

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**JOB CHARACTERISTICS AND JOB SATISFACTION OF**  
**MYANMAR ANDAMAN PEARL CO.,LTD**

**THIDA AUNG**

**MBA II – 8**

**MBA 23<sup>rd</sup> BATCH**

**NOVEMBER, 2019**

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**ACADEMIC YEAR (2017 – 2019)**

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“This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the Degree of Master of Business Administration (MBA)”

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## ACCEPTANCE

This is to certify that this thesis entitled “**Job Characteristics and Job Satisfaction of Myanmar Andaman Pearl Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

This study aims to examine the influencing job characteristics on job satisfaction and the effect of job satisfaction on job performance of employees in Myanmar Andaman Pearl Co., Ltd. The sample size of 67 respondents among 102 managerial level of employees are chosen by using simple random sampling method. According to the results, autonomy, task significance and feedback influence on context satisfaction due to providing freedom to perform their tasks, each of their tasks is significant and important for the company. Only feedback influences on content satisfaction due to recognition and acknowledge from their seniors and managers. It is found out that context satisfaction influences on job performance because employees feel satisfied with their salaries and benefit packages, working conditions and management style of the company. Therefore, management should provide relevant job characteristics parameters to the employees and should review each dimensions of job characteristic model and encourage employees to meet their needs and applications.

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# CHAPTER 1

## INTRODUCTION

Organizations are always in pursuit of finding ways to enhance their performance. One of the ways is to enhance employee performance by incorporating job characteristics that contribute to employee motivation, satisfaction and commitment of the employees. The job characteristics necessary for better performance of employees are skill variety, task identity, task significance, autonomy and feedback.

The value of HRM function is gaining increasing importance in managing organizations. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR department and units in organizations are typically responsible for a number of activities, including motivation on which the success and failure of an organization largely depends. By fulfilling employees' desires and needs at work, satisfied and motivated employees can put more effort on their work, can create more positive outcomes and can deliver excellent customer service so as it indirectly creates profit for the business.

Job satisfaction is also a very important part of an employee's life cycle and motivation to remain loyal and employed with an organization. Work is one of the most important aspects in people's lives since people spend about most of their working lives. It is the responsibility of management to encourage employees to look for their better way of doing their jobs. Retaining and motivating employees are not only the responsibility of human resource department, but also that of concerned department or division managers and supervisors. Management needs to create a working environment that enjoy what they do.

Managers in today's organization have placed great importance on the issue of job satisfaction of their employees. That is, job satisfied employees are more likely to take pride in organizational membership, believe in the goals and value of the organization and, therefore, exhibits higher levels of performance and productivity (Steinhaus and Perry, 1996). To raise job satisfaction among their employees, managers need to reduce the gap between the importance and likelihood values for job characteristics that involve the acquisition of skills.

Job performance, on the other hand, consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization. Job performance is an extent to which employees are able to perform an assignment on make it beyond the level of expectation including with the productivity, creativity and other aspects (Steers , 1991). The effective management of performance was crucial if the goals and objectives of the organization were to be achieved. Organizations were in existence to succeed and the achievement to the strategy through individual output place the spotlight directly on performance and the management thereof (Amos, Ristow, & Ristow, 2004).

Management's understanding of job characteristics and how they relate to job satisfaction enable them to redesign jobs so that turnover and absenteeism decrease, and work performance improves, leading to better individual and organizational performance.

To achieve organizational goals, employees should be considered as the most valuable resources for all organizations; the longer an employee works for a company the more valuable it becomes. Employee working for an organization for personal benefit gives in return to organizational benefit of high productivity and performance. Thus, it is needed to understand that an organization needs to have systematic job characteristics that can lead to the high level of job satisfaction to enhance job performance. This thesis entitles a study on job characteristics, job satisfaction and job performance of employees at Myanmar Andaman Pearl Co., Ltd which is pearl farming, culturing and trading in Myanmar.

## **1.1 Rationale of the Study**

Different people with different values, beliefs, backgrounds, lifestyles, perceptions and attitudes join different organizations with different needs and expectations. Unmet expectation can lead to low job satisfaction and employees always need to be motivated and satisfied because of their attitudes toward their job are reflected in their products and services. Satisfied employee can make an organizational success and the job characteristics or the job factors that influence on the job satisfaction are more important. Understanding job characteristics and job satisfaction are very useful for the organization to take require action for continual improvement. Employees are the most important resources for any organization. As such, their job attitudes should be studied, analyzed and interpreted correctly. When an employee is satisfied with his or her job, the employee is confirming

that his or her job needs are being met or the set of job characteristics is being fulfilled to create job satisfaction.

When an organization is not able to offer the positions that require different activities with different skills and talents (skill variety), and/or the outcomes of the assigned tasks are not clearly visible (task identity) or significant (task significance) for the job holders, employees may see meaningless to that positions and the tasks assigned to them, as a consequence, they are not motivated and satisfied in their positions and with their assignments. In addition, if management does not commit sufficient empowerment or provide enough authority (autonomy) to different levels of employees in doing their jobs, employees may feel they are not fully accountable or responsible for their results and the organization cannot expect to receive epic performance from unsatisfied employees. These situations lead hardship for an organization not only to retain its employees but also to attract new talents so that the five core job characteristics; skill variety, task identity, task significance, autonomy and feedback are very important for organizations to create and provide to satisfy their employees and to enhance their job performance.

Myanmar Andaman Pearl Co., Ltd is selected for this research and it specializes on agriculture farming, jewellery, pearl farming, culture pearl, trading, wholesales, and auction. The company was established in early 1998, is wholly owned by Myanmar citizens and it has the total manpower of 500 employees. It is important for the organization to provide a healthy work environment to satisfy employees and to enhance their job performance. Thus, Myanmar Andaman Pearl Co., Ltd needs to collect the factors that regulate satisfaction and performance.

The larger impact of job satisfaction on the motivation of employees, while the level of motivation has an impact on productivity and also an overall performance of business organizations. A satisfied employee is not just a retained employee but an ambassador for the company internally and externally. Happy employees will have high level of satisfaction because they feel comfortable with the company and they are more loyal to the company and its objectives. This study aims to determine job characteristics and job satisfaction that will lead to job performance.

## **1.2 Objectives of the Study**

The objectives of this study are as follows:

- (1) To examine the effect of job characteristics on job satisfaction of employees in Myanmar Andaman Pearl Co., Ltd.
- (2) To analyze the effect of job satisfaction on job performance of employees in Myanmar Andaman Pearl Co., Ltd

## **1.3 Scope and Method of the Study**

This study is conducted to explore the job characteristics and job satisfaction of employees in Myanmar Andaman Pearl Co., Ltd in Tanintharyi Region. This study mainly focuses on managerial level of employees in Myanmar Andaman Pearl Co., Ltd. Sample size proposed for the study is 67 employees based on the total population of about 102 managerial level of employees in Myanmar Andaman Pearl Co. Ltd as at the end of January 2019 using Raosoft sample size calculator.

Both primary data and secondary data are used in this study. The primary data is collected through a questionnaire with 5 points Likert scale from managerial level of 67 employees. The secondary data is collected from previous research, website, published journals, relevant textbooks, international thesis and the company. Simple random sampling method and linear regression model are used in this study.

## **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 represents about the theoretical background of the study. It includes job characteristics model, job satisfaction, job performance, previous studies and conceptual framework of the study. Chapter three explains profile and job characteristics of Myanmar Andaman Pearl Co., Ltd. Chapter four analyzes the effect of job satisfaction on job performance of Myanmar Andaman Pearl Co., Ltd. Chapter five is the conclusion of the study, it includes findings and discussions, suggestions and recommendations and needs for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

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

#### **2.1 Job Characteristics**

Scholars have argued that one way to increase employee performance and personal outcomes is by enriching the job. Both employee performance and personal outcomes, employee satisfaction, can be improved through job enrichment by giving greater opportunity to the individual for developing personal achievement. Job characteristics model refers to the behavioral approach, and concept that increases the importance of jobs by designing the job that emphasizes on its suitability and appropriateness that is measurable. The basic idea of this concept is that job characteristics will lead to high level of work motivation, satisfaction and performance. Additionally, it also takes into consideration different responses of employees on different jobs.

The relationship between job objective and the employees' responses to their jobs. Turner and Lawrence had developed a measurement tool called RTA Index based on the 6 characteristics of jobs, which are skill variety, autonomy, the level of requirement and interactive for task accomplishment, chance of social interaction, the required knowledge and skills for job, and the level of job responsibility (Turner & Lawrence, 1965). Both researchers believed that the higher the level of six characteristics a job has, the higher of job satisfaction and attention level to the job the employees will be. However, when they actually worked on the research based on this index, the positive relationship only shows in the groups of factory employees who working in small towns. The researchers explained the result of their findings that it resulted from the differences of subculture.

Job characteristics theory was developed where the theory has emphasized on the objective characteristics of employees' jobs. The main concept is to create the conditions into jobs for higher work motivation, satisfaction, and performance. Furthermore, different



employees will differently react to the same job. This theory deals with job features to create the positive motivational incentives for employees (Hackman & Oldham, 1980). By increasing the level of responsibility, meaningfulness, and feedback to the job, we can enhance the working motivation. Therefore, job characteristic theory is an individual motivation theory (Hackman & Oldham, 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 as they are doing so; they can feel self-rewarding and satisfaction. This feeling is called as an 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 experienced on the meaningfulness of their work.

All three of these factors are labeled as critical psychological states. The core job dimensions influence on the critical psychological states and when one of the three factors is removed, the intrinsic motivation will drop. Conversely, if all three factors are presented, the intrinsic motivation will be very high (Hackman & Oldham, 1980). The five job characteristics that, concern on the employees' motivation and satisfaction toward their job (Parker & Wall, 1998) has formed up the three psychological states and enhance the intrinsic work motivation, which are skill variety, task identity, task significance, autonomy, and job feedback. Skill variety, task identity and task significance contribute to the perception of work meaningfulness, which autonomy contributes to the feeling of responsibility on the work outcomes, and job feedback contributes to the knowledge of results. If the skill variety, task identity and task significance are high, it means that employees will perceive the meaningful of work. Though one or two of job characteristics are low, employees may still regard the work as meaningful. Moreover, if a given job is autonomous, individuals tend to feel more responsible and are more willing to accept the accountability of work outcomes. The last job characteristic is feedback. Knowledge of the actual results of the work activities is directly affected by the job feedback. Therefore, motivation at work may depend on how tasks are designed and managed. When employees do not appreciate with the meaningfulness of their work and tend to have little responsibility for outcomes of the work, or have no feedback from the work activities, they are likely to show the "motivational problems" at work (Hackman & Oldham, 1980).

According to the job characteristics theory, the overall motivating potential of a job to prompt self-generated motivation is at the highest, when all of the following are true: a)

skill variety, task identity, and task significance are high, b) autonomy of the job is high, and c) job feedback is high. The motivating potential score (MPS) is the degree to which these three conditions are met (Ilgen & Hollenbeck, 1991). MPS is the average of skill variety, task identity, task significance multiplied by autonomy and feedback. The model of overall motivating potential of a job is as follows:

$$\text{MPS} = (\text{Skill variety} + \text{Task identity} + \text{Task significance})/3 \times \text{Autonomy} \times \text{Job feedback}$$

If the motivating potential score is high, at least one from the three job characteristics that contributes to the experience of meaningfulness is high not only the autonomy, but the feedback is also high. It should be noted that motivating potential of a job has not necessarily caused the employees to be internally motivated, to perform well or to be satisfied in the job. It still depends on the employee's behavior to determine the effectiveness. If motivating potential score is high, it means the job only creates the favorable conditions to the motivation of employees (Hackman & Oldham, 1980).

Job Characteristic Model is used to motivate employees to improve their working outcome that can be regarded as Designing Motivating Jobs as well. It is a part of Contemporary Theories of Motivation, which is regarded as a framework or a guideline for jobs analyses and design. There are five basic aspects. The first one is skill variety, or the skill required to use with the particular jobs, where some of the job requires only on specific skills, and the others required more than one. Secondly, task identity is when a job is broken down into tasks and only requires some tasks to be done, some of the job requires to do a small part, some requires to do a major part, or some asks to get the entire task done. The third one is task significance that is the level of job effects on other employees or jobs. The fourth one is autonomy which refers to the level of employees' freedom towards their job and decision-making process related to their job. Lastly, feedback is the level in which a job performer get the returning information about the job success, or the effectiveness from that particular job.

When skill variety, task identity, and task significance are taken into consideration at the designing stage of a job, high performance of the job is then created. This is because the job performer will feel that their job is important, valuable and worth more. At the same time, a job that contains autonomy will allow the job performer to feel that they are directly responsible for the success and achievement of their job. While for the job that has feedback allows the performer to receive the actual result of their performance.

In the sense of motivation, the job performer will receive job satisfaction through the internal reward from their psychological states. This means that they tend to feel that their jobs are meaningful, and they have been assigned fully to take responsibility of this specific job and know the feedback of their job performance. The more the job design contains these three aspects, the higher internal working motivation, quality of work performance, satisfaction with work they will have and the lower absenteeism and turnover they will become.

It consists of five core dimensions of job characteristics: Skill variety is a job characteristic in which workers are required to perform a variety of skills to achieve in the assigned work. Task identity is job characteristic in which workers perform their job from the start until the end of the process and know their operation output. Task significance is a job characteristic that important for life including the existence of an organization. Autonomy is the job characteristic that allow workers the freedom to control and make decision about their work processes. Job feedback is a job characteristic that allows the workers to have insights about the feedback of their performance. The more feedback the work provides to the worker, the more feelings of knowledge the worker experiences psychologically.

## **2.2 Job Satisfaction**

Job satisfaction is the feelings of an individual towards his/her job. In other words, the emotional behavior of an individual towards the job in the organization. Satisfied individuals show positive behavior towards their jobs and dissatisfied individuals always show negative behaviors towards their jobs. Job satisfaction is the positive perception of employees in which they think about the important things they have accomplished. Job satisfaction is the attainment of an individual's needs from the work he/she performs in the organization.

Job satisfaction can be resulted from employees' perception on how well their job provides those factors that they view as important. In general, this 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 one's general attitude towards work, or a

job (Chan, 2000). More specifically, 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 level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. It is believed that the behavior that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of job satisfaction. The research showed that the key factors affecting job satisfaction are career opportunities, job influence, teamwork and job challenge. Elements in an employee satisfaction survey could include involvement with decision making, recognition for doing a good job, access to sufficient information to do the job well, active encourage to be creative and use initiative, support level from staff functions and overall satisfaction with company (Kaplan, 1996).

The working components and factors related to work can lead to job satisfaction or dissatisfaction. Two-factor theory by Herzberg (Greenberg & Baron, 2000) is the theory that explains the meaning of job satisfaction, which gained widely acceptance among the academics by it explains about things human needs for work. Factors, which can cause job satisfaction, and job dissatisfaction can be separated into two aspects as followed:

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's 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 refer to the degree to which administration is clear and communication is facilitated toward smooth working condition. Supervision refers 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. Working conditions refer to working environment, equipment, and facilitates that should be adequate and convenient to work with. Job security refers to a sense of reassurance a person may feel towards their job in their working period.

The employees who feel satisfaction in doing their jobs, they will be physically and mentally both satisfied. Second point is that as much the level of satisfaction of employees is higher, the higher will be their productivity for the organizations. Happy employees will give more than more productivity and less absenteeism and turnover rate will also be decreased. The third point is that job satisfaction has positive impacts on their working relationships in which they perform well for the attainment of goals and objectives.

### **2.3 Job Performance**

Job performance is one of important concepts in organizational behavioral theory, which being affected by many other factors (Greenberg & Baron, 2000). The human resources experts place importance on the development of employee's job performance, both in present and in future. The purpose of placing such importance on the development of employee's job performance is because the organization tends to provide directly influenced resources on job performance improvement, in order to reach the highest level of efficiency and effectiveness of the job at the operation level (Nadler, 1984). The essential in job performance study is to determine whether an operation of the organization is effective or not. It is also the appraisal of employee's effectiveness in an organization as well. Thus, a good performance evaluation will lead to the forming of correct guideline for organization performance development and improvement as a whole (Szilagyi & Wallace,

1990). This section of research will focus on the review of definitions, job performance concept, and job performance evaluation respectively.

Job performance is an extent to which employees are able to perform an assignment or make it beyond the level of expectation including with the productivity, creativity and other aspects (Steers , 1991). 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 (Schermerhorn, Hunt, & Osborn, 1991). However, job performance may be affected from one's capability, interest, satisfaction, motivation, environment, management style, or something else (Cummings & Schwab, 2000).

Effective management of performance was critical if the goals and objectives of the organization were to be achieved (Amos, Ristow, & Ristow, 2004). Organizations were in existence to succeed and the achievement of the strategy through individual output places the spotlight directly on performance and the management thereof. An integrated human resource (HR) strategy supports the fulfilment of business strategy and the attainment of organizational goals. This integrated HR strategy represents a network of human resource processes, geared towards the achievement of business goals and introduces links of performance to sourcing, staffing, development, rewards, recognition and employee relations.

Job performance is the totality of all those expected behaviors that individuals bring to their working environment and give values to the organization. Those employees who are considered as the high performers usually get the chances of hiring earlier in the organization as compare to the low performers. Therefore, the success of every organization is based on the performance of employees' jobs (Pushpakumari, 2008). The higher the performance of employees, the higher the chance for getting the maximum productivity. For every organization, that wishes to increase its productivity, they need to find out all those methods through which they can increase the performance of their employees. The achievement of high-performance employees need to work hard. Satisfied employees are motivated when they are motivated, they will work hard and will be committed to the organization and will achieve the goals of the organization as well (Pushpakumari, 2008).

According to concept of performance management appeared relatively self-explanatory (Storey & Sisson, 1993). It related to overseeing employee job performance.

Formally it was defined as “an interlocking set of policies and practices which have their focus on enhancing achievement of organizational objectives through a concentration on individual performance.” Performance management encompasses cascading overall business goals and objectives into individual employee objectives. It was an approach to the management of the people which deal with setting individual objectives that are related to organization objectives (Amos, Ristow, & Ristow, 2004).

The most important organization link for performance management is to drive the implementation and realization of strategy (Spangenberg & Theron, 2001). This alignment was required so that employee performance and development could be enhanced, with the aim of maximizing organizational performance (Den Hartog & Verburg, 2004). The word ‘strategy’ has been referred to ensure a shared meaning of this term given in the research context. Therefore, strategy defined by (Price, 1997) was “the means by which an organization seeks to meet its objectives. For the purpose of this research, strategy can therefore be compared to a high-level thought or plan of action of how human resource practices will be linked with the employee’s job performance to achieve its goals and objectives.

Performance is the degree to which an employee accomplished the tasks that made his or her job (Byars & Rue, 2006). In order to establish whether such tasks have or are being accomplished, indicators or measures are needed to assist in tracking, measuring and managing this job performance. In an effort to track and measure job performance, outputs and behavior, organizations make use of key performance indicators (KPIs). KPIs were statistics and other measures that were considered to be critical indicators that reflect key job performance behaviors (Els & De Villiers, 2000). Clear and specific performance standards or measures assist in ensuring that employees know what he or she was required to perform, but to what benchmark this required to be completed. Here we analyze job performance of an individual employee upon productivity, quality of work, achievement of goals and responsibility which is a performance measure carried out by human resource department frequently in this company.

## **2.4 Previous Studies on Job Characteristics, Job Satisfaction and Job Performance**

Many researchers have investigated job characteristics, job satisfaction and job performance. It will provide the relationship between job characteristics, job satisfaction and job performance at the following. Based on the previous research, the purpose of the research is to investigate the relationship between job characteristics, job satisfaction and to analyze the effect of job satisfaction on job performance.

### **2.4.1 Relationship between Job Characteristics and Job Satisfaction**

The relationships between job characteristics, satisfaction and team commitment as influenced by the organization-based self-esteem within a team-based environment showed that within a team-based environment, 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 (Abbott, 2000).

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 (Bono & Locke, 2000). Additionally, (Gombeski, 1996) studied about “Factors affecting the job satisfaction of army social work offices” where the outcomes were that the job design characteristics (task variety, task identity, task significance, autonomy, and feedback) have become the contributors to levels of job satisfaction among the army social work officers.

Moreover, “Job dimensions, job satisfaction, and school governance of parochial high school principals in two governing structures” was studied by (Pasi, 1995). The findings showed that 1) each of five job dimensions (task 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. 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 at most. From the review of concept, theories and related researches, it can be seen that job performance was influenced by job characteristics.



Hence, researcher hypothesized that job characteristics have directly influences on job performance.

#### **2.4.2 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). (Smith & Cranny, 1968) examined a study in which they found that job satisfaction of employees is related with the efforts of employees, with their commitment and intention. In a research study in Western electric studies (1966) based on Relay Assembly test room described that the employee productivity is increased with the help of increasing job satisfaction.

(Porter, 1987) stated that the employees' efforts are affected by the level of satisfaction of employees and this will be increased their performance which will lead them towards rewards. The efforts used by the employees may increase their performance and bring crucial relationship with the satisfaction.

Employees work under a specific reward system which affect their satisfaction and performance relationship. (Phoomphong, 2008) has studied on the relationships between perceived self-efficiency, job characteristics, job satisfaction and job performance, then found out that overall job characteristics revealed the significant positive relationship with job performance in his paper at Chiang Mai University.

#### **2.5 The Conceptual Framework of The Study**

The research model in this study is an extension on the "Job Characteristics Model". As noted, the job characteristics model was developed by Hackman and Oldham in 1979. In this dissertation, the job characteristics model has extended to analyze the effect on job satisfaction and job performance of each employee. The conceptual framework in this research is described as below:

**Figure (2.1) Conceptual Framework**



Source: Adopted from Hackman and Oldham's Job Characteristics Model (1979)

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 upon structured questionnaire regarding respondents' views upon content factors such as achievement, recognition, responsibility, advancement and context factors such as supervision, working with peers, salary and benefits, job security. Job satisfaction will link to job performance as a finale. Job performance is measured upon productivity and achievement of the goals. To examine job characteristics influencing job satisfaction of employees, five job characteristics; skill variety, task identity, task significance, autonomy and feedback are the independent variables and job satisfaction is the dependent variable. To analyze the effect of job satisfaction on job performance, job satisfaction is the independent variable and job performance is the dependent variable.

## **CHAPTER 3**

### **JOB CHARACTERISTICS OF MYANMAR ANDAMAN PEARL COMPANY LIMITED**

This chapter includes the profile of Myanmar Andaman Pearl Company, research design, profile of respondents which consists of personal and demographic characteristics of sample employees and job characteristics of employees at Myanmar Andaman Pearl Co., Ltd.

#### **3.1 Profile of Myanmar Andaman Pearl Co., Ltd**

Myanmar Andaman Pearl Co., Ltd was established in 1998, located in the Mergui Archipelago, Taninthary Region, Southern Myanmar. The main business is pearl farming and culturing, operating with 100 over expertise and technicians. Myanmar Andaman Pearl Co., Ltd's investment amount is US Dollar Five Million in this Project.

The Production Sharing Contract is made in Yangon on the 24<sup>th</sup> day of August of 1998 between Myanma Pearl Enterprise and Myanmar Andaman Pearl Co., Ltd. for Artificial Breeding and Culturing of Pearls. The duration of this Contract shall commence on the date of execution of the Contract on 24<sup>th</sup> August 1998 and, excluding the Experimental Operation Stage, be in forth for fifteen (15) years, dated expiry on 23<sup>rd</sup> August 2017 and any extended period required to complete the harvesting of already inserted Oysters. Myanmar Andaman Pearl Co., Ltd. extended the new Contract for a further period of five (5) years on 1<sup>st</sup> February 2017 till 31<sup>st</sup> January 2022 with the same prior production share with Myanma Pearl Enterprise. Another extension shall commence before the date of expiry and any extended period required to complete the harvesting of already inserted Oysters upon its expiry. Any application for extension of the term of the Contract shall be agreed upon extension period.

The Contract area is specified in the attached map and falls within St.Luke's Island, Kawthaung Township, Taninthary Division, Union of Myanmar and water areas delineated by the following longitudes and latitudes.

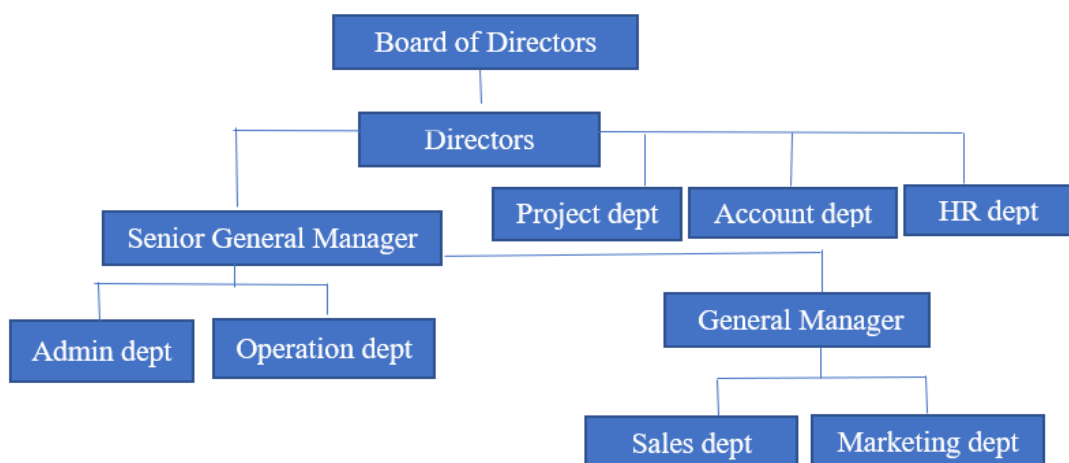
Myanma Pearl Enterprise and Myanmar Andaman Pearl Co., Ltd. shall establish a Joint Management Committee (JMC) which shall discuss Work Programs, Finance, Administration, Operations, Classification and Valuation of Pearls and Local Sale of Pearls (if any) and provide an effective liaison between Myanma Pearl Enterprise and Myanmar Andaman Pearl Co., Ltd.

Myanmar Andaman Pearl Co., Ltd. shall have the right to freely sell, use or dispose of its share of Pearls in any manner in the International Market. Myanmar Andaman Pearl Co., Ltd. may also sell its share of Pearls within Myanmar. Myanma Pearl Enterprise shall have the right to sell its share of Pearls as it chooses. Myanma Pearl Enterprise may request Myanmar Andaman Pearl Co., Ltd. to sell Myanma Pearl Enterprise’s share of Pearls in which case Myanmar Andaman Pearl Co., Ltd. may purchase Myanma Pearl Enterprise’s share at mutually agreeable terms.

### 3.1.1 Organizational Structure of Myanmar Andaman Pearl Co., Ltd

In Myanmar Andaman Pearl Organization, there are seven departments including account department, admin department, marketing department, operation department, human resource department, sales department and project department. All those departments are supporting from behind to drive the organizational success. The organization structure of the Company is as shown in Figure 3.1.

**Figure (3.1) Organization Structure of Myanmar Andaman Pearl Co.,Ltd**



Source: Myanmar Andaman Pearl Co., Ltd (2019)

Myanmar Andaman Pearl Co., Ltd is composed of seven departments, account department, admin department, marketing department, operation department, human resource department, sales department and project department. All those departments are integrated and linked each other in carrying out tasks. Thus, here HR department is emphasized and described.

The role of human resource department at Myanmar Andaman Pearl Co., Ltd is to find the right people for the right position in alignment with their business strategy. All employees have diverse backgrounds. So, the organization encourages the creation of new job opportunities in positions relevant to them. Leadership is also focused on bringing out the best in people supporting their goals, and allowing them to find deep meaning in their work. All employees get equal communications between employee and management team and the organization provide many organization channels and methods to be transparent. At the same time, they can share their knowledge, information and update news to their people. They also constantly improve the working conditions they offer to attract, develop and retain the talents working with them. The effectiveness of HR department depends on the managers' abilities to form effective working relationships with managers of other departments.

Job Characteristics at Myanmar Andaman Pearl Co., Ltd will be described as following. The job requirements for positions at Myanmar Andaman Pearl are different. Some jobs are simple and repetitive and lower level skill is adequate to manage. But other jobs require personal initiative and judgement. Some job positions are specialized works and only doing the specific task. Other jobs need to work started from entire piece of task from beginning to end like supervisors. For managers, there are many opportunities to carry on the entire piece of work from start to end. In Myanmar Andaman Pearl, some of the job assignments must not be carried out by only one department and correlated with many other departments and workgroups.

### **3.2 Research Design**

The study aims to explore the effect of job characteristics on job satisfaction and to analyze the effect of job satisfaction on job performance of Myanmar Andaman Pearl Company. To achieve these objectives, both primary and secondary data are used in this

study. Secondary data are obtained through textbooks, previous research papers and internet websites.

Primary data is especially meant for making a survey using structured questionnaire to 67 respondents. To obtain the primary data, the 67 respondents among 102 managerial level of employees at Myanmar Andaman Pearl Company were surveyed by simple random sampling method, Raosoft sample size calculator and a questionnaire with 5 points Likert scale. SPSS (Statistical Package for the Social Scientists) was used to analyze the data results.

### **3.3 Profile of Respondents at Myanmar Andaman Pearl Co., Ltd**

Demographic information of respondents has significant factors to play in expressing and giving the responses about the problem. Keeping in mind, a set of demographic information of the respondents have been examined and presented in this study.

In this study, respondents are comprised of 67 managerial level of employees working various departments of Myanmar Andaman Pearl Co., Ltd, who are randomly selected. The first analysis is the demographic characteristics of respondents. The questions are given multiple choice, given out of which is the respondent have chosen the most relevant one.

**Table (3.1) Profile of Respondents**

	No. of Respondents	Percentage
Total	67	100 (%)
<b>Gender</b>		
Male	38	56.7
Female	29	43.3
<b>Age</b>		
less than 26 years	14	20.9
26-29 years	16	23.9
30-33 years	15	22.4
34-37 years	11	16.4
37 years and above	11	16.4
<b>Education level</b>		
High School	4	6.0
Diploma	6	9.0
Graduate	22	32.8
Post Graduate	14	21.0
Master	17	25.2
Post Master/Doctorate	4	6.0
<b>Position</b>		
Senior General Manager	3	4.5
General Manager	10	14.9
Manager	11	16.4
Assistant Manager	13	19.4
Supervisor	14	20.9
Foreman	16	23.9
<b>Salary</b>		
Less than 300,000	8	12.0
300,001-400,000	18	26.9
400,001-500,000	12	17.9
500,001-600,000	13	19.4
600,001-700,000	11	16.3
above 700,000	5	7.5
<b>Total working experiences</b>		
Less than 1 year	9	13.4
1-2 years	16	23.9
3-4 years	23	34.3
5-6 years	9	13.4
7-8 years	7	10.4
above 9 years	3	4.6

Source: Survey Data (2019)

As shown in Table (3.1), 56.7% of the sample employees are male and 43.3% are female. It can be seen that there is not much difference in gender exists in the employee survey.

Then, the age group is divided into five main groups: less than 26 years, 26 to 29 years, 30 to 33 years, 34 to 37 years and 37 years and above. The majority of the respondents were between 26 and 29 years. 24% followed by those 30 to 34 years, 22%, and 21% are under 26 years. 34 to 37 years and above 37 years have same percentage of 16. Therefore, it can be considered that young adults between 26 and 29 years are working at this company.

Respondents' education levels are also grouped into 6 groups. Only 6% of the sample employees are high school level and 9% are diploma. 32.8% are graduate and 21% are post graduate. Only 25.2% are master and 6% are post master. This portion of sample employees is doing management or account types of work.

Moreover, the position of the respondents is classified into 6 groups: senior general manager, general manager, manager, assistant manager, supervisor, and foreman. 23.9% of sample employees are foreman and 20.9% are supervisors. 19.4% are assistant manager level and 16.4% are managers. 19.4% are above manager level. It can be seen that a manager is to be very proficient to manage the staffs fairly since he or she has to manage a lot of people.

For the salary, 12% of the sample employees earn monthly salary below 300,000 kyats. 44.8% earn monthly salary of about 300,000 kyats up to 500,000 kyats and 35.7% earn about 500,000 kyats up to 700,000 kyats. Only 7.5% of sample employees earn above 700,000. It can be seen that the salary range is assumed as medium range and it is said to be a favorable situation.

The working experiences of respondents are classified into 6 groups: less than 1 year, 1 to 2 years, 3 to 4 years, 5 to 6 years, 7 to 8 years and above 9 years. 34.3% of the sample employees have 3-4 years of working experiences. Only 13.4% have less than 1 year and 23.9% have 1-2 years of working experiences. 23.4% have 5-8 years and only 4.6% have above 9 years of working experiences. This shows that considerable newly recruited employees are working in this company.

### **3.4 Job Characteristics of Myanmar Andaman Pearl Co., Ltd**

In this section, job characteristics factors which are skill variety, task identity, task significance, autonomy and feedback are analyzed in detail as follow.



### 3.4.1 Skill Variety

The first point in job characteristics is skill variety. In order to see 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 Myanmar Andaman Pearl Co., Ltd.

**Table (3.2) Skill Variety**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>SD</b>
1.	Require a variety of skills.	3.55	0.70
2.	Require me to solve the problems.	3.82	0.60
3.	Require to be creative.	1.93	0.90
4.	Give opportunity to develop ability and skill.	2.84	0.87
5.	Tasks are not simple and repetitive.	3.67	0.611
	Overall Mean	3.16	

Source: Survey data (2019)

Individual possesses different skill sets in order to perform job duties are known to have a high skill variety. Skill variety is which the job requires a number of different activities that involve number of different skills and talents.

Table (3.2) shows that respondents' mean values in skill variety: the total average mean of skill variety is 3.16. Most of the employees agreed with requiring them to solve the problems at work. Employees neutrally agree with the fact that the job requires a variety of skills. Employees give less favorable respond to the fact that the job requires to be creative.

### 3.4.2 Task Identity

The second variable is task identity. In this variable, respondents are requested to rate five items, which are measured on a five-point Likert Scale.

**Table (3.3) Task Identity**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>SD</b>
1.	Able to do identifiable work.	3.88	0.70
2.	Chances to figure out performance.	3.84	0.68
3.	Able to work on own.	3.88	0.59
4.	Work before others complete their activities.	3.91	0.54
5.	Chance to see projects through final completion.	3.72	0.62
	Overall Mean	3.84	

Source: Survey data (2019)

Task identity is in which job requires in completing a whole, identifiable, piece of work from beginning to end with a visible outcome. As task identity is an important component of job satisfaction, Table (3.3) shows that task identity of employees at Myanmar Andaman Pearl Company Limited.

As shown in Table (3.3), most of the employees strongly accept that the job requires them before others complete their work activities. Employees neutrally agree that there are chances to figure out how well carrying in tasks. Employees agree least the fact that the job gives chance to see projects through final completion.

### **3.4.3 Task Significance**

The third variable is task significance. In this variable, employees are requested to rate five items, which are measured on a five-point Likert Scale.

**Table (3.4) Task Significance**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>SD</b>
1.	Effects of work done on other people.	3.90	0.65
2.	Significant effect of results on others ability to work.	3.93	0.55
3.	Broadly significant and important scheme things.	3.81	0.60
4.	Large impact on people outside the company.	3.79	0.61
5.	Require cooperative work.	3.88	0.61
	Overall Mean	3.86	

Source: Survey data (2019)

Task significance is one of the factors in job characteristics model that influences experienced meaningfulness of work. It refers to the degree to which the job has substantial impact on the lives of other people, particularly people in the world at large. According to survey, Table (3.4) shows that task significance of employees of Myanmar Andaman Pearl Company Limited.

In the above Table (3.4), employees neutrally accept that their jobs require a lot cooperative work with other people. Employees strongly agree that the job's results can significantly affect other people's ability to do their work according to the survey. Employees agree least on the fact that the job has large impact on people outside the company.

#### **3.4.4 Autonomy**

The fourth variable is autonomy. In this variable, employees are also requested to rate five items, which are measured on a five-point Likert Scale.

**Table (3.5) Autonomy**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>SD</b>
1.	Opportunity for independence and freedom.	3.88	0.70
2.	Chances to exercise independent thought and action.	3.84	0.68
3.	Use of personal initiative or judgement for work.	3.88	0.59
4.	Significant autonomy for making decisions.	3.91	0.54
5.	Able to do on own how to go about doing work.	3.72	0.62
	Overall Mean	3.84	

Source: Survey data (2019)

Autonomy is in which the job provides freedom, independence, and discretion on an individual who performs the work. According to survey, Table 3.6 indicates that the amount of freedom independent the job provides the employees in work.

As shown in the above Table (3.5), employees from Myanmar Andaman Pearl agree that the job gives a chance to use personal initiative or judgement for work and provide opportunity for independence and freedom. From the survey, employees strongly respond that the job provides significant autonomy in making decisions for work. Employees neutrally respond to the fact that the job provides chances to exercise independent thought and action. They respond least the fact that they are able to decide on their own how to go about doing their work.

### **3.4.5 Feedback**

The fifth and final variable is feedback. In this variable, employees are also requested to rate five items, which are measured on a five-point Likert Scale.

**Table (3.6) Feedback**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>SD</b>
1.	Information about performance.	3.34	0.59
2.	Clues about performing well or not.	3.69	0.67
3.	Direct and clear information about the effectiveness of job.	3.72	0.69
4.	Feedback from colleagues.	3.58	0.65
5.	More benefit and rewards for working harder and smarter.	3.79	0.59
	Overall Mean	3.62	

Source: Survey data 2019

Feedback is in which the job provides employees with clear information about how well they are performing and carrying out the activities as required. According the survey, Table (3.6) shows that the feedback factors of job characteristics on employees.

As described in the above table, it indicates that employees believe that they can get more benefit and rewards when they work harder and smarter that can guarantee for promotion according to mean value 3.79. Employees are satisfied with the work activities provide them direct and clear information about the effectiveness of their job performances as per mean value 3.72. They know that their jobs provide them clues about whether they are performing well or not but they are not sure that they receive feedback on their performance from their colleagues, peers and seniors as per mean value 3.58. According to the lowest mean 3.34, employees think that the job does not provide information about their performance

## **CHAPTER 4**

### **ANALYSIS ON THE EFFECT OF JOB SATISFACTION ON JOB PERFORMANCE OF MYANMAR ANDAMAN PEARL COMPANY LIMITED**

In this chapter, the analysis on the job characteristics will be explored on all employees who are currently working on Myanmar Andaman Pearl Co., Ltd. The results can be presented to show the most important factor to motivate the employees to achieve the objectives of the organization. Among over 102 managerial level of employees of Myanmar Andaman Pearl Co., Ltd, this study is based on results of 67 managerial level of employees at varied job categories.

#### **4.1 The Effect of Job Characteristics on Job Satisfaction of Employees**

According to the Job Characteristics Theory, job characteristics factors are mainly influencing on job satisfaction of employees. The job characteristics factors are skill variety, task identity, task significance, autonomy and feedback. From the surveyed data, we will look at how influencing of these factors on job satisfaction which will describe below. In this study, linear regression model is applied to analyze the influencing job characteristics factors on job satisfaction of employees in Myanmar Andaman Pearl Co., Ltd.

##### **4.1.1 Job Satisfaction**

After all, job satisfaction was analyzed for all respondents using five-point Likert Scale. There are also two factors to measure job satisfaction such as context and content factors. Total ten questions are asked and the results of respondents are described in the Table 4.1.

##### **Context and Content Satisfaction**

In these variables, respondents are requested to rate the questionnaires with five-point Likert scale.

**Table (4.1) Context and Content Satisfaction of Employees**

<b>No.</b>	<b>Context Satisfaction</b>	<b>Mean</b>	<b>SD</b>
1.	Enjoy working at this company.	3.88	0.70
2.	Relationship with peers.	3.83	0.58
3.	Salary and benefits.	3.85	0.60
4.	Working condition.	3.93	0.66
5.	Management style.	3.77	0.54
	Overall Mean	3.85	
<b>No.</b>	<b>Content Satisfaction</b>	<b>Mean</b>	<b>SD</b>
1.	Managers' recognition.	3.87	0.58
2.	Advancement using skills and abilities.	3.77	0.67
3.	Work itself.	3.68	0.63
4.	Feeling for achievement.	3.87	0.59
5.	Freedom for using judgement.	3.83	0.60
	Overall Mean	3.80	

Source: Survey data 2019

Context satisfaction refers to the extent to which the worker experiences positive relationships with his or her peers as well as with his or her managers. As shown in the above Table (4.1), employees positively respond to the fact that they are satisfied with the working condition. Employees neutrally respond that they are satisfied with salary and benefits. Employees less respond to the fact about management style of managers.

Content satisfaction occurs when employees feel that they got recognition from their manager and have an opportunity to learn and develop their own skills. As shown in the above Table (4.1), employees at Myanmar Andaman Pearl Company Limited neutrally agree that their jobs make good use of their skills and abilities. Employees strongly agree that managers acknowledge when they do their job well and the accomplishment they got from their jobs. Even so, employees poorly agree that the organization has created an environment where they can do their best work.

#### 4.1.2 The Effect of Job Characteristics on Context Satisfaction of Employees

According to the job characteristics theory, job characteristics factors are mainly influencing on job satisfaction of employees. The job characteristics factors are skill variety, task identity, task significance, autonomy and feedback. From the surveyed data, we will look at how influencing of these factors on job satisfaction which will describe below.

In this study, linear regression model is applied to analyze the influencing job characteristics factors on job satisfaction of employees in Myanmar Andaman Pearl Co., Ltd. Context satisfaction refers to the extent to which the worker experiences positive relationships with his or her peers as well as with his or her managers.

Job characteristics is the independent variable and context satisfaction is the dependent variable. Since the five categories of job characteristics (skill variety, task identity, task significance, autonomy and feedback) are approached, the effect of job satisfaction on each of these is analyzed.

The result for the effect of job characteristics on context satisfaction which is measured is shown in the Table (4.2).

**Table (4.2) Effect of Job Characteristics on Context Satisfaction**

Model	Unstandardized Coefficients		Beta	t	Sig.	VIF
	B	Std. Error				
(Constant)	0.387	0.302		1.282	0.205	
Skill Variety	0.025	0.075	0.021	0.327	0.745	1.223
Task Identity	0.001	0.081	0.001	0.017	0.986	2.050
Task Significance	0.231**	0.108	0.237	2.146	0.036	3.553
Autonomy	0.453***	0.119	0.520	3.821	0.000	5.411
Feedback	0.198**	0.081	0.204	2.451	0.017	2.035
R	0.890					
R square	0.791					
Adjusted R square	0.774					
F Value	46.277***					

Source: Survey Data (2019)

Note: \*\*\*Significance at 1% level, \*\*Significance at 5% level, \*Significance at 10% level



As shown in the Table (4.2), R (the correlation between the observed value and the predicted value of criterion variable) is 0.890. Thus, level of satisfaction reported by respondents and the levels predicted for them by predictor variables are correlated. R square (proportion of the variance in the criterion variable accounted by model) is 0.791 and adjusted R square is 0.774 (77.4%) which is the variance of the independent variable and the dependent variable).

The value of F test, the overall significance of the model is highly significant at 1% level. Thus, this specified model can be said valid. And t-values in all factors are greater than 0 showing evidence against the null hypothesis that there is no significant difference. All VIFs (variance inflation factor) of predictor variables are less than 10. Thus, there is no problem of multicollinearity (correlation between predictor variables).

It is found that the relationship between autonomy and context satisfaction is highly significant at 1% level. Since autonomy has the expected positive sign and highly significant at 1% level, the positive relationship indicates that the increase in autonomy lead to more context satisfaction of employees at Myanmar Andaman Pearl Co., Ltd.

Task significance is highly significant to context satisfaction and significant at 5% level because sig value is 0.036. Task significance has the expected positive sign. The positive relationship means the increase in task significance factors lead to more context satisfaction in Myanmar Andaman Pearl Co., Ltd.

Context satisfaction will be high if employee satisfied with feedback factors provided by company. Feedback has the expected positive sign and highly significant at 5% level because sig value is 0.017. The positive relationship indicates that the increase in feedback lead to more context satisfaction of employees at Myanmar Andaman Pearl Co., Ltd.

These results show that not all factors have significant value of context satisfaction but only autonomy, task significance and feedback have sig value of context satisfaction on Myanmar Andaman Pearl Co., Ltd and the highest factor is autonomy. Autonomy factor is the highest factor because Myanmar Andaman Pearl provides employees freedom to perform their tasks and make their own decision about their work processes since it trusts the employees so that employees felt happy, satisfied and respected working in such an organization. Task significance takes the second place because employees in this company have different tasks which are significant individually and as a whole. Each task is

significant to each employee and also important for the company as a whole. Any deviation due to any employee can affect the quality of products, services as well as profitability and image of the company. Feedback ranks third place for context satisfaction because employees can know the result of their working activities and their performance through performance appraisal process. Employees get promotion and better salaries that if employees work harder and this leads to get more satisfaction.

#### **4.1.3 The Effect of Job Characteristics on Content Satisfaction of Employees in Myanmar Andaman Pearl Co., Ltd**

In this study, linear regression model is applied to analyze the influencing job characteristics factors on job satisfaction of employees in Myanmar Andaman Pearl Co., Ltd. Content factors refer that cause a person to have job satisfaction and work motivation. These factors relate to the following nature of work like achievement, recognition, responsibility, advancement and work itself.

Job characteristics is the independent variable and content satisfaction is the dependent variable. Since the five categories of job characteristics (skill variety, task identity, task significance, autonomy and feedback) are approached, the effect of content satisfaction on each of these is analyzed.

The results for the effect of job characteristics on content satisfaction which is measured is shown in the Table (4.3) below.

**Table (4.3) Effect of Job Characteristics on Content Satisfaction**

Model	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	0.507	0.470		1.080	0.284	
Skill Variety	0.192	0.117	0.162	1.639	0.106	1.223
Task Identity	0.085	0.127	0.086	0.673	0.503	2.050
Task Significance	0.107	0.168	0.108	0.637	0.527	3.553
Autonomy	0.066	0.185	0.074	0.357	0.722	5.411
Feedback	0.476***	0.126	0.483	3.781	0.000	2.035
R	0.714					
R square	0.510					
Adjusted R square	0.470					
F Value	12.692***					

Source: Survey Data (2019)

Note: \*\*\*Significance at 1% level, \*\*Significance at 5% level, \*Significance at 10% level

As shown in the table, R (the correlation between the observed value and the predicted value of criterion variable) is 0.714. Thus, level of satisfaction reported by respondents and the levels predicted for them by predictor variables are correlated. R square (proportion of the variance in the criterion variable accounted by model) is 0.510 and adjusted R square is 0.470 (47%) which is the variance of the independent variable and the dependent variable).

The value of F test, the overall significance of the model is highly significant at 1% level. Thus, this specified model can be said valid. And t-values in all factors are greater than 0 showing evidence against the null hypothesis that there is no significant difference. All VIFs (variance inflation factor) of predictor variables are less than 10. Thus, there is no problem of multicollinearity (correlation between predictor variables).

It is found that the relationship between feedback and content satisfaction is highly significant at 1% level. Since feedback has the expected positive sign and highly significant at 1% level, the positive relationship indicates that the increase in feedback lead to more content satisfaction of employees at Myanmar Andaman Pearl Co., Ltd. Hence, the increase in feedback by 1 unit will also raise the effect on content satisfaction of employees by 0.476 units.

Therefore, the results show that only feedback has significant value of content satisfaction on Myanmar Andaman Pearl Co., Ltd because employees always receive comments and suggestions about their job from their colleagues and superiors and they are recognized by their managers. Performance appraisal are always once a year so that employees can evaluate their performance themselves so that they get to know their improvements and their weaknesses in each year. This leads to employees feel more satisfied working in this organization. Thus, feedback should be promoted to promote content satisfaction of employees.

## **4.2 The Effect of Job Satisfaction on Job Performance of Employees in Myanmar Andaman Pearl Co., Ltd**

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. Job performance as an individual-level variable or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

### **4.2.1 Job Performance**

After then, job performance was analyzed for all respondents using five-point Likert scale. Total three questions were asked and the results of respondents are described in the table below.

**Table (4.4) Job Performance**

<b>No.</b>	<b>Particular</b>	<b>Mean</b>	<b>SD</b>
1.	Working efficiently at the job	4.09	0.66
2.	Impact on achieving the organizational objectives	4.06	0.71
3.	Performance outcomes are consistent with organization's goals	4.00	0.75
	Overall Mean	4.05	

Source: Survey data (2019)

Job performance assesses whether a person performs a job well. Performance is an important criterion for organization outcomes and success. According to the survey, Table (4.4) shows that employees' job performance. As shown in the above Table (4.4),

employees at Myanmar Andaman Pearl Company Limited strongly agree that the job makes them work efficiently. Employees neutrally accept that their job has a direct impact on achieving the organizational objectives. Even so, employees poorly agree that their job performance outcomes are consistent with the goals of the organization.

To analyze the relationship between job satisfaction and job performance of Myanmar Andaman Pearl Co., Ltd, the linear regression model is practiced. The relation of job satisfaction on each of employee performance will be explained below.

In this study, the linear regression statistics is applied to test the effect if job satisfaction on job performance of employees. Job satisfaction is the independent variable and job performance is the dependent variable. Since job satisfaction by respondents is approached, the effect of job satisfaction on job performance is analyzed. Results from the regression between job satisfaction and job performance are shown in Table (4.5).

**Table (4.5) Effect of Job Satisfaction on Job Performance**

Model	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	-0.248	0.425		-0.582	0.562	
Context Satisfaction	0.878***	0.149	0.649	5.901	0.000	2.073
Content Satisfaction	0.246	0.146	0.184	1.677	0.098	2.073
R	0.792					
R square	0.627					
Adjusted R square	0.615					
F Value	53.774***					

Source: Survey Data (2019)

Note: \*\*\*Significance at 1% level, \*\*Significance at 5% level, \*Significance at 10% level

As shown in the table, R (the correlation between the observed value and the predicted value of criterion variable) is 0.792. Thus, level of satisfaction reported by respondents and the levels predicted for them by predictor variables are correlated. R square (proportion of the variance in the criterion variable accounted by model) is 0.627 and adjusted R square is 0.615 (61.5%) which is the variance of the independent variable and the dependent variable.

The value of F test, the overall significance of the model is highly significant at 1% level. Thus, this specified model can be said valid. And t-values in all factors are greater than 0 showing evidence against the null hypothesis that there is no significant difference. All VIFs (variance inflation factor) of predictor variables are less than 10. Thus, there is no problem of multicollinearity (correlation between predictor variables).

Context satisfaction has the expected positive sign and highly significant coefficient at 1% level because sig value is less than 0.01. An employee with high context satisfaction has a greater contributing to organizational success. The positive relationship means that the increase in context satisfaction leads to more job performance of employees. The increase in forces of context satisfaction by 1 unit will also raise the job performance by 0.878 unit.

Content satisfaction has the expected positive sign and highly significant coefficient at 10% level because sig value is 0.098. Content satisfaction occurs when employees feel that they got recognition from their manager and have an opportunity to learn and develop their own skills. The positive relationship means that the increase in content satisfaction leads to more job performance of employees. The increase in the forces of content satisfaction will also raise job performance by 0.246 unit.

The results show that both factors have significant value of job performance of employees in Myanmar Andaman Pearl Co., Ltd and context satisfaction has the highest effect. In this regard, employees satisfy their salary and benefit packages, working conditions, the management style of the organization, and working relationship with peers in which they can perform as a team and supervisions of senior management level. Their satisfaction leads to better outcome of their job performance to achieve organization's goals and objectives.

Content satisfaction ranks second place due to recognition and acknowledge from their supervisors and managers, feeling for their achievement, the opportunities to learn from their jobs, their responsibilities for their jobs, the advancement using their skills and capabilities to accomplish the tasks. This leads to perform their job done and higher productivity for the organization.

## **CHAPTER 5**

### **CONCLUSION**

Findings and discussions, suggestions, and recommendations, and needs for further research are discussed in this chapter. This chapter consists of three parts. The first part of this chapter is about finding and discussion of job characteristics exist in or provided by Myanmar Andaman Pearl, job satisfaction and job performance of employees of Myanmar Andaman Pearl Co., Ltd. The second part presents how to improve job characteristics in the company. The third part recommends needs for the further research. This study takes an initiative to the relationships between the job characteristics and job satisfaction of employees at Myanmar Andaman Pearl Co., Ltd.

#### **5.1 Findings and Discussions**

This study is thoroughly done by collecting structured questionnaires to 67 employees who work in Myanmar Andaman Pearl Company Limited. For the analysis on job characteristic, an important efficiency score based on each factor. The regression analysis is used in seeking to determine the effect of job characteristics on job satisfaction and the effect of job satisfaction on job performance.

According to the surveyed data, all job characteristics got high score mean. Therefore, it had found that employees have satisfaction to their job with those job characteristics factors. Among them, task significance is the highest score mean. Hence, employees are strongly satisfied with task significance.

Based on the survey result, job satisfaction factors, context and content satisfaction also have high score mean. As employees satisfy with working environment, relationship with peers, and salary and benefits, context satisfaction is the highest score mean.

According to the analyzing data of job characteristics on context satisfaction, there is significant relationship between five core job characteristics and context satisfaction. Regression result shows that autonomy is the most significant predictor of context satisfaction. Task significance and feedback are also significant predictors of context satisfaction.

According to the analyzing data of job characteristics on content satisfaction, there is significant relationship between five core job characteristics and content satisfaction. Regression result shows that feedback is the most significant predictor of content satisfaction. It is found that employees feel that managers acknowledge them when they do work well.

These findings are because the employees did answer accurately what they have in mind in five dimensions of job characteristics. However, when it comes to job satisfaction, most people answered satisfaction in questionnaire. This might be because of unknown confidence of the survey questionnaire and the job. Therefore, two factors of job characteristics (autonomy and feedback) has a strongly influence on job satisfaction of the survey respondents at Myanmar Andaman Pearl Co., Ltd.

According to the finding, all job satisfaction factors such as context and content satisfaction have strongly effects on job performance and have high significant value. Among them, context satisfaction has highly effect on job performance. The employees are satisfied with those contextual factors then they are more likely to respond positively to the challenges of their role. Content satisfaction is also high significant to job performance. They feel challenges and they are learning through their jobs. They feel that this challenging is rewarding. Regarding the relation between job satisfaction and job performance, it is found that both job satisfaction factors are strongly related to job performance of surveyed employees at Myanmar Andaman Pearl Company Limited. By analyzing all factors, it can be concluded that job characteristics of autonomy and feedback have the greatest influence on job satisfaction and both job satisfaction factors also have the highest effect on job performance. (Abbott, 2000)

## **5.2 Suggestions and Recommendations**

Since every organization is composed of human beings, job satisfaction among employees will provide job performance which is essential for the success of the organization. Therefore, it is suggested that the management should provide relevant job characteristics parameters to the employees. It should be noted that different employees value many different job characteristics dimensions. According to the survey, Myanmar Andaman Pearl should provide relevant job characteristics and monitor the requirement of employees in working environment to get more high satisfaction and job performance.



In the survey finding of influencing job characteristics factors on context satisfaction, the management style is important. Thus, managers should monitor their subordinate, give feedback and correct if they have any mistake. Managers should treat fair and square on each other and give positive feedback on the result. The management should also allow their employees to consider freedom from their work. Thus, the employees will satisfy their working condition and enjoy working at their job. Among influencing job characteristics on context satisfaction, autonomy is the highest influence factor. Therefore, Myanmar Andaman Pearl Company Limited should emphasize on autonomy to raise context satisfaction.

According to the finding result regarding job characteristics factors influencing on content satisfaction, management should mostly emphasize on feedback because feedback has the highest influence factor on content satisfaction. Management, department heads, and managers need to review the effectiveness of incentive and reward program and create a new inclusive incentive and reward programs for every employee. The incentive system should be applicable for all employees so that every employee can be motivated to perform their tasks.

In relation to survey result of the effect of employee job satisfaction on job performance, context satisfaction is the highest and strongly significant on job performance. Therefore, the company should focus on context satisfaction making employees feel proud to work at Myanmar Andaman Pearl Co., Ltd, feel to look for ways to improve work for the organization and fulfill their career goals with this job. The management should also focus on content satisfaction. If the supervisor does not acknowledge when they do work well, they will not talk about work positively to their friends. Therefore, the company will suffer damage. If the competitor also persuades with high salary, employees are possible to transfer to competitors. Therefore, management should keep on monitor the employees' market to get updated news as to set the preventive action not lose qualified employees.

There are some other recommendations to Myanmar Andaman Pearl Company by the researcher. Based on the findings and analysis, autonomy and feedback of employees related to job satisfaction is acceptable. The company shall take care of its employees in order to achieve other job characteristics dimensions. Therefore, the management should review each dimension of job characteristics model and encourage employees their needs and applications.

### **5.3 Needs for Further Research**

This study focuses and emphasizes on job characteristics, job satisfaction and job performance of employees in Myanmar Andaman Pearl Co., Ltd. Due to time limitation, this study is based on 67 employees. Therefore, it is suggested that future studies need to collect data from more employees to get more accurate data. There are many other ways of human resource functions and ways of study to identify job satisfaction of employees relating to job performance and there are also many other pearl companies in Myanmar. Since many different employees appreciate different job characteristics dimensions, this means high levels may appreciate some job characteristics dimensions but some low job grade levels may prefer other dimensions of job characteristics. Therefore, job characteristics to job satisfaction and then job design, organizational behavior, management style, employee retention, and employee turnover are recommended for further researches.

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# APPENDICES

## Appendix (A) Questionnaire

The questionnaire survey is intended for my research to fulfill MBA degree in Yangon University of Economics (YUE). I am doing a research on “Job Characteristics and Job Satisfaction of Myanmar Andaman Pearl Co., Ltd”.

The information you provide will remain definitely confidential and will be used only for dissertation purpose only. So, I would like to request you to answer completely and truly.

### PART I:

**Please provide your general information.**

*Please tick (✓) appropriate box below.*

#### 1) Gender

- Male       Female

#### 2)Age

- less than 26 years     26-29 years     30-33 years     34-37 years     37 years and above

#### 3)Education Level

- High School       Diploma       Graduate  
 Post Graduate       Master       Post Master/Doctorate

#### 4)Position

- Senior General Manager     General Manager     Manager  
 Assistant Manager       Supervisor       Foreman

**5)Monthly Basic Salary**

- Less than 300,000     300,001-400,000     400,001-500,000  
 500,001-600,000     600,001-700,000     above 700,000

**6)Total Years of Working Experience with Current Company**

- Less than 1 year     1-2 years     3-4 years  
 5-6 years     7-8 years     above 9 years

**PART II:**

**Areas / Statements**

*Please tick (✓) one box per statement according to the scale stated below.*

**Please note that scale is from 1-5:**

**1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree**

No	Questionnaire	Scale				
		1	2	3	4	5
<b>A</b>	<b>Skill Variety</b>					
1	The job requires a variety of skills.					
2	The job requires me solutions to problems.					
3	The job requires me to be creative.					
4	The job gives me the opportunity to develop ability and skill.					
5	The job is not simple and repetitive.					
<b>B</b>	<b>Task Identity</b>					
6	The job lets me do “identifiable” work.					
7	The job gives me the chances to figure out how well I am doing.					
8	The job can be done adequately by a person working alone without talking or checking with other people.					
9	The job requires me to accomplish my work activities before others complete theirs.					
10	The job is arranged so that I may see projects through to the final completion.					
<b>C</b>	<b>Task Significance</b>					
11	The job is one where a lot of other people can be affected by how well the work gets done.					



12	The job is important that the results of my work can significantly affect the lives of other people.					
13	The job itself is very significant and important in the broader scheme of things.					
14	The job has a large impact on people outside the company.					
15	The job requires a lot of cooperative work with other people.					
<b>D</b>	<b>Autonomy</b>					
11	The job gives me considerable opportunity for independence and freedom in how I do the work.					
12	The job gives me chances to exercise independent thought and action					
13	The job gives me a chance to use my personal initiative and judgement in carrying out the work.					
14	The job provides me with significant autonomy in making decisions.					
15	The job allows me to decide on my own how to go about doing my work.					
<b>E</b>	<b>Feedback</b>					
16	The job itself provides information about my performance.					
17	The job itself provides some clues about whether or not I am performing the job.					
18	The work activities themselves provide direct and clear information about the effectiveness (e.g. quality and quantity) of my job performance.					

19	I receive feedback on my performance from other people in this company.					
20	I can get more benefit and reward when I work harder and smarter.					
<b>F</b>	<b>Job Satisfaction</b>					
21	I enjoy working at this company.					
22	I have good working relationships with my coworkers.					
23	I am satisfied with my salary and the amount of work I do.					
24	I am satisfied with the working conditions in this company.					
25	I am satisfied with the management style of my manager.					
26	My manager acknowledges when I do work well.					
27	My job makes good use of my skills and abilities.					
28	I feel this organization has created an environment where I can do my best work.					
29	I feel about the feeling of accomplishment I get from the job.					
30	I feel about the freedom to use my own judgement.					
<b>G</b>	<b>Job Performance</b>					
31	I work with efficiency at the job.					
32	My present job has a direct impact on achieving the organizational objectives					
33	My job performance outcomes are consistent with the goals of the organization.					

**Thank you for your kind contribution.**

## Appendix (B) Statistical Outputs

### SPSS Regression Calculation Results

#### Regression Analysis of the Effect of Job Characteristics on Context Satisfaction

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.890 <sup>a</sup>	.791	.774	.21512	1.628

a. Predictors: (Constant), Feedback Mean, Skill Variety Mean, Task Identity Mean, Task Significance Mean, Autonomy Mean

b. Dependent Variable: Context Satisfaction Mean

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.708	5	2.142	46.277	.000 <sup>b</sup>
	Residual	2.823	61	.046		
	Total	13.531	66			

a. Dependent Variable: Context Satisfaction Mean

b. Predictors: (Constant), Feedback Mean, Skill Variety Mean, Task Identity Mean, Task Significance Mean, Autonomy Mean

##### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.387	.302		1.282	.205		
Skill Variety Mean	.025	.075	.021	.327	.745	.818	1.223
Task Identity Mean	.001	.081	.001	.017	.986	.488	2.050
Task Significance Mean	.231	.108	.237	2.146	.036	.281	3.553
Autonomy Mean	.453	.119	.520	3.821	.000	.185	5.411
Feedback Mean	.198	.081	.204	2.451	.017	.491	2.035

a. Dependent Variable: Context Satisfaction Mean

## Regression Analysis of the Effect of Job Characteristics on Content Satisfaction

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.714 <sup>a</sup>	.510	.470	.33513	1.710

a. Predictors: (Constant), Feedback Mean, Skill Variety Mean, Task Identity Mean, Task Significance Mean, Autonomy Mean

b. Dependent Variable: Content Satisfaction Mean

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	7.127	5	1.425	12.692	.000 <sup>b</sup>
	Residual	6.851	61	.112		
	Total	13.979	66			

a. Dependent Variable: Content Satisfaction Mean

b. Predictors: (Constant), Feedback Mean, Skill Variety Mean, Task Identity Mean, Task Significance Mean, Autonomy Mean

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.507	.470		1.080	.284		
Skill Variety Mean	.192	.117	.162	1.639	.106	.818	1.223
Task Identity Mean	.085	.127	.086	.673	.503	.488	2.050
Task Significance Mean	.107	.168	.108	.637	.527	.281	3.553
Autonomy Mean	.066	.185	.074	.357	.722	.185	5.411
Feedback Mean	.476	.126	.483	3.781	.000	.491	2.035

a. Dependent Variable: Content Satisfaction Mean

## Regression Analysis of the Effect of Job Satisfaction on Job Performance

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.792 <sup>a</sup>	.627	.615	.38027	2.003

a. Predictors: (Constant), Content Satisfaction Mean, Context Satisfaction Mean

b. Dependent Variable: Job Performance Mean

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.552	2	7.776	53.774	.000b
Residual	9.255	64	.145		
Total	24.807	66			

a. Dependent Variable: Job Performance Mean

b. Predictors: (Constant), Content Satisfaction Mean, Context Satisfaction Mean

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.248	.425		-.582	.562		
Context Satisfaction Mean	.878	.149	.649	5.901	.000	.482	2.073
Context Satisfaction Mean	.246	.146	.184	1.677	.098	.482	2.073

a. Dependent Variable: Job Performance Mean