Collinearity Statistics Tolerance	VIF
1 (Constant)	.463	.286		1.619	.107	-.102	1.027		
Skillvaritymean	.038	.062	.032	.620	.536	-.084	.161	.875	1.143
Taskidentitymean	.282	.053	.333	5.353	.000	.178	.386	.619	1.616
Tasksignificantmean	.038	.070	.037	.546	.586	-.100	.176	.516	1.939
Autonomymean	-.044	.052	-.053	-.840	.402	-.146	.059	.604	1.655
Feedbackmean	.531	.066	.580	7.988	.000	.399	.662	.455	2.196

a. Dependent Variable: ContextSatisfactionmean

Regression Analysis (Job Characteristics factors on Content Satisfaction)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.797[a]	.635	.623	.37248	.635	52.564	5	151	.000	1.791

a. Predictors: (Constant), Feedbackmean, Skillvarietymean, Taskidentitymean, Tasksignificantmean, Autonomymean

b. Dependent Variable: contentsatisfactionmean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.464	5	7.293	52.564	.000[b]
	Residual	20.950	151	.139		
	Total	57.415	156			

a. Dependent Variable: contentsatisfactionmean

b. Predictors: (Constant), Feedbackmean, Skillvarietymean, Taskidentitymean, Tasksignificantmean, Autonomymean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.164	.300		-.548	.585	-.758	.429		
	Skillvarietymean	.083	.066	.066	1.258	.210	-.048	.214	.880	1.136
	Taskidentitymean	.081	.057	.089	1.405	.162	-.033	.194	.601	1.663
	Tasksignificantmean	.179	.070	.153	2.545	.012	.040	.317	.665	1.505
	Autonomymean	.147	.056	.167	2.647	.009	.037	.258	.604	1.655
	Feedbackmean	.524	.061	.536	8.607	.000	.404	.645	.623	1.605

a. Dependent Variable: contentsatisfactionmean

Regression Analysis (Job Satisfaction on Job Performance)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.740[a]	.548	.542	.25381	.548	93.215	2	154	.000	2.063
a. Predictors: (Constant), contentsatisfactionmean, Contextsatisfactionmean										
b. Dependent Variable: Jobperformancemean										

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.010	2	6.005	93.215	.000[b]
	Residual	9.921	154	.064		
	Total	21.931	156			
a. Dependent Variable: Jobperformancemean						
b. Predictors: (Constant), contentsatisfactionmean, Contextsatisfactionmean						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.014	.127		15.902	.000	1.764	2.264		
	Contextsatisfactionmean	.218	.065	.330	3.374	.001	.091	.346	.306	3.263
	contentsatisfactionmean	.273	.061	.442	4.514	.000	.154	.393	.306	3.263
a. Dependent Variable: Jobperformancemean										