

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF WORK ENVIRONMENT AND
PSYCHOLOGICAL EMPOWERMENT ON JOB
SATISFACTION IN JADEORIENTAL SHIP
MANAGEMENT CO., LTD.**

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EMBA II - 59

EMBA 16th BATCH

DECEMBER 2019

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ACADEMIC YEAR (2017-2019)

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**A Thesis submitted to the Board of Examiners in partial fulfillment of the
requirements for the degree of Master of Business Administration (MBA)**

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ACCEPTANCE

This is to certify that the thesis entitled “Effect of Work Environment and Psychological Empowerment on Job Satisfaction in Jadeoriental Ship Management Co., Ltd.” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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December, 2019

ABSTRACT

The aims of the study are to examine the effect of work environment and psychological empowerment on job satisfaction and the effect of job satisfaction on employee intention to stay in Jadeoriental Ship Management Co., Ltd. This study is conducted on 75 respondents who are working in that company. In this study it is found that employees have positive perception on work environment and psychological empowerment in the company. Majority of employees satisfied with their job and have intention to stay in company. The regression results show that working hours, esteem needs, meaningfulness and impact are positively significance on job satisfaction. Meaningfulness is the most significant predictor of job satisfaction as employees thought that their position meets their skills and experiences and their talents are being utilized effectively. The regression result also shows that job satisfaction is positively effect on employee intention to stay. Therefore, it is suggested that company should set up challenging work assignment to provide employees with opportunities to develop new skill, expand their knowledge and increase their transparency in work environment in the company.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude towards the Academic Committee of Yangon University of Economics for granting me to undertake this study. I would like to mention my special thanks to Professor Dr. Tin Win (Rector, Yangon University of Economics) and Professor Dr. Nilar Myint Htoo (Pro-Rector, Yangon University of Economics).

I would like to express my gratitude to all of the professors, associate professors and lecturers, and visiting lecturers who have made their grateful efforts in rendering knowledge sharing of MBA Programme during these two years.

Special thanks to my supervisor, Daw Myint Myint May (Lecturer, Department of Management Studies, Yangon University of Economics) for her patience, motivation, guidance, advice and immense knowledge she has provided throughout my time as her student in preparing to complete this study successfully. Besides my supervisor, I would like to extend my appreciation to the faculty, librarian and all the staffs in the Department of Management Studies who have provided me with any administrative support.

My sincere thanks also go to Capt. Saw Yo Ha Wah (MD, Jadeoriental Ship Management Co., Ltd) for his kind supports and encouragements during my study. I would like to extend my sincere gratitude to employees of Jadeoriental Ship Management Company Ltd. for allowing me to carry out the survey, which is crucial component of this thesis.

I thank and deeply appreciate my classmates from EMBA 16th Batch for their friendship and encouragement for my thesis and sharing of knowledge. My special thanks go to everyone in my study group (G-6) for their inspiration and helpful assistance.

Last but not the least, I would like to thank my parents, my two daughters for giving me their love, support, encouragement and for believing in me throughout this years. I would also like to thank everyone who contributes towards the completion of my MBA study and this thesis paper.

Naw Eh Ler Tha
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CONTENTS

| | Page |
|---|-------------|
| ABSTRACT | i |
| ACKNOWLEDGEMENTS | ii |
| CONTENTS | iii |
| LIST OF TABLES | v |
| LIST OF FIGURES | vi |
| CHAPTER 1 INTRODUCTION | |
| 1.1 Rationale of the Study | 2 |
| 1.2 Objectives of the Study | 3 |
| 1.3 Scope and Method of the Study | 3 |
| 1.4 Organization of the Study | 3 |
| CHAPTER 2 THEORETICAL BACKGROUND | 4 |
| 2.1 Work Environment | 4 |
| 2.2 Psychological Empowerment | 8 |
| 2.3 Job Satisfaction | 10 |
| 2.4 Intention to Stay | 11 |
| 2.5 Previous Studies | 12 |
| 2.6 Conceptual Framework of the Study | 14 |
| CHAPTER 3 PROFILE AND WORKING PRACTICE OF JADEORIENTAL SHIP MANAGEMENT COMPANY | 16 |
| 3.1 Profile of Jadeoriental Ship Management Co., Ltd | 16 |
| 3.2 Reliability | 19 |
| 3.3 Profile of Respondents | 20 |
| 3.4 Working Practices of Jadeoriental Ship Management | 22 |

| | | |
|-------------------|--|-----------|
| CHAPTER 4 | ANALYSIS ON JOB SATISFACTION AND EMPLOYEES INTENTION TO STAY AT JADEORIENTAL SHIP MANAGEMENT COMPANY | 23 |
| 4.1 | Work Environment of Jadeoriental Ship Management Company. | 23 |
| 4.2 | Psychological Empowerment in Jadeoriental Ship Management Company. | 27 |
| 4.3 | Analysis on Effect of Work Environment and Psychological Empowerment on Job Satisfaction in Jadeoriental Ship Management Company | 31 |
| 4.4 | Analysis on Effect of Job Satsifaction on Employee Intention to Stay in Jadeoriental Ship Management Company | 37 |
| CHAPTER 5 | CONCLUSION | 41 |
| 5.1 | Findings and Discussions | 41 |
| 5.2 | Suggestions and Recommendations | 42 |
| 5.3 | Needs for Further Research | 44 |
| REFERENCES | | |
| APPENDICES | | |

LIST OF TABLES

| Table No. | Particulars | Page No. |
|------------------|--|-----------------|
| Table (3.1) | The Rule of Thumb of Cronbach's Coefficient Alpha | 19 |
| Table (3.2) | Reliability test results of items of the questionnaire | 19 |
| Table (3.3) | Demographic Profile of 75 Respondents | 21 |
| Table (4.1) | Working Hour | 24 |
| Table (4.2) | Relationship with Co-workers | 24 |
| Table (4.3) | Safety & Security | 25 |
| Table (4.4) | Esteem Needs | 26 |
| Table (4.5) | Work Life Balance | 27 |
| Table (4.6) | Meaningfulness | 28 |
| Table (4.7) | Competence | 29 |
| Table (4.8) | Self-determination | 30 |
| Table (4.9) | Impact | 31 |
| Table (4.10) | Job Satisfaction | 32 |
| Table (4.11) | Effect of Work Environment and Job Satisfaction | 33 |
| Table (4.12) | Effect of Psychological Empowerment on Job Satisfaction | 37 |
| Table (4.13) | Intention to Stay | 38 |
| Table (4.14) | Effect of Job Satisfaction on Employee Intention to Stay | 39 |

LIST OF FIGURES

| Figures No. | Particular | Page No. |
|--------------------|--|-----------------|
| Figure 2.1 | Conceptual Framework of Raziq and Maulabakhsh (2015) | 12 |
| Figure 2.2 | Conceptual Framework of Chea Siew Mun (2017) | 12 |
| Figure 2.3 | Conceptual Framework of Shivangi Jaiswal and Pankaj Joge (2018) | 13 |
| Figure 2.4 | Conceptual Framework of L.Wang (2012) | 14 |
| Figure 2.5 | Conceptual Framework of the Study | 15 |
| Figure 3.1 | Organizational Structure of Jadeoriental Ship Management Company | 18 |

CHAPTER 1

INTRODUCTION

The primary aim of conducting this thesis is to study how work environment and psychological empowerment affect employees' job satisfaction in Jadeoriental Ship Management Company. Employees who have job satisfaction can produce positive outcome and happy in their work and have more intention to stay in the organization.

Management must keep its employees from being dissatisfied and take care of them in order to work happily. Otherwise, due to psychological dissatisfaction, they cannot get the maximum effort from employees. Effective and professional workers are scarce nowadays. Management should therefore take care of the needs of employees and fulfill them as much as possible.

Employees who are happy with their jobs are more devoted to doing a good job and producing effective performance. Employees' satisfaction is something that employees are looking for and a key element of employee intention to stay in company. On the other hand, it is obvious that employees who are not happy will leave their jobs and skilled workers' turnover can have disastrous effects on the company. Since it is costly to recruit new employees to replace departed employees, management should make the best use of their resources in their jobs. Management can strengthen the job by finding the weak points and fixing them to help keeps employees from leaving.

This study focuses only on two factors that may relate to job satisfaction, i.e. work environment and psychological empowerment. The elements in work environment that may influence job satisfaction included working hours, relationship with co-worker, safety & security, esteem needs and work-life balance. Determinants of Psychological Empowerment include meaningfulness, competence, self-determination and impact.

Employees are a key component of the process of achieving a company objective and goal and, in order to ensure the quality of work, employees can adhere with the success criteria set by the company. In order to meet company's expectations, employees need a working environment that allows them to work openly without any complications that might hinder them from reaching their full potential. Psychological empowerment, on the other hand, is also one factor that would help employers retain good employees. Psychological empowerment is something that is developed from within

the employees, so it is very important as an employer to understand the factors that would contribute to psychological empowerment development.

By balancing above two factors, we can summarize that employees who can work in the environment that make them happy and create them chance to perform with their full potential will satisfy in their job and employees who experience empowerment at work have less occupation strain and more job satisfaction. Empowered and happy teams are progressively proactive, less resistant to change and more satisfied with their jobs and may have more willingness to stay in organization.

1.1 Rationale of the Study

Employees are the most critical and influential resource for a company. Employee's job satisfaction relate directly to the desirability to stay in organization. Creating healthy work environment for employee is very important to get job satisfaction from employees, to induce positive outcome and make them happy in their job. To be successful in today business environment, Jadeoriental Ship Management Company need the knowledge, ideas, energy and innovativeness of every employee, from front line workers to the top level managers in the executive suite.

Jadeoriental Ship Management Company has employed more than one thousand seamen and arranged vessels for them. The company quality goal is to recruit and provide the best seamen to vessels and set up numerous measures to improve, train and motivate seamen to get the technically competent, professional, well-disciplined, loyal, hardworking and adaptable seafarers. However, due to emphasizing on seafarers welfare, the company weak to motivate, upgrade and check the satisfaction of its shore staffs. Jadeoriental Ship Management Company needs to get more productive outcome from its shore staffs so that they can recruit, select and provide more efficient seafarers to owners.

The aim of this study for Jadeoriental Ship Management Company is to create more efficient work environment and empowerment to its staffs, so that they can create quality improvement and work effectiveness in the workplace. This study will analyze the factors that can enhance its shore staffs job satisfaction and intention to stay and will fulfill the gap, company needs to satisfy its employees (internal customers) and get the best from them.

1.2 Objectives of the Study

This study aims to explore job satisfaction and employees intention to stay in Jadeoriental Ship Management Company. In order to create a goal for this study, objectives are formulated as below:

1. To examine the effect of work environment on job satisfaction in Jadeoriental Ship Management Company.
2. To examine the effect of psychological empowerment on job satisfaction in Jadeoriental Ship Management Company.
3. To analyze the effect of job satisfaction on employees intention to stay in Jadeoriental Ship Management Company.

1.3 Scope and Method of the Study

This study focus only on shore staffs of Jadeoriental Ship Management Company. Target population is 75 employees of Jadeoriental Ship Management Co., Ltd. Primary data is collected by census sampling method using Five-point Likert Scale questionnaires. Secondary data is collected from text book, master thesis papers, research papers, online data and other related sources. Descriptive research method and linear regression model are applied for data analysis.

1.4 Organization of the Study

The paper is organized into five different Chapters. Chapter 1 starts with an introduction section, which includes the rationale of this study, objectives of this study, scope and method of the study. Chapter 2 includes theoretical background of the study. The components are the definitions of work environment, psychological empowerment, job satisfaction and finally conceptual framework of the study. In the Chapter 3, it covers the profile and working practice of Jadeoriental Ship Management Company. Chapter 4 reveals the analysis on factors related to employee job satisfaction as well as the effect of employee job satisfaction on employee intention to stay in company. Chapter 5, the last chapter, is the conclusion section including representation of findings, recommendations, suggestions and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

In this chapter, the theoretical background of work environment, psychological empowerment, job satisfaction and employees intention to stay in organization are discussed. This chapter also expresses the definition of each variables and important of each variables. In the last part, the conceptual framework of this study is presented.

2.1 Work Environment

Work environment is characterized as interrelationship of employees in their workplace which can be separated into the elements of social, technical and economic. The three aspects consist of a range of factors including the organization culture, organization structure and management styles (Salunke, 2015). Organization must provide a healthy work environment to ensure that there is a positive working condition for employees thereby it can improve their job satisfaction and guarantee a better work quality from employees.

Salunke (2015) identifies work environment as the physical aspect of a workplace that is influential towards job satisfaction, health, concentration and productivity as well. In this manner, the researcher justified that maintaining a good work environment is the most practical approach to reduce sick leaves, minimizing turnover rates and enhance individual efficiency employee's activities, job satisfaction and performance.

Kohun (1992) highlighted that work environment is the bridge between the employees and the workplace. It is referred to the setting, situation, condition, or circumstances where employees perform their job. Devi, K. R., & Rani, S. S., (2016) justified that work environment have direct effect in job satisfaction and stress level of the employees. Work environment addresses how the employees feel that they are suitable to the organization. It is important for the employees to comprehend the way of thinking, mission, culture and values of the organization. Secondly, work environment is about the stability of work and personal life. Ultimately, an organization with the culture that promotes work-life balance will create a labor pool that is high satisfied with their job.

2.1.1 Working Hours

Working hours is the amount of time someone spends at work during a day. In other words, working hours is the time during which the persons employed are at the disposal of the employer.

The reason behind constraining working hours is to promote better work-life balance and reduce workers' stress related work conditions and accident rates. Working hours are a fundamental component of safe and humane working conditions. In addition to concerns about exploitation and impact of family life, there are work place health and safety risks from excessive working hours.

From a theoretical point of view, working time may affect health in light of potential direct health impacts of work, such as physically strenuous work leading to exhaustion, or on account of its effect on the time available for wellbeing at home, for example, longer working hours reducing the time for physical exercise.

2.1.2 Relationship with Co-worker

There is an interrelationship within workers and the environment where they work. Lin & Lin (2011) indicated that co-workers' relationship is a type of interpersonal relationship. It can be divided into two dimensions such as leader-member relationship and co-workers interaction. The leader-member relationship is vertical, horizontal and diagonal relationship within whole organization.

Co-workers are someone who is sympathetic, helpful, concern and give advice to their colleagues. Co-workers relationship is maintained through interpersonal communication and it is mainly depend on interpersonal nature of individuals. Relationship with colleagues is important as it is the source of support for the employees to get job satisfaction. Employees who built up friendly and positive relationship with their co-workers seem to feel secure and confident in the workplace.

In refer to the Maslow's Theory of Social Needs, social support is critically important. Social needs are defined as the needs for affiliation which focuses on the relationship with co-workers. Co-workers will communicate and develop relationships with each other to meet their job requirements in the company as well as personal needs. Based on the Equity Theory, employees make social comparison of output-input ratio from other employees in the company which could affect their job satisfaction and job performance. Employees often compare the benefit they received with their co-workers. If employees feel that their output and input ration is unfair as compared with their peers,

it could trigger their feeling of jealousy and negatively affecting the relationship between employees under an organization.

On the other hand, employees who had good relationship with co-workers are found to be successful and productive. Co-workers could provide mental support to each other during critical situation as well as can encourage each other during their hardship. Thus, relationship with co-workers will lead towards job satisfaction.

2.1.3 Safety & Security

Safety in the workplace is to be characterized as the way organization protects and shields their employees away from any risk and danger. As employees' safety is directly influence the wealth of the organizations and industries, organizations need to take care about this factor. Hinsz, V.B., & Nickell, G.S., (2015) explained that the reason for organizations to practices appropriate safety behavior is to ensure that the potential negative outcomes can be avoided. Employees with negative perception on the workplace's safety likely to involved in unsafe acts. In consequence, they tend to reduce job satisfaction and eventually create poor performance. Daft (2012) addressed that according to Maslow's Hierarchy of need theory, safety needs included a safe and secure physical and emotional atmosphere and threat-free environment. A recent job satisfaction survey indicated that job security was the foremost vital component of job satisfaction, with sensible advantages being second most vital.

2.1.4 Esteem Needs

Daft (2012) explained that Esteem needs are those linked to the need for a positive image and to receive other people's attention, acceptance, respect and appreciation. Within the company, gratitude requires a clear incentive for acknowledgment, enhanced transparency, accountability, role and praise for organizational achievements.

The need for esteem is addressed in Abraham Maslow's 'Hierarchy of Needs'. Esteem is that the fourth layer of Maslow's five-tiered model of human motivation and is assumed to be reticulate with the opposite levels of our needs (i.e. self-actualization, love/belonging, safety, and physiological needs). Among Maslow's stratified organization of motives and theory of personality development (Maslow 1943), esteem needs talk to people's desires to own a stable and realistically positive analysis of themselves. Maslow (1943) conceptualized esteem needs as a broad class of motivations that carries with it two distinct but connected sets of striving. One set of esteem needs embrace people's

needs for action, competence, and mastery. The opposite set of esteem needs embrace people's desires for admiration, status, and respect from others.

Maslow's (1943, 1970) esteem needs refer to people's strivings to own a positive evaluation of themselves. Esteem needs embrace motivations for private achievement and social status though Maslow's broader ideas concerning the hierarchical organization of needs have been called into question, his conception of esteem needs is multifariously reflected within the literature nowadays by theories concerning the psychological feature significance of vanity and by up to date views on basic psychological wants and deficiency motivations.

2.1.5 Work-Life Balance

Saeed, K., & Farooqi, Y., (2014) found that there is a positive relationship between work-life balance and job satisfaction. In every working person's life, work-life balance is important as it could make a person to be satisfied and feels happier. So it needs to integrate and maintain it. Likewise, it becomes a vital reason for an organization success as it activates employee job satisfaction, commitment, productivity and intention to stay in organization.

In another term, work life balance can be also be defined as the personal's feeling of satisfaction between work and family commitment. There are five aspects of work-life balance which are important for a working person's life. These five aspects include work, family, friend, health and oneself. When an employees are overload in their work, their time to spend with their family will reduce resulting in their absent from family's important events. Now a day, some organizations are aware of this problem and promote work-life balance practices as their culture and improve the welfare and satisfaction of their employees.

Dhas, M. D. B., & Karthikeyan, P., (2015) stated that work-life balance is refers to employees dilemma in managing between their work obligations and family responsibilities. Both organization and employees benefit and get positive outcomes by appropriate balancing between employees' work and life. The main reason is work-life balance reduce employees work-family conflict and improve their job satisfaction. Moreover, organization that encourages work-life balance is able to attract and retain talented employees. The majority of the companies understand that work-life balance

directly affecting employees' job satisfaction, employee retention, work-family conflict, stress and more.

2.2 Psychological Empowerment

There are two ways of the empowerment of workers which is formal and informal. If the organization delegate responsibility and decision-making to the employee through job design and job description, it is formal empowerment while employees develop a sense of empowerment and voluntarily take one more responsibility in their jobs is informal way. Formal empowerment is referred to as structural empowerment and informal empowerment is referred to as psychological empowerment. While structural empowerment is part of job design and job description, psychological empowerment is felt by the individual employee and can be used to transform individual behavior.

Psychological empowerment has base on employee hostility and quality of work life. Instead of focusing on how management share the power with employee at all level, the psychological aspect focus on how employees feel empowerment at their work. From this viewpoint, empowerment means that employees have intimate confidence about their role concern to the organization.

Psychological empowerment is considered a four dimensional psychological state including (1) Meaning (2) Competence (3) Self-determination and (4) Impact as perceived by the individual worker (Spreitzer, 1995). The four dimensions of psychological empowerment combine together to create an overall structure of psychological empowerment. The lack of one of these dimensions will diminish but not fully disqualify the overall effect of the experience of empowerment. By using psychological empowerment assessment models, Spreitzer tried to explore the relationship among the four dimensions of psychological empowerment and employee satisfaction. In his examination, he found out that job satisfaction is strongly associated with the meaning dimension, and marginal relationship with self-determination and competence, whereas there is no effect with impact dimension.

2.2.1 Meaning

Meaning related to an engagement of one's work role, one's beliefs, values, and behaviors. Spreitzer (1995) described meaning cognition as a sense of purpose or personal connection to the aim one's work goal; it is the value of the work goal and an individual's beliefs, measured in relation to that individual's idea (Thomas, W. &

Velthouse, A., 1990). Employee may believe that their work is meaningful when the organization's mission and goal are coincides with their system of values and they will put more energy and effort in whatever they do. In consequence, if employees perceive the job as meaningful, they will be committed to their job and stay there same as they will try to move away and have no interest in their job when they consider this is meaningless.

2.2.2 Competence

Competence refers to one has specific ability and important skill to work, or have confidence in one's potential to achieve work activities with skill. It also refers to what extent a person can implement and delegate given job skillfully and efficiently when he or she attempts to do so. Employee must feel that they are competent to engage in the behaviors required by the environment (Kara, 2012). When the self-efficacy of an individual is high, they will be more committed in achieving difficult goals, they will be more determined to succeed when they fail to achieve a task, and will try hard to achieve greater performance levels (Goodale et al., 1997). Thus, people believe in their skills and abilities, that they can perform the task and can contribute to the work and organization expertly and efficiently.

2.2.3 Self-determination

Self-determination is a sense of choice as one's actions are initiated and regulated. This represents a sense of autonomy over behavior and job processes. Those people believe that they have the rightful status to perform their responsibilities; they have enough knowledge about their work and can decide what to do and what not to do and have sufficient authority over the manner, time and speed of their task performance. Where competence is the mastery of behavior, self-determination is an individual's sense of choosing to initiating and controlling actions (Deci, Connell & Ryan, 1989). Employees who have the feelings of self-determination in their work role are more likely to perform smarter and give more proper responses in service rehabilitation efforts on a consistent basic.

2.2.4 Impact

Impact is the degree to which one can have control over strategic, administrative or operating outcomes at work. This assessment refers to the degree to which a behavior is viewed as making a difference in terms of accomplishing the purpose of the task, that

is, producing the intended effects in one's task environment (Thomas, W. & Velthouse, A., 1990). Impact is influenced by the work context which make one feels impressed in achieving goals. Impact creates a feeling in employees that they are really accomplishing something and that others listen to them. Liden, Wayne & Sparrowe (2000) mentioned that when employees feel that their work can influence outcomes that affect their organization, they tend to feel more involved and therefore gain a sense of satisfaction with their job. In addition, employees who believe in their skills and abilities, and feel that the can influence the work and organization effectively, have confident in themselves and perform well.

2.3 Job Satisfaction

Job satisfaction is considered as an important motivator. In service industry, Job satisfaction is more important as it is surmise that employees who are satisfied with their job in service industry are then in turn can serve well and get the satisfaction from their customers. It is not the customers alone who should be satisfied but the employees of the organization should also be satisfied in order to get customer satisfaction. Locke (1976) denoted that "job satisfaction is an emotional reaction that results from the perception that one's job fulfills or allows the fulfillment of one's important job values, providing and to the degree that those values are congruent with one's needs." To some extent, satisfaction has derived from the experience of having met individual needs in a particular case. In short, employee satisfaction is all aspects of personal feeling toward their job and workplace.

For example, the Service-Profit Chain (SPC) proposes that a relationship exists between employee satisfaction, service quality, customer satisfaction, customer loyalty, and the profitability of a service firm (Heskett, Loveman, Sasser, & Schlesinger, 1997). The model suggests that a service firm that prioritizes employee job satisfaction will deliver a higher level of customer service, which will ultimately lead to a higher level of profitability. Employee satisfaction serves as the catalyst for improved productivity, lower labor costs, reduced turnover and increased employee commitment as well as customer retention, referrals and loyalty. These positive business outcomes, in turn, contribute to the profitability of a service firm.

Hoppok & Spielgler (1938) defined job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. In addition, there is an impact of

various elements on an employee within the organization to illustrate the role and responsibility of employees. If employees are dissatisfied, they will not perform up to the standards and they will be fired or they will quit the job and do not have intention to stay in the job, resulting firms to bear additional costs for recruiting new staff.

Thus, providing a flexible working atmosphere for workers where they believe their views are respected and feel that they are part of the organization is good for companies. Employee morale should be high as reflected in their performance, as they will make less effort to improve with low morale. Mental working conditions have a strong effect on job satisfaction and illustrate the important role of psychological stress on satisfaction. A good work atmosphere and good relation with colleague improve satisfaction.

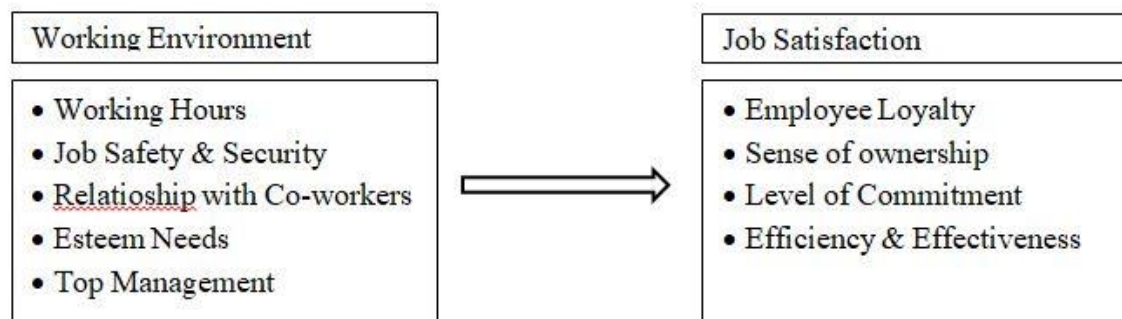
2.4 Intention to Stay

Employee intention to stay or remain with an organization is very important for the progress and success of the organization. Only with the contributions and support of experienced, qualified and talented employees, the goal of organization can achieved successfully. For this reason, if organization willing to achieve its goals, meets its financial objectives, organization need to recognize the value of its employees. Management should encourage their employees and know how to utilize their skills, talent and abilities well and also discourage them from looking elsewhere for better opportunities. In addition, effort and loyalty usually could be seen from a sheer commitment to their job and strong intention to remain with the present employer. Whenever an employee exit, an organization has to bear the cost of recruiting, training and maintaining another employee, thus management should pay more concern to intention to stay rather than turnover.

2.5 Previous Studies

In the modern era, due to the dynamic nature of environment, organization faces a number of challenges. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and survive in competition. A lot of work has been done to understand what factors have relationship with job satisfaction and this study is developed base on below findings, to study job satisfaction and intention to stay in Jadeoriental Ship Management Company.

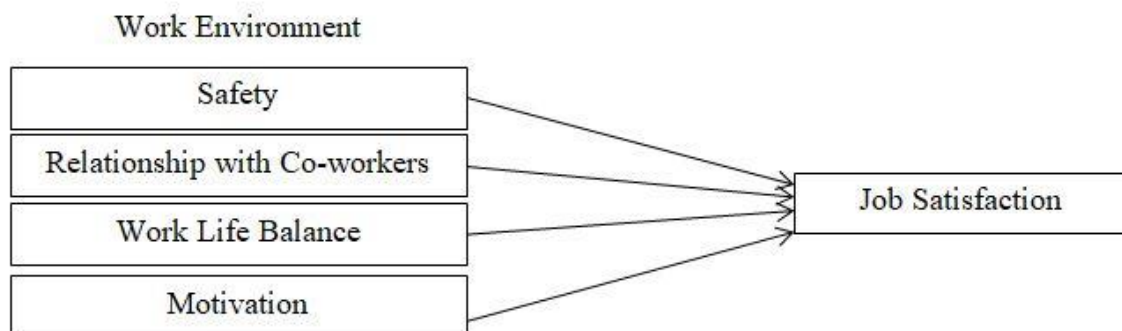
Figure 2.1 Conceptual Framework of Raziq and Maulabakhsh(2015)



Source: Adapted from Raziq, A., & Maulabakhsh, R. (2015).

The model shown in Figure 2.1 described how Raziq and Maulabakhsh (2015) explain the relationship between work environment and job satisfaction. There are a total of 210 employees from the industries of banking, telecommunication and universities participated in this research study. The results of the study have shown a positive relationship between working environment and job satisfaction.

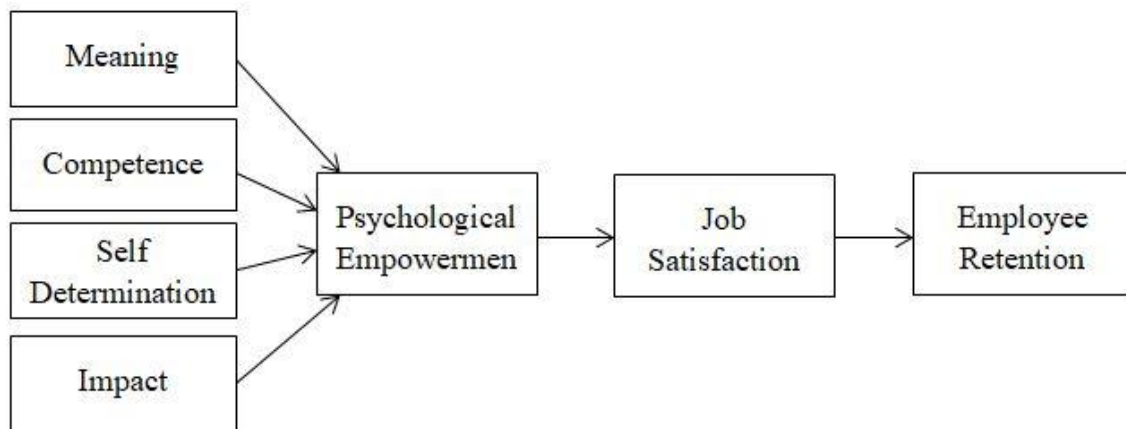
Figure 2.2 Conceptual Framework of Chea Siew Mun (2017)



Source: Adopted from Chea Siew Mun (2017)

The conceptual framework in Figure 2.2 was developed by Chea Siew Mun, Cindy Tan Hui Ying, Susan Lew, Tan Xin Wei and Tay Yee Ning to study the relationship between work environment and job satisfaction for employees in the hotel industry of Malaysia in 2017. According to their research, all the independent variables of Work Environment (safety, relationship with co-workers, work life balance and motivation) have a positive significant relationship with job satisfaction.

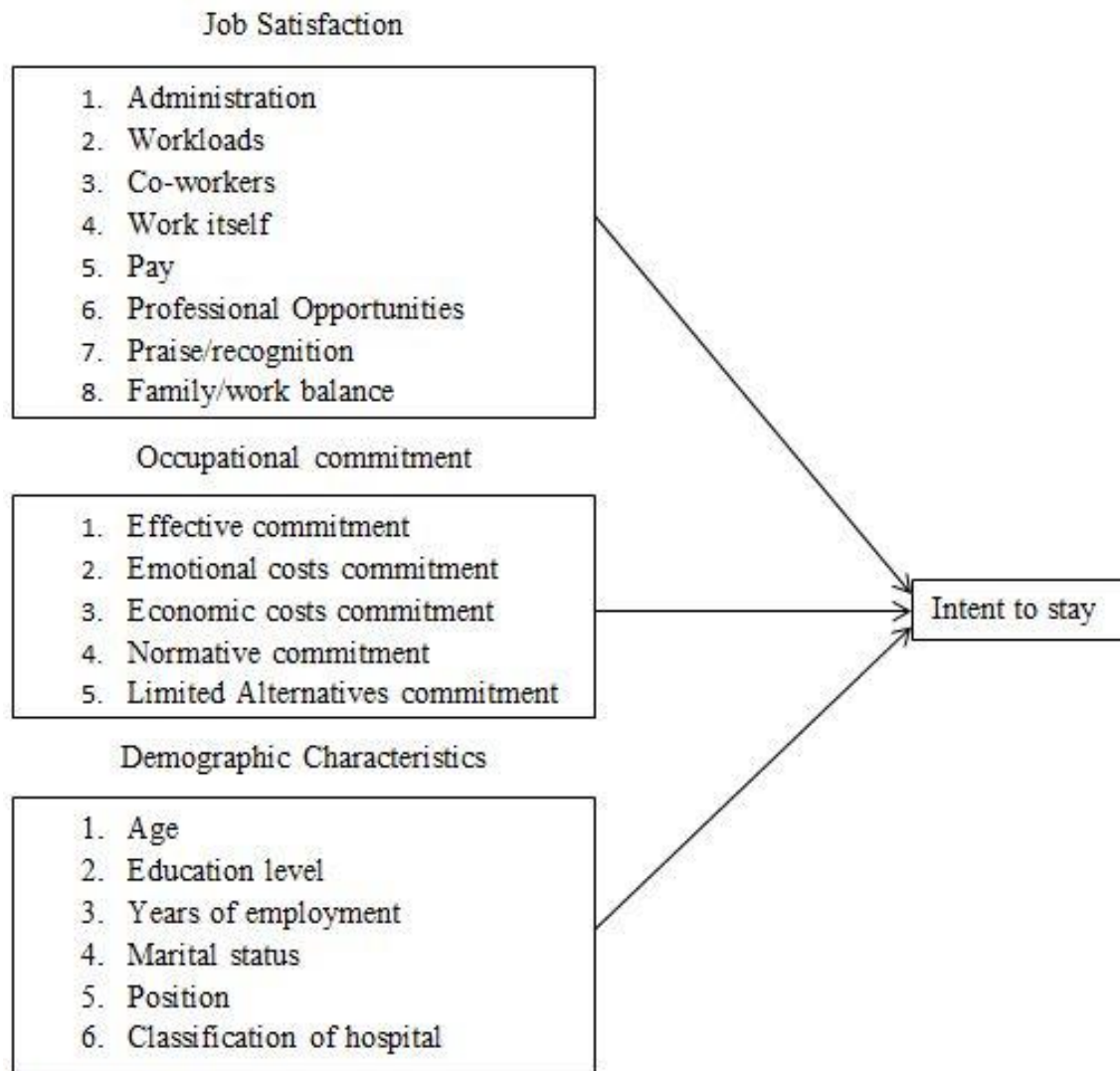
Figure 2.3 Conceptual Framework of Shivangi Jaiswal and Pankaj Joge (2018)



Source: Adopted from Shivangi Jaiswal and Pankaj Joge (2018).

The empirical model Figure 2.3 carried out to study the relationship between psychological empowerment, job satisfaction and employee retention. Shivangi Jaiswal and Pankaj Joge examine the impact of psychological empowerment on job satisfaction and employee retention. For the research, the sample units were 75 faculties of 5 technical institutes in Durg and Bhilai. Through this research, it was found that psychological empowerment does contribute to job satisfaction and job satisfaction has a significant relation with employee retention.

Figure 2.4 Conceptual Framework of L. Wang (2012)



Source: L. Wang (2012)

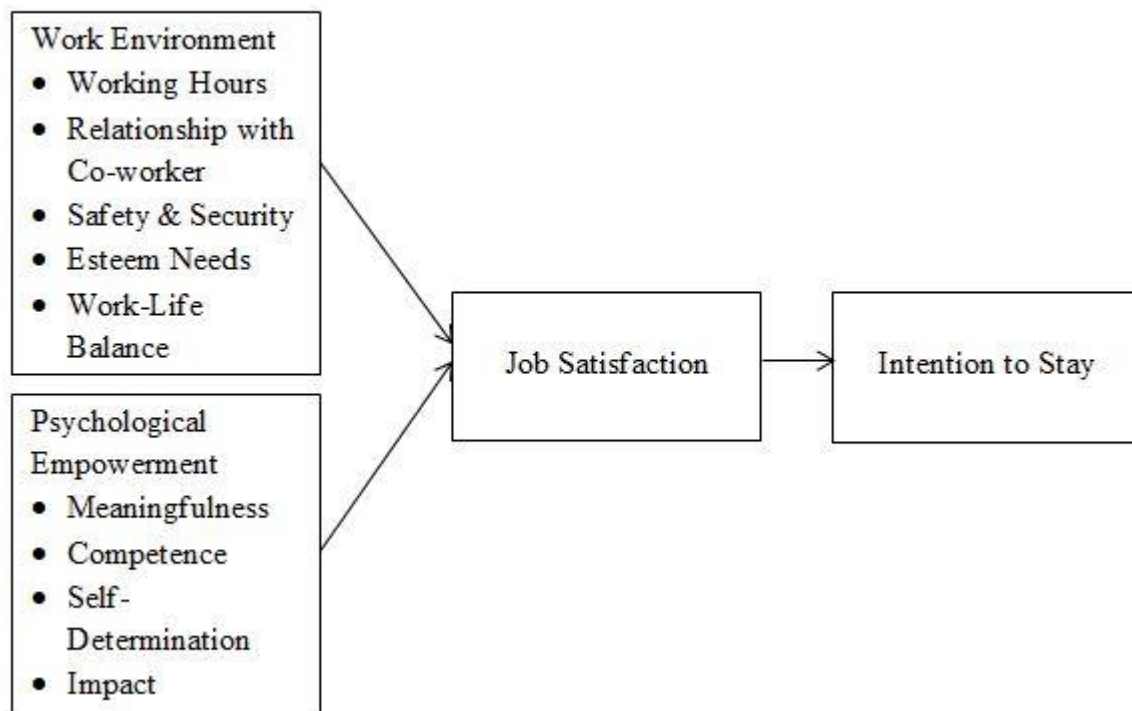
The survey data in Figure 2.4 was collected from 919 nurses in Shanghai, Chian and found that there is a relation between job satisfaction and intent to stay. Possible strategies to increase nurses' intent to stay include employment practices that improve the work environment, increase wages and benefits, and greater professional opportunity for nurses' personal growth development and promotion.

2.6 Conceptual Framework of the Study

This study aims to determine whether there is a significant relationship between work environment and job satisfaction as well as between psychological empowerment and job satisfaction. Moreover, the study aims to study whether job satisfaction has effect on employees' intention to stay in organization or not. According to theoretical

framework of previous study, there are many factors that make employees intention to stay in organization. However, this study applies only on association between job satisfaction and intention to stay in organization by measure job satisfaction by work environment and psychological empowerment established in Jadeoriental Ship Management Company.

Figure 2.5 Conceptual Framework of the Study



Source: Own Compilation. (2019)

The framework has developed to conceptualize the relation between dependent variable and independent variables. Independent variables are work environment, psychological empowerment and dependent is job satisfaction which is correlated to the outcome employee intention to stay in the organization. According to the conceptual framework, this study find what items of work environment and what of psychological empowerment satisfy employee more and employee intention to stay is depend on job satisfaction or other factors.

CHAPTER (3)

PROFILE AND WORKING PRACTICE OF JADEORIENTAL SHIP MANAGEMENT COMPANY

This chapter highlights the profile of Jadeoriental Ship Management Company and working practice of Jadeoriental Ship Management Company. This chapter composed of four parts. First part is profile of Jadeoriental Ship Management Company; second part is calculating reliability and validity of questionnaires used in this study which is standardized for all respondents. Then, demographic profile of respondents is presented in the third part. The final part is working practice of Jadeoriental Ship Management Company.

3.1 Profile of Jadeoriental Ship Management Co., Ltd

Jadeoriental Ship Management Co., Ltd is Seafarer Recruitment and Placement Service Provider which is incorporated under the Myanmar Companies Act on 6th January 2004 of the government of the Republic of the Union of Myanmar, Ministry of National Planning and Economic Development. In 27th March 1998, Jadeoriental Ship Management Company obtained Recognition Certificate as Local Representative for J.S.M International Ltd., Korea issued by Ministry of Transport, Seamen Employment Control Division, Department of Marine Administration, Yangon, Myanmar. Jadeoriental Ship Management Co., commenced Recruitment and supplying seafarers and obtained ISO 9001 certificate on 16th May 2013 (Certificate No. 14-662) and certificate of Seafarer Recruitment and Placement Service Providers issued by Class NK (Certificate No. 14-131, ISO 9001 Registration No. ClassNK 14-662) on 2nd April 2014 along with Statement of Compliance with the Maritime Labour Convention (MLC) 2006 in accordance with the organization's existing Quality Management System. At 11th September 2013, Jadeoriental Ship Management Company obtained Seafarer Recruitment and Placement Service Provisional License (No. SPRS/PMN/030) issued by Department of marine Administration, Yangon, Myanmar under the name of Jadeoriental Ship Management Company Limited. The company is lately registered under Directorate of Investment and Company Administration (DICA) with registration number 171994942. The Company is in full swing in recruiting, selecting, proposing and placing Myanmar Seafarers to its Principal/Ship owners. Now, Jadeoriental Ship Management Company has placed more

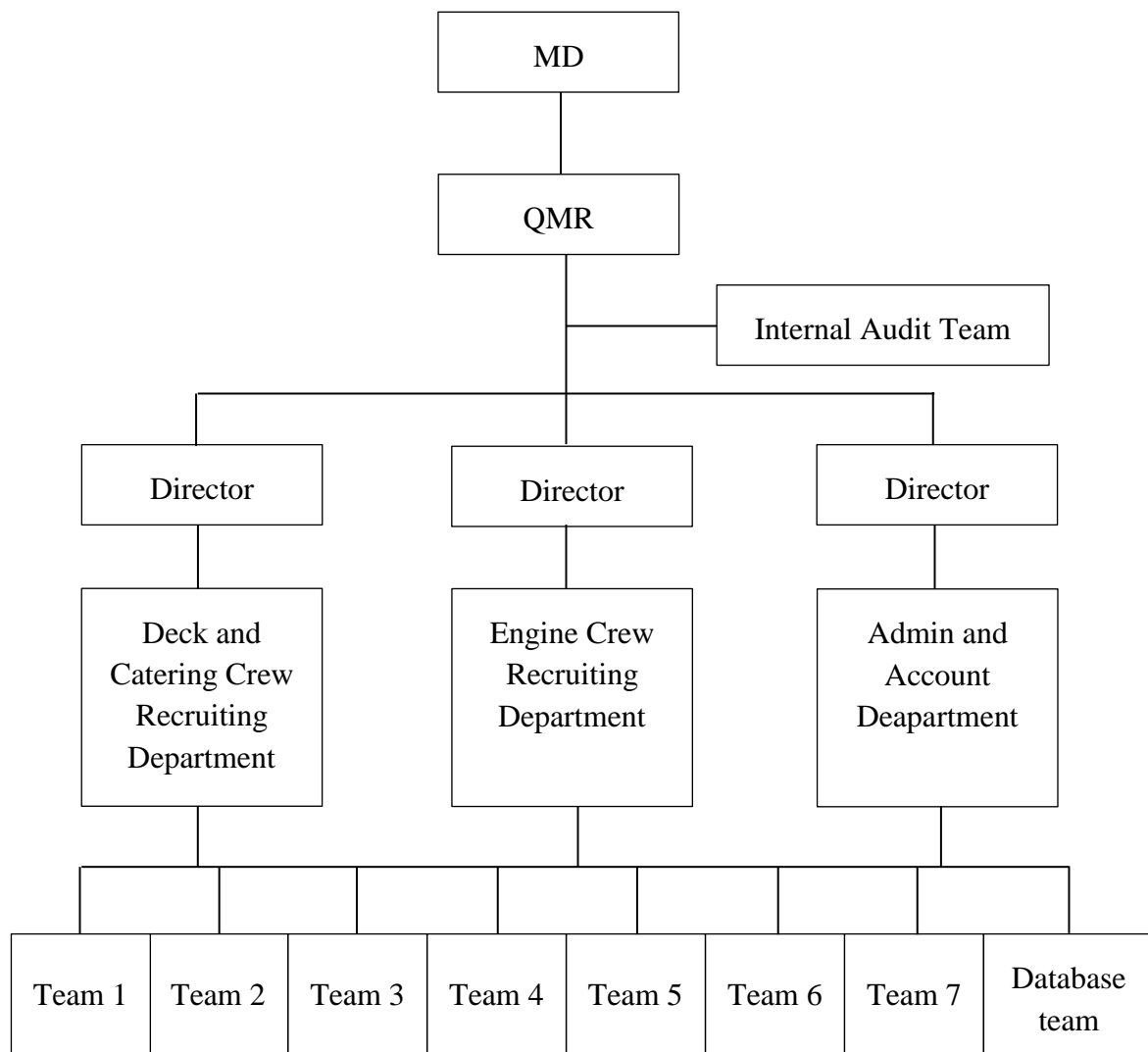
than 1400 seafarers of all ranks on board 200 vessels both to foreign going and Korea coastal.

High quality of seafarer performance and management system are the goals of the Crew Management function within JSM Group. The Jadeoriental Ship Management company, in order to develop its enterprises with the spirit of Customers Priority based on Customers' trust, hereby establish Quality Policy by providing high quality service in the means of economic way through the incessant effort and quality management activity to meet the Customers' Expectation and their requirements. The mission of Jadeoriental Ship Management Company is "Customer Satisfaction Priority Management through the best quality Seafarers Recruitment and Placement Service." Jadeoriental Ship Management Company is pursuing the innovation and change continuously about crew management system for its client's benefit.

3.1.1 Organization Structure of Jadeoriental Ship Management Company

Jadeoriental Ship Management Company is organized into three departments which are Deck and Catering crew recruiting department, Engine crew recruiting department and Admin and account department. The first two departments; Deck and Catering crew recruiting department and Engine crew recruiting department are mainly work to recruit, interview, trained up suitable seafarer base on customer request. They need to deal with problems happen while seafarers are on board. Admin and account team is supporting administrative, HR and Finance matters for office staffs and seafarers. All departments are under the control of Managing Director. The organization structure of Jadeoriental Ship Management Company is shown in Figure (3.1)

Figure 3.1 Organizational Structure of Jadeoriental Ship Management Company



Source: Jadeoriental Ship Management Company (2019)

Managing Director of Jadeoriental Ship Management Company monitors the vision and mission of the department and controls the performance of all departments. QMR is head of the internal audit team whose are directors of each department and as an Internal Audit Team they continuously monitor whether the operation run smoothly as per quality management system, quality manual and procedures.

There are three departments which are Deck and Catering crew recruiting department, Engine crew recruiting department and Admin and Account department. The employee recruiting departments are mainly responsible to recruit, interview, select and train seafarers to propose them to ship owner. Admin and account team is mainly responsible for administration jobs; arrange documentations, prepare wages for seafarers and staffs.

3.2 Reliability

The reliability test is very important to determine the internal consistency reliability of the questionnaire. Sekaran (2013) posted that the reliability measurement suggests stability and consistency of the mechanism. The most familiar method used by researchers to measure the internal consistency of variables is through Cronbach's Coefficient Alpha. Table 3.1 as provided below indicates the level to strength based on the alpha value.

Table (3.1) The Rule of Thumb of Cronbach's Coefficient Alpha

| <u>Cronbach's Alpha</u> | Internal consistency |
|-------------------------|----------------------|
| $\alpha \geq 0.9$ | Excellent |
| $0.9 > \alpha \geq 0.8$ | Good |
| $0.8 > \alpha \geq 0.7$ | Acceptable |
| $0.7 > \alpha \geq 0.6$ | Questionable |
| $0.6 > \alpha \geq 0.5$ | Poor |
| $0.5 > \alpha$ | Unacceptable |

Source: Tavakol and Dennick (2011)

5

Table (3.2) Reliability test results of items of the questionnaire

| Variables | No. of items | <u>Cronbach's Alpha</u> | <u>Cronbach's Alpha Based on Standardized Items</u> | Interpretation |
|---------------------------|--------------|-------------------------|---|----------------|
| Work Environment | 25 | 0.882 | 0.888 | Good |
| Psychological Empowerment | 20 | 0.878 | 0.880 | Good |
| Job Satisfaction | 10 | 0.828 | 0.823 | Good |
| Intention to stay | 10 | 0.862 | 0.858 | Good |

Source: Survey Data (2019)

Table (3.2) presents the reliability of the questionnaires for this thesis generated using the SPSS software. The independent variable of Work Environment shows the highest reliability value among all the variables with Coefficient Alpha value of 0.882 while Psychological Empowerment shows the value of 0.878. Moreover, for the dependent variable the Coefficient Alpha value of Job Satisfaction is 0.828 and for Intention to stay is 0.862 respectively. Since the Coefficient Alpha value of all the dependent and independent variables Alpha value are above 0.8, it indicated that all of the variables have excellent reliability and item of questionnaires have accomplished with consistency and stability.

3.3 Profile of Respondents

The respondents are employees of Jadeoriental Ship Management Co., Ltd and questionnaires were distributed through a control environment. In this study, 75 respondents were surveyed. The demographic factors of gender, age, marital status, education level, salary, work experience were analyzed. All the participants are duly informed that their participations are completely voluntary for analysis purpose of academic paper and all their responses are confidential. The demographic factors of respondents are shown in Table (3.3).

Table (3.3) Demographic Profile of 75 Respondents

| Demographic Factors | | Number of Respondents | Percentage (%) |
|----------------------------|---------------------|------------------------------|-----------------------|
| Gender | Male | 32 | 42.7 |
| | Female | 43 | 57.3 |
| Age | Under 25 | 23 | 30.7 |
| | 25-34 years | 34 | 45.3 |
| | 35-44 years | 5 | 6.7 |
| | 45 and above | 13 | 17.3 |
| Marital Status | Single | 54 | 72.0 |
| | Married | 21 | 28.0 |
| Education | Under Graduate | 12 | 16.0 |
| | Graduate | 63 | 84.0 |
| Salary (Kyats) | Under 100,000 | 10 | 13.3 |
| | 100,001 - 300,000 | 14 | 18.7 |
| | 300,001 - 600,000 | 20 | 26.7 |
| | 600,001 - 1,000,000 | 14 | 18.7 |
| | Above 1,000,000 | 17 | 22.7 |
| Working Experience | Less than 1 Year | 20 | 26.7 |
| | 1 - 3 Years | 14 | 18.7 |
| | 3 - 5 Years | 9 | 12.0 |
| | 5 Years and above | 32 | 42.7 |
| Position | Cadet | 11 | 14.7 |
| | Clerk | 18 | 24.0 |
| | PIC | 14 | 18.7 |
| | Ass Manager | 5 | 6.7 |
| | Manager | 11 | 14.7 |
| | Top Management | 4 | 5.3 |
| | Others | 12 | 16.0 |

Source: Survey Data (2019)

Survey data are collected from 75 employees who are working under Jadeoriental Ship Management Company. Profile of the respondents by gender was studied in the first part. Secondly, age of respondents was studied. After that employees marital status and education level were reviewed to understand their attitude and way of looking and understanding on their role and job. Then, their salary and working experience were studied to review job satisfaction.

According to above data, 3.3 percent of respondents are female and the majority of respondent's ages are between 25 and 34. 84 percent of staffs are graduated and it is due to the fact that company preferred graduate staffs. According to the finding, the majority of the employees are work for the company more than 5 years (42.7 Percent). The second majority group is who work for company less than 1 year. Reason of this data is due to expending of company, and company employ new staffs within previous year and new staffs are almost 26.7 percent of total employees.

3.4 Working Practices of Jadeoriental Ship Management

The normal work week for Jadeoriental Ship Management Company consists of eight hour days. Work hours are from 08:00 AM to 05:00 PM, Monday through Friday and Saturday is 08:00 AM to 12:00 Noon, and attend by half of staffs in routine. As its head office is in Korea and its seafarers are on world-wide vessels, Jadeoriental Ship Management staffs have to standby in case of emergency on vessels. For this reason, company combines all Korea and Myanmar's Gazette Holidays and arranged half of staffs to attend office and half of staffs have leave in rotation for all Gazette Holidays of Korea and Myanmar. Employee attendance is recorded two times a day with finger print machine.

As Jadeoriental Ship Management Company is seafarer recruitment and placement company it follows and adopt the spirit of Maritime Labor Convention -2016 as company policy. The policies are; equal opportunity policy, health and safety policy, data protection policy, complaint procedure policy and no fees policy. Company has quality management system and quality manual and procedures for all staffs to follow.

Company has eight operation teams and each team handle vessels from different vessel owners and supply crew to each vessel upon seafarers' ability and competence. Company has internal audit team that continuous monitor the daily activities of work to run smoothly according to quality management system.

CHAPTER 4

ANALYSIS ON JOB SATISFACTION AND EMPLOYEES INTENTION TO STAY AT JADEORIENTAL SHIP MANAGEMENT COMPANY

In this chapter, the analysis on job satisfaction and intention to stay in organization will be explored based on the response of employees in Jadeoriental Ship Management Company. The first part is analysis on employee response regarding working environment and psychological empowerment base on how they feel about working hours, relationship with co-worker, safety & Security, esteem needs, work life balance, meaningfulness, competence, self-determination and impact. Second part is analysis on the relationship of working environment and psychological empowerment on job satisfaction. The third part is analysis on the effect of job satisfaction on employee intention to stay in Jadeoriental Ship Management Company.

4.1 Work Environment of Jadeoriental Ship Management Company

In this section, working environment is measured by working hours, relationship with co-worker, safety & security, esteem needs and work life balance and analyzed in detail as follow. Each component is measured by 5 point Likert scales.

4.1.1 Working Hour

Working Hour is one of the factors that can create sound working environment. The following table (3.4) shows the mean value of working hour and there are 5 questions to analyze and mean values of each question are shown.

Below Table (4.1) presents how much respondents agree with working hour by looking the overall mean. According to the findings, the respondents agreed with the above statements relating to working hour and majority of respondents satisfied with current working hour. This statement has the highest mean score as working time arrangements are key elements of working conditions and determine the possibilities for employees to balance work with their other life spheres. The second highest mean is having dedicated time for lunch That means the employee have self-determined over working hours and can control the timing of working time and having lunch time, can arrange work schedule more systematically and satisfied in their job. The employee

agreed least on the willingness to work overtime on holiday in urgent condition, as they may have plan ahead of holidays.

Table (4.1) Working Hour

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|---|-------------|----------------|
| 1 | Satisfaction on current working hour. | 3.96 | .646 |
| 2 | Willingness to work overtime on holiday and urgent condition. | 3.48 | 1.005 |
| 3 | Having dedicated time for lunch. | 3.80 | .870 |
| 4 | Feeling of combine Korea and Myanmar holidays. | 3.56 | .809 |
| 5 | Leave and holiday. | 3.60 | .900 |
| | Overall Mean | 3.68 | |

Source: Survey Data (2019)

4.1.2 Relationship with Co-workers

Relationship with co-workers is an important source of support for the employees to get a happy work environment. The following Table (4.2) illustrates some of the main characteristics of relationship with co-worker and there are five questions to analyze and mean values of each question are shown as follow.

Table (4.2) Relationship with Co-workers

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|--|-------------|----------------|
| 1 | Respect co-workers and trust them. | 4.07 | .622 |
| 2 | Being provided with sufficient information in team. | 3.92 | .673 |
| 3 | Colleague helps each other's job. | 4.20 | .658 |
| 4 | Teams are effectively collaborates within the company. | 3.95 | .543 |
| 5 | Easy to get along with colleagues. | 4.01 | .668 |
| | Overall Mean | 4.03 | |

Source: Survey Data (2019)

As can be seen from the Table (4.2), the overall responses to these questions were very positive. From the research findings, the most striking result to emerge from the data is that majority of respondents agreed that colleague helps each other's job whenever necessary. That shows that the employees established good relationship between company and generate positive outcome. Moreover, the second highest mean is

employees are respect and trust each other. This means that the employees are friendly and supportive, care each other and trust each other and built a positive work environment. The lowest mean value is concerned with the employee are being provided with sufficient information in team. It might be due to lack of clear communication line and feedback system.

4.1.3 Safety & Security

The researcher stated that organization needs to take care of employees' safety and provide them a feeling of security because it will be directly influencing the wealth of the organizations and industries. The below Table (4.3) provides the mean value of safety & security and there are five questions to analyze and mean values of each question are shown as follow.

Table (4.3) Safety & Security

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|--|-------------|----------------|
| 1 | Management procedure regarding employees' safety and security. | 3.55 | .905 |
| 2 | Feel secure in job and not worry about future. | 3.19 | .911 |
| 3 | Awareness of office building's emergency evacuation plan. | 3.48 | .964 |
| 4 | Being reminded to practice safe work habits by manager. | 3.56 | .793 |
| 5 | Feeling safe at workplace. | 3.67 | .723 |
| | Overall Mean | 3.49 | |

Source: Survey Data (2019)

From the above data we can see that, by looking at highest mean score, it can be realize that employees agreed to the point that they feel safe at the workplace and it may be due to work nature which has low risk of danger, injury, loss and the threat of any harm. The respondents are agree that they are being reminded to practice safe work habits by manager, which means that respondents are in a work environment with low exposure to risk and harm. However, the lowest mean is regarding feeling secure in job and not worry about future. This maybe because, company does not guarantee employee that they can keep their job without the risk of becoming unemployed. In addition, there is no pension or gratuity for employee at the end of employment.

4.1.4 Esteem Needs

Employees who can fulfill their esteem needs feel the self-worth and confidence and it became the powerful factor to the extent employee like their job and its aspects and functions. The following Table (4.4) provides the mean value of Esteem Needs and there are five questions to analyze and mean values of each question are shown as follow.

Table (4.4) Esteem Needs

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|---|-------------|----------------|
| 1 | Confidence in oneself and sure of their abilities. | 4.07 | 0.60 |
| 2 | Feeling that one's idea and decisions are being respect and recognized. | 3.91 | 0.60 |
| 3 | Company recognizes and acknowledge on one work. | 3.84 | 0.52 |
| 4 | Proud to mention company name to others. | 3.85 | 0.88 |
| 5 | Feeling a sense of achievement and/or accomplishment within organization. | 3.84 | 0.59 |
| | Overall Mean | 3.90 | |

Source: Survey Data (2019)

It is apparent from this above table that, the employees have confidence in themselves and sure of their abilities as the highest mean value is 4.07. The result shows that, employees have self-esteems and they believe in themselves and their abilities to move throughout their life and achieve the desire goal not only in their personal life but also in organization. A person with high self-esteem is usually more courageous and not afraid of new challenges which mean they are good assets for organization. The second highest mean value is 3.91 which is employees feel that their idea and decisions are being respected and recognized by their colleague. As self-esteem is largely depends on what other people think about us, we can conclude that most of the employees have fulfill their Esteem needs in the company. The lowest mean value are related to two questions “Company recognizes and acknowledge on one work and feeling a sense of achievement and/or accomplishment within organization.” This may be due to company do not emphasized and implement in human resource policies in order to motivate the employees such as money, training and communication, and fulfill their needs at the same time.

4.1.5 Work Life Balance

Each individual's need and expectation for work-life balance are usually different. An appropriate balancing between employees' work and life placed positive outcomes to the employees as well as the organization itself. The results obtained from the preliminary analysis of work life balance are set out in Table (4.5). There are five questions to analyze and mean values of each question are shown as follow.

Table (4.5) Work Life Balance

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|--|-------------|----------------|
| 1 | Can manage personal and professional life. | 4.05 | 0.70 |
| 2 | Have sufficient time for one-self. | 3.52 | 0.91 |
| 3 | Able to manage family and other relationships. | 3.85 | 0.69 |
| 4 | Able to separate oneself from work and fully enjoy vacation. | 3.80 | 0.84 |
| 5 | Positive of employee morale | 3.72 | 0.83 |
| | Overall Mean | 3.79 | |

Source: Survey Data (2019)

From the above data, it is appear that, the respondents agreed with the above statements, the majority of the respondents agreed that they can manage their personal and professional life well with mean value of 4.05. The second highest mean value 3.85 is also state that they can manage their family and other relationships well. It may be due to work nature with fix working hour and employee can manage their time and arrange time for the family and other. The least mean value is concern with employee do not have sufficient time for themselves. This may be due to the fact that employees have to attend office Monday to Friday and half day on Saturday, they do not have time for their medical check-up, recreation, etc.

4.2 Psychological Empowerment in Jadeoriental Ship Management Company.

Employees' Psychological Empowerment in Jadeoriental Ship Management Company is explored in this section. Psychological Empowerment as a motivational construct, include four components which are meaningfulness, competence, self-determination and impact. For each component, 5 questions are used and all the questionnaires are designed with five point Likert scale.

4.2.1 Meaningfulness

When the organizational mission and goal are congruent to their own value system, employee will feel that their work is important and they care about whatever they do. The following Table (4.6) provides the mean value of Meaningfulness and there are five questions to analyze and mean values of each question are shown as follow.

Table (4.6) Meaningfulness

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|---|-------------|----------------|
| 1 | Can overcome the challenges. | 3.80 | .697 |
| 2 | Work is meaningful. | 3.73 | .741 |
| 3 | Position meets skills and experience. | 3.97 | .677 |
| 4 | Talents are being utilized effectively within the team. | 3.89 | .509 |
| 5 | Feeling of personal accomplishment in job. | 3.84 | .658 |
| | Overall Mean | 3.85 | |

Source: Survey Data (2019)

From the data in above data, the highest mean value 3.97 failed on the statement that employees' position meets their skills and experience. It indicated that employees feel that they are working with a position that meets their skills and experience. And this is due to all the recruiting officers are ex-seamen and they can recruit suitable candidate base on their skills and experience. In addition, as seafarer recruitment and placement service is different with other business, all the employees were trained up to possess required skills and experience and they have got the promotion only when they have required skills and experiences. But the least mean value is fall on the statement that work is meaningful for them. This may be due to all the employees are doing what they are used to and can do the job very well, the meaningfulness of job is not much important for them to stay in the company.

4.2.2 Competence

Employees feel competent when they have confident about their ability to do their work well and know they can perform. The following Table (4.7) presents the experimental data on competence and there are five questions to analyze and mean values of each question are shown as follow.

Table (4.7) Competence

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|--|-------------|----------------|
| 1 | Work activities match with skill and have opportunity to improve competence level. | 3.95 | .543 |
| 2 | Have confident about one's ability to do job. | 4.13 | .553 |
| 3 | Job is well within the scope of one's abilities. | 3.85 | .672 |
| 4 | Have skills and knowledge that lead to superior performance. | 3.93 | .664 |
| 5 | Can plan work and carried out tasks without detail instruction. | 3.67 | .905 |
| | Overall Mean | 3.91 | |

Source: Survey Data (2019)

According to above Table (4.7), the results suggest that employees have confident about their ability to do job. It is due to the fact that all the employees in the company are well trained to face the challenge in their job. The second highest mean value explain employee feel that they have opportunity to improve their competence level. This indicates that employees can perform the task activities skillfully and they believe in their skills and abilities, that they can perform the task and influence the work and organization effectively and competently. The least mean value indicates that employees cannot plan work and carried out tasks without detail instruction. A possible explanation for this is that according to job nature, all the employees must follow the update detail instructions and requirements of ship owner cum customer and cannot plan and carried out work as per their will.

4.2.3 Self-determination

Employees with feelings of self-determination in the work role have a sense of control over the initiation and continuation of behavior and feel more responsible for their activities. The following Table (4.8) shows the mean value of Self-determination and there are five questions to analyze and mean values of each question are shown as follow.

Table (4.8) Self-determination

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|---|-------------|----------------|
| 1 | Chance to try own methods of doing job. | 3.71 | .767 |
| 2 | Chance to do things for other people. | 3.71 | .693 |
| 3 | Chance to use personal initiative in work. | 3.56 | .702 |
| 4 | Able to do things that don't go against one's conscience. | 3.68 | .701 |
| 5 | Chance to do different things from time to time. | 3.61 | .613 |
| | Overall Mean | 3.65 | |

Source: Survey Data (2019)

According to the above table, the respondents most agree that employees have chance to try own methods of doing job and have chance to do things for other people. This is due to the fact that even ship owner cum customer have given detail instruction to do the work, they do not fixed the method for employee to accomplish it. Moreover, the job is to locate Myanmar seafarers to vessels which mean helping not only seafarers himself but also the family who depend on them. So, employees feel psychological empowerment upon their job. But employees least agree that they have chance to use personal initiative in work according to mean value. This result may be explained by the fact that, all the work here are done upon the demand of customer and cannot push customer to accept our seafarers.

4.2.4 Impact

Impact is the extent to which an individual can have control over organizational outcomes. The mean values of Impact are summarized in Table (4.9) and there are five questions to analyze and mean values of each question are shown as follow.

Table (4.9) Impact

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|---|-------------|----------------|
| 1 | Control over what happen in job. | 3.55 | .741 |
| 2 | Positive feedback from colleague regarding job performance. | 3.88 | .544 |
| 3 | Treat other as would like to be treated. | 3.92 | .712 |
| 4 | Influence over what happens in work group. | 3.52 | .795 |
| 5 | Influence on decisions taken in team. | 3.68 | .701 |
| | Overall Mean | 3.71 | |

Source: Survey Data (2019)

Above table explain that, majority of respondents agree that they treat other as they would like to be treated and the statement is cover with highest mean value of 3.92. and the second highest mean value is 3.88 which is they got positive feedback from colleague regarding job performance. Those result indicate that employees believe that they can influence the outcome of the organization by establishing impact over colleague by good communication and get positive feedback. However, employees feel that they do not have enough significant influence over what happens in their work group as its mean value is 3.52. A possible explanation for these results may be due to the fact that managing seafarers and ships are influence by many factors which is beyond the control of shore management staffs.

4.3 Analysis on Effect of Work Environment and Psychological Empowerment on Job Satisfaction in Jadeoriental Ship Management Company

Job satisfaction of employees become essential component for employees motivation and encouragement towards better performance and happy in business. In this study, effects of work environment and psychological empowerment on job satisfaction are analyzed.

4.3.1 Job Satisfaction

In this study, the combination of (10) survey questions were used to measure the level of job satisfaction. To measure the strength of each of the statements, 5 point Likert scale is used. The results of survey on job satisfaction of 75 employees of Jadeoriental Ship Management Company are shown in below Table 4.10.

Table (4.10) Job Satisfaction

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|--|-------------|----------------|
| 1 | Satisfied with this job. | 3.60 | .854 |
| 2 | Current job satisfies financial needs. | 3.41 | .946 |
| 3 | Get fair amount of pay/salary for the work one do. | 3.36 | .981 |
| 4 | Personal satisfaction by doing job well. | 3.91 | .524 |
| 5 | Opportunity for promotion. | 3.41 | .790 |
| 6 | Satisfied with the benefit/allowance. | 3.16 | .973 |
| 7 | Received recognition from my colleagues and superiors when do good job. | 3.69 | .592 |
| 8 | Like the people to work through with. | 3.96 | .505 |
| 9 | Satisfied with the policy. | 3.65 | .688 |
| 10 | Satisfied with working environment that provides learning opportunities. | 3.96 | .505 |
| | Overall Mean | 3.61 | |

Source: Survey Data (2019)

According to analysis, the overall mean of job satisfaction is 3.61 which means that majority of employees have job satisfaction. The respondents are mostly agreed with two questions. The first one among those two is employees like the people they work through with. This means that the employees have feeling that they have established smooth communication between each other and also with seafarers and ship owners. The second one is employees are satisfied with working environment that provides them with learning opportunities. Jadeoriental Ship Management Company does not provide external learning opportunity for its staffs, however, there is on job training, which is done periodically and pursued them if possible. Moreover, employees have opportunity to use internet freely and always being reminded by top management to grab this opportunity in self-learning and improve themselves every day.

The items that ranked lowest with mean value 3.16 is regarding benefit/allowance that company provides its employees. This result may be explained by the fact that there is no financial benefit as well as non-financial benefit been provided to employees. And regarding allowance, company only provides fixed small transport allowance and no overtime allowance for employees. The second lowest mean is similar to the lowest one

as it is state that “Get fair amount of pay/salary for the work one do”. This can be because of the fact that company’s pay increment system is increase yearly and not based on performance. Other job satisfaction indicators are in average.

4.3.2 Effect of Work Environment on Job Satisfacion

In this study, Liner Regression Model is applied to analyze the effect of work environment on job satisfaction in Jadeoriental Ship Management Company. The five indicators namely working hour, relationship with co-workers, safety & security, esteem needs and work life balance are used to measure the effect of work environment on job satisfaction. The output from generating linear regression model is shown in following Table (4.11).

Table (4.11) Effect of Work Environment on Job Satisfaction

| Variables | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | .273 | .387 | | .705 | .483 | |
| Working Hour | .295*** | .095 | .332 | 3.115 | .003 | 1.876 |
| Relationship With Co-worker | .054 | .105 | .054 | .510 | .612 | 1.836 |
| Safety & Security | .127* | .071 | .184 | 1.792 | .078 | 1.752 |
| Esteem Needs | .327*** | .114 | .319 | 2.875 | .005 | 2.042 |
| Work life balance | .085 | .088 | .099 | .960 | .341 | 1.761 |
| R | 0.763 | | | | | |
| R Square | 0.583 | | | | | |
| Adjusted R Square | 0.553 | | | | | |
| F Value | 19.281*** | | | | | |
| Durbin-Watson | 1.608 | | | | | |

Source: Survey Data (2019)

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

As can be seen from above table, Correlation coefficient (R) measures the linear relationship between two variables is 0.763 which line between 0 and 1. Hence, it indicates that the level of job satisfaction reported by respondents and support of working environment are correlated. Since the value of R square is 58 percent, the model can

explain about variation of job satisfaction in Jadeoriental Ship Management Company. The specified model can explain about variation of independent variables (work environment) with dependent variable (Job Satisfaction) since value of adjusted R square is 58 percent.

The standardized coefficients (Beta) indicates that working environment have positive relationship with Job Satisfaction. The value of F test, the overall significant of the models, came out highly significant at 1 percent level. This specified model can be said valid.

As a result of collinearity statistic, variance inflation factors VIF of all variables are less than 10. Therefore, multicollinearity is does not consider the significant problem in this model. To check the assumption of serial correlation, Durbin-Watson's test is used. The Durbin-Watson $d=1.608$, which is close to 2 and therefore we can assume that there is no auto-correlation in the data.

The standardized coefficient (Beta) of esteem needs has the largest value (0.327) among five factors indicating that esteem needs has the greatest contribution to the effect on job satisfaction. The overall evaluation reveals that models explain the variation in component variable of the employee well because the estimation produced expected signs and significant coefficients for most variables. The increase in satisfaction of working hour, esteem needs and safety & security factors have the positive effects on employees' job satisfaction.

Working hour variable has the expected positive sign and is significant coefficient value at 1 percent level. The positive relationship means that the increase in satisfaction of working hours leads to job satisfaction. Company should keep on current working hour and can improve office accommodation for staffs to have lunch conveniently will increase employees' job satisfaction more. It will have more effect on employees' job satisfaction if company reward staffs who are willing to work overtime and never hesitate to work on week end in case of emergency.

Safety & Security variable has the expected positive sign and is significant coefficient value at 10 percent level. The positive relationship means that the increase in safety & security leads to job satisfaction. Employees' job satisfaction will increase more if company have transparency and arrange future plan for long experience staffs.

Esteem Needs variable has the expected positive sign and is significant coefficient value at 1 percent level. The positive relationship means that the increase in Esteem

Needs leads to job satisfaction. Company can tick the factors that fulfill employees' esteem need in order to get job satisfaction get the best performance from them.

In summary, the results show that factors that highly relate to employees job satisfaction are working hour, safety & security and esteem needs. Hence, by viewing the result, for working hour, company should appreciate and reward staffs who willingly working overtime on holiday and urgent condition, should arrange enough space for staffs to have lunch to increase their satisfaction level. And for safety & security, according to response on questionnaire, most of employees do not feel secure in job and worry about their future. If company can arrange plan like health insurance, ferry, and gratuity for staffs, employees will happy and more satisfied in their job. Lastly, most employees want to be recognized and acknowledge by management for what they done and achieve to fulfill their esteem needs. Management recognition and appreciation to staffs will highly motivate employees and increase their satisfaction.

4.3.3 Effect of Psychological Empowerment on Job Satisfaction

In order to find out the effect of psychological empowerment on job satisfaction, Liner Regression Model is applied to analyze. The four indicators namely meaningfulness, competence, self-determination and impact are used to measure the effect of psychological empowerment on job satisfaction. The correlation between psychological empowerment and job satisfaction was tested and output is shown in following Table (4.12).

According to the results of the correlational analysis shown in below table (4.12), correlation coefficient (R) measures the linear relationship between two variables is 0.752 which line between 0 and 1. Hence, it indicates that the level of job satisfaction reported by respondents and psychological empowerment in job are correlated. Since the value of R square is 56 percent, the model can explain about variation of job satisfaction in Jadeoriental Ship Management Company. The specified model can explain about variation of independent variables (psychological empowerment) with dependent variable (Job Satisfaction) since value of adjusted R square is 54 percent.

The standardized coefficients (Beta) indicates that psychological empowerment have positive relationship with Job Satisfaction. The value of F test, the overall significant of the models, came out highly significant at 1 percent level. This specified model can be said valid.

As a result of collinearity statistic, variance inflation factors VIF of all variables are less than 10. Therefore, multicollinearity is does not consider the significant problem in this model. To check the assumption of serial correlation, Durbin-Watson's test is used. The Durbin-Watson $d=1.950$, which is close to 2 and therefore we can assume that there is no auto-correlation in the data.

The standardized coefficient (Beta) of meaningfulness has the largest value (0.483) among five factors indicating that meaningfulness has the greatest contribution to the effect on job satisfaction. The overall evaluation reveals that models explain the variation in component variable of the employee well because the estimation produced expected signs and significant coefficients for most variables. The increases in meaningfulness and impact have the positive effects on employees' job satisfaction.

Meaningfulness variable has the expected positive sign and is significant coefficient value at 1 percent level. The positive relationship means that the increase in job meaningfulness leads to job satisfaction. It is mean that if company arrange reward system for employees who achieve work goal will motivate them and employees job satisfaction level will increase.

Impact variable has the expected positive sign and is significant coefficient value at 1 percent level. The positive relationship means that the increase in impact leads to job satisfaction. The results show that job satisfaction is highly related with employees feeling of participation and receiving positive feedback on their performance.

In summary, the results show that meaningfulness and impact factors have most significant effect on employees' job satisfaction In this regard, most of employees feel that job has no challenge and lack of it meaningfulness. By looking the result, company should create and challenging job design and upgrading its employees ability time to time to increase their satisfaction. In addition, company should empowered its employees to feel processed in the company and increase their job satisfaction and get the higher performance from them and keep them in company.

Table (4.12) Effect of Psychological Empowerment on Job Satisfaction

| Variables | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|--------------------|-----------------------------|------------|---------------------------|-------|------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | .022 | .387 | | .056 | .955 | |
| Meaningfulness | .469*** | .095 | .483 | 4.957 | .000 | 1.527 |
| Competence | .077 | .113 | .080 | .676 | .501 | 2.253 |
| Self-determination | .059 | .110 | .059 | .535 | .594 | 1.969 |
| Impact | .343*** | .102 | .321 | 3.361 | .001 | 1.466 |
| R | 0.752 | | | | | |
| R Square | 0.566 | | | | | |
| Adjusted R Square | 0.541 | | | | | |
| F Value | 22.788*** | | | | | |
| Durbin-Watson | 1.950 | | | | | |

Source: Survey Data (2019)

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

4.4 Analysis on Effect of Job Satisfaction on Employees Intention to Stay in Jadeoriental Ship Management Company

In this study, effect of Job Satisfaction on Employees Intention to Stay is analyzed as it is important for company to retain its employees to save cost and energy in recruiting and replacing new staffs.

4.4.1 Employee Intention to Stay

In this study, the combination of (10) survey questions were used to measure the intention of employee to stay in the organization. To measure the strength of each of the statements, 5 point Likert scale is used. The results of survey on employee intention to stay in Jadeoriental Ship Management Company are shown in below Table 4.13.

Table (4.13) Intention to Stay

| Sr. No. | Descriptions | Mean | Std. Deviation |
|---------|--|-------------|----------------|
| 1 | Intention to choose this company again. | 3.33 | 1.044 |
| 2 | Intention to stay in company even got higher offer tomorrow. | 3.55 | .793 |
| 3 | Recommend the workplace as a good place to work. | 3.67 | .723 |
| 4 | Company deserves employee loyalty. | 3.49 | .795 |
| 5 | Emotionally attached to company. | 3.56 | .740 |
| 6 | No desire to leave. | 3.35 | .923 |
| 7 | Plan to stay as long as possible. | 3.37 | 1.037 |
| 8 | Have strong sense of belonging to company. | 3.51 | .812 |
| 9 | Work is interesting. | 3.83 | .705 |
| 10 | Leaving this company is hard. | 3.19 | .940 |
| | Overall Mean | 3.48 | |

Source: Survey Data (2019)

According to overall mean value of 3.48, most employees in Jadeoriental Ship Management Company have intention to stay in the company. Base on the highest mean value of 3.83 most of employees think that their work is interesting. Employees who think that their work is interesting are hard to leave the organization as they have emotionally attached to the company and it proves correct as its mean value show third highest among 10 questions. The second highest mean value fall on the statement that most employees is willing to recommend the workplace as a good place to work. It's means that they themselves have intention to work in the place which they thought that good and it refers that the company provide facilities and opportunities for improvement to satisfy the employees. However, most employees thought that leaving this company is not hard enough as according to job nature and design.

4.4.2 Effect of Job Satisfacion on Employees Intention to Stay

In this research, linear regression model is used in order to find out relationship of job satisfaction and employees intention to stay. This model is used to analyze the finding of survey collected from 75 employees. Table (4.14) shows the effect of Job Satisfaction on Employee's Intention to Stay.

Table (4.14) Effect of Job Satisfaction on Employee Intention to Stay

| Variables | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|-------------------|-----------------------------|------------|---------------------------|-------|------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | .673 | .393 | | 1.710 | .092 | |
| Job Satisfaction | .778*** | .108 | .645 | 7.207 | .000 | 1.000 |
| R | 0.645 | | | | | |
| R Square | 0.416 | | | | | |
| Adjusted R Square | 0.408 | | | | | |
| F Value | 51.947*** | | | | | |
| Durbin-Watson | 1.577 | | | | | |

Source: Survey Data (2019)

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

As per Table (4.14), Correlation coefficient (R) measures the linear relationship between two variables is 0.752 which line between 0 and 1. Hence, it indicates that the levels of job satisfaction reported by respondents and employees intention to stay are correlated. The model can explain very well about variation of employees' intention to stay in Jadeoriental Ship Management Company. Since the value of R square is almost 42 percent,. The specified model can explain about variation of independent variables with dependent variable since value of adjusted R square is 54 percent.

The standardized coefficients (Beta) value (0.64) indicates that Job Satisfaction have positive effect on Employees Intention to Stay. Due to the positive relationship, the higher the job satisfaction of employees, the more they have intention to stay in the company. The value of F test, the overall significant of the models, came out highly significant at 1 percent level. This specified model can be said valid. The overall evaluation reveals that models explain the variation in component variable of the employee well because the estimation produced expected signs and significant coefficients for most variables.

As a result of collinearity statistic, variance inflation factor VIF of variables are less than 10. Therefore, collinearity is does not consider the significant problem in this model. To check the assumption of serial correlation, Durbin-Watson's test is used. The

Durbin-Watson $d=1.5770$, which is close to 2 and therefore we can assume that there is no auto-correlation in the data.

Job Satisfaction variable has the expected positive sign and is significant coefficient value at 1 percent level. The positive relationship means that the increase in job satisfaction leads to intention to stay. The higher the job satisfaction level, the higher employees intention to stay in company.

In summary, the employees of Jadeoriental Ship Management Company have job satisfaction which result that most of them have intention to stay in Company. In this regards, management should create opportunities for its employees to develop new skill, learn new things and upgrade themselves to feel satisfied in their jobs. In addition, management should recognized how to distribute workloads and get them time to improve themselves so that employees job satisfaction level will increase and they may have more intention to stay in the company. Company should motivate its employees and get the best from them and keep them in company so that they can cope up with issued like, employee turnover and absenteeism.

CHAPTER (5)

CONCLUSION

This chapter consists of three parts. The first part of this chapter is about finding and discussions of relationship between work environment and psychological empowerment on job satisfaction and its effect on employees' intention to stay in Jadeoriental Ship Management Co., Ltd. The second part presents how to improve job satisfaction in the company without considering the variety of demographic and professional variables. The third part includes the scope limitations of this research and the need for further research.

5.1 Findings and Discussions

This study tried to identify the working environment and psychological empowerment factors, to analyze their effects on job satisfaction and the effect of job satisfaction on employees' intention to stay. According to the demographic profile of the employees, majority of respondents are in age group between 25 to 34 years and 42% of employees have working with company more than 5 years. The respondents are employees from different levels in different department. Mean results provided the existence level of variables in the employees of Jadeoriental Ship Management Company. The analysis results of this study express the existence of the effect of work environment and psychological empowerment on job satisfaction and the effect of job satisfaction on intention to stay. To measure the level of employees on various variables in Jadeoriental Ship Management Company, the structured questionnaires is applied with Likert-type scale.

A total of 75 sets of questionnaire were being run for the reliability test. The results for independent variables (work environment and psychological empowerment) and dependent variable (job satisfaction and intention to stay) are more than 0.8. This indicated that there is a very good reliability for the questions of the survey questionnaires. For the independent variable, the coefficient alpha value of work environment is 0.882 and that of psychological empowerment is 0.878. For the dependent variable, the coefficient alpha value of job satisfaction and intention to stay are 0.828 and 0.862 respectively.

With regard to analysis on working environment factors, all the variables; working hour, relationship with co-worker, safety & security, esteem needs and work life balance have positive relationship with job satisfaction. Among them, the high level of satisfaction is concern mainly with esteem needs, working hours and safety & security. Majority of employees fulfill their esteem needs and have confident in themselves and sure of their ability which can cause job satisfaction. And most of staffs satisfied with their current fix working hours. Result also show that employees feel safe in the work place. All of this feeling and support from company create job satisfaction within the company.

From analysis on the psychological empowerment factors; meaningfulness, competence, self-determination and impact, most of the respondents express high level of satisfaction concern with meaningfulness because they feel that their position meet their skills and experience and their talents are being utilized effectively within the team. The second highest satisfaction level of respondents concern with impact because employees treat other as they would like to be treated and get positive feedback from their fellow colleague. Moreover, they can influence decisions taken in their team also give them a feeling of satisfaction.

According to the finding on the effect of job satisfaction on employees intention to stay using linear regression method, the result indicates that job satisfaction have positive effect on employees intention to stay. This means that higher the level of job satisfaction, higher will be the employees' intention to stay in the company. According to the overall mean value which is above average, it could be said that most of the employees of Jadeoriental Ship Management Company do not want to leave the company and have intention to stay. As per the finding of mean value, there is a good relationship between employees and most of employees satisfied the fact that their working environment provide them with learning opportunity. They are less satisfied by pay, promotion opportunity, benefit and rewards. It meant that some employees think that they do not get fair amount of pay for what they do, and they are not entitled for benefit and allowance. In addition, some staffs think that opportunity for promotion is also low.

5.2 Suggestions and Recommendations

These finding contributes to theory and managerial practice with an increase understanding on important of creating satisfied work environment and psychological

empowerment to increase employee intention to stay in company. The findings of this study have benefit for the employer and employees in different ways.

Firstly, as per finding in work environment, if company emphasize to support employees to build up their esteem needs by recognizing and acknowledge what they have work and sacrifice for the company, employees sense of achievement and accomplishment and their satisfaction level seems to increase than before. It is important for company to set up a system that management recognized the value and importance of sincerely thanking employees verbally and or in writing for their specific contributions. Besides, working hours is also significant factor to create job satisfaction and the lowest mean value is staffs willingness to work overtime even on holiday in urgent condition. Furthermore, in job satisfaction question, the least mean is also resulted from the fact that satisfaction with benefit or allowance. Therefore, if company can set up overtime payment and allowance system, employees satisfaction seems to increase more and in turn, their intention to stay in company may also possibly higher.

Secondly, according to finding between psychological empowerment and job satisfaction, meaningfulness and impact have positive effect and highly concern with job satisfaction. According to survey answer, some employees don't think that the job is meaningful for them and can motivate them to overcome the challenges. And some think that they do not have significant influence and control over what happen in their job. By checking the job satisfaction response, we can also assume that the opportunity for promotion is slightly low and the company policy does not satisfy them to think and do independently in the work. Thus, due to the job design, even company cannot create more promotion opportunity, can adopt alternative reward systems to increase satisfaction. However, it is to ensure the reward system is effective and motivates the desired behavior and link to or base on performance.

Lastly, company should set up challenging work assignment to provide employees with opportunities to develop new skill, expend their knowledge and increase their visibility within the company. By doing so, management can recognized to redistributed workloads and ensure employees have adequate time to upgrade themselves and increase their satisfaction level, happy in work and feel a sense of belonging to company. As only happy and satisfied employees and more intention to stay in company, this study helps management to cope with issues such as employee turnover, unethical conduct, productivity and absenteeism.

5.3 Needs for Further Research

The generalizability to the seafarer recruitment and placement service companies may be limited since the study was only based on the respondents from Jadeoriental Ship Management Company. In addition, among many factors that affect intention to stay, this study only linked it with job satisfaction. Moreover, among many factors, only work environment and psychological empowerment are measured to study job satisfaction. Thus, the present study is limited in its applicability to many other employment settings. These findings may not be consistent with studies conducted within the whole seafarer recruitment and placement service industry.

Thus, conducting this kind of research in other seafarer recruitment and placement service can be useful to compare and contrast the relationship between different areas. For further research, the future study should also focus on organizational performance and motivation factors in order to improve Jadeoriental Ship Management Company.

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APPENDIX - A

QUESTIONNAIRES

The study seeks to assess the effects of work environment and psychological empowerment on job satisfaction in Jadeoriental Ship Management Co., Ltd. The research is strictly for academic purposes, hence information volunteered would be held in high confidentiality. I shall be grateful if you could take a few minutes of your time to answer the following questions.

Section A; Demographic Questionnaires

Kindly respond to the following items in order to provide the background information for the research.

1. Gender

- ☐ Male
- ☐ Female

2. Age

- ☐ Under 25
- ☐ 25-34
- ☐ 35-44
- ☐ 45 and above

3. Marital Status

- ☐ Single
- ☐ Married

4. Education

- ☐ Under Graduate
- ☐ Graduate
- ☐ Post Graduate (Master, Ph.D)
- ☐ Others.....

5. Salary

- ☐ Under 100,000
- ☐ 100,001 – 300,000

- 300,001 – 600,000
- 600,001 – 1,000,000
- Above 1,000,000

6. Your Working Experience

- Less than 1 year
- 1 - 3 years
- 3 – 5 years
- 5 years and above

7. Position

- Cadets
- Clerk (Assistant PIC)
- Person in charge
- Assistant Manager
- Manager
- Top Management
- Others

Section B : Work Environment Scale

Directions: The following statements deal with your feelings with respect to your work environment. Please read each statement carefully and circle one response that best represents your opinion.

1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree
4 = Agree 5 = Strongly Agree

| | Working Hours | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | I'm satisfied with my current working hour. | | | | | |
| 2 | I willing to work overtime even on holiday in urgent condition. | | | | | |
| 3 | I have dedicated time to have lunch each day. | | | | | |
| 4 | I like our office holidays which sum up both Korea and Myanmar holidays and half of staff take turn to attend office. | | | | | |
| 5 | It is easy to adjust and negotiate for leave and holidays. | | | | | |
| | Relationship with co-worker | 1 | 2 | 3 | 4 | 5 |
| 6 | I respect my co-workers and I trust them. | | | | | |

| | | | | | | |
|----|--|---|---|---|---|---|
| 7 | I feel that I have been provided with sufficient information related to work in my team. | | | | | |
| 8 | My colleague helps each other's job whenever necessary. | | | | | |
| 9 | My team collaborates effectively with other team within the company. | | | | | |
| 10 | It is easy to get along with my colleagues. | | | | | |
| | Safety & Security | 1 | 2 | 3 | 4 | 5 |
| 11 | Management has procedure regarding employees' safety and security. | | | | | |
| 12 | I feel secure in my job and not worry about my future. | | | | | |
| 13 | I am aware of my office building's emergency evacuation plan. | | | | | |
| 14 | I am regularly reminded to practice safe work habits by my manager. | | | | | |
| 15 | I feel safe at my workplace. | | | | | |
| | Esteem Needs | 1 | 2 | 3 | 4 | 5 |
| 16 | I have confidence in myself and sure of my abilities. | | | | | |
| 17 | My colleagues respect my ideas and decisions and recognized me. | | | | | |
| 18 | My company recognizes and acknowledge my work. | | | | | |
| 19 | I am proud to mention my company name to others. | | | | | |
| 20 | I feel a sense of achievement and/or accomplishment within my organization. | | | | | |
| | Work-life balance | 1 | 2 | 3 | 4 | 5 |
| 21 | I can manage my personal and professional life well. | | | | | |
| 22 | I have sufficient time for me. | | | | | |
| 23 | I am able to manage my family and other relationships well. | | | | | |
| 24 | I am able to separate myself from work and fully enjoy myself on vacation. | | | | | |
| 25 | Employee Morale is positive in my company. | | | | | |

Section C : Psychological Empowerment Scale

Directions: The following statements deal with your feelings with respect to your work role. Please read each statement carefully and circle one response that you believe each item is true respect to your job.

1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree
4 = Agree 5 = Strongly Agree

| | | | | | | |
|----|--|---|---|---|---|---|
| | Meaningful | 1 | 2 | 3 | 4 | 5 |
| 1 | My work motivate me to overcome the challenges. | | | | | |
| 2 | The work I do for this job is very meaningful to me. | | | | | |
| 3 | I feel that my position meet my skills and experience. | | | | | |
| 4 | My talents are being utilized effectively within the team. | | | | | |
| 5 | My job gives me a feeling of personal accomplishment. | | | | | |
| | Competence | 1 | 2 | 3 | 4 | 5 |
| 6 | The work activities match with my skill and I have opportunity to improve my competence level. | | | | | |
| 7 | I am confident about my ability to do my job. | | | | | |
| 8 | My job is well within the scope of my abilities | | | | | |
| 9 | I have skills and knowledge that lead to superior performance. | | | | | |
| 10 | I can plan work and carried out tasks without detail instruction. | | | | | |
| | Self determination | 1 | 2 | 3 | 4 | 5 |
| 11 | I have the chance to try my own methods of doing the job. | | | | | |
| 12 | I have the chance to do things for other people. | | | | | |
| 13 | I have the chance to use personal initiative in my work. | | | | | |
| 14 | I am able to do things that don't go against my conscience. | | | | | |
| 15 | I have the chance to do different things from time to time. | | | | | |
| | Impact | 1 | 2 | 3 | 4 | 5 |
| 16 | I have a great deal of control over what happen in my job. | | | | | |
| 17 | I got positive feedback from my colleague regarding my job performance. | | | | | |
| 18 | I treat other as I would like to be treated. | | | | | |
| 19 | I have significant influence over what happens in my work group. | | | | | |
| 20 | I can influence decisions taken in my team. | | | | | |

Section D : Job Satisfaction Scale

Directions: The following statements deal with how much you satisfy with your job.

Please circle one response that you feel about your present job.

1 = Strongly Disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly Agree

| | Job Satisfaction | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1 | I am very satisfied with this job. | | | | | |
| 2 | My current job satisfies my financial needs. | | | | | |
| 3 | I get a fair amount of pay/salary for the work I do. | | | | | |
| 4 | I feel personal satisfaction by doing my job well. | | | | | |
| 5 | I have an opportunity for promotion. | | | | | |
| 6 | I am satisfied with the benefit/allowance I receive. | | | | | |
| 7 | When I do a good job, I receive the recognition from my colleagues and superiors. | | | | | |
| 8 | I like the people I work through and with them. | | | | | |
| 9 | I am satisfied with the policy providing me thinking and doing independently in the work. | | | | | |
| 10 | I am satisfied with this working environment that provides learning opportunities. | | | | | |

Section E : Intention to stay scale

Directions: The following statements deal with how you feel about your future at your organization. Please circle one response that best suit you.

1 = Strongly Disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly Agree

| | Intention to stay | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|
| 1 | If I may choose again, I will choose to work for my current company. | | | | | |
| 2 | I would turn down a job offer from another company if it comes tomorrow with higher financial rewards. | | | | | |
| 3 | I would recommend the workplace as a good place to work. | | | | | |
| 4 | This company deserves my loyalty. | | | | | |
| 5 | I feel emotionally attached to this company. | | | | | |
| 6 | I don't have a desire to leave my job in this company. | | | | | |
| 7 | I plan to stay at this company as long as possible. | | | | | |
| 8 | I feel a strong sense of belonging to my company. | | | | | |
| 9 | I think that the work I am doing is interesting. | | | | | |
| 10 | Leaving this company would be very hard. | | | | | |

APENDIX – B

STATISTICAL OUTPUTS

Reliability Test for Working Environment

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .882 | .888 | 25 |

Reliability Test for Psychological Empowerment

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .878 | .880 | 20 |

Reliability Test for Job Satisfaction

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .828 | .823 | 10 |

Reliability Test for Intention to Stay

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .862 | .858 | 10 |

Regression Analysis on Effect of Work Environment on Job Satisfaction

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .763 ^a | .583 | .553 | .31831 | .583 | 19.281 | 5 | 69 | .000 | 1.608 |

a. Predictors: (Constant), Mean of Work Life Balance, Mean of Working Hour, Mean of Safety & Security, Mean of Relationship with Co-Worker, Mean of Esteem Needs

b. Dependent Variable: Mean of Job Satisfaction

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 9.768 | 5 | 1.954 | 19.281 | .000 ^b |
| Residual | 6.991 | 69 | .101 | | |
| Total | 16.759 | 74 | | | |

a. Dependent Variable: Mean of Job Satisfaction

b. Predictors: (Constant), Mean of Work Life Balance, Mean of Working Hour, Mean of Safety & Security, Mean of Relationship with Co-Worker, Mean of Esteem Need

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | .273 | .387 | | .705 | .483 | | |
| Mean of Working Hour | .295 | .095 | .332 | 3.115 | .003 | .533 | 1.876 |
| Mean of Relationship with Co-Worker | .054 | .105 | .054 | .510 | .612 | .545 | 1.836 |
| Mean of Safety & Security | .127 | .071 | .184 | 1.792 | .078 | .571 | 1.752 |
| Mean of Esteem Need | .327 | .114 | .319 | 2.875 | .005 | .490 | 2.042 |
| Mean of Work Life Balance | .085 | .088 | .099 | .960 | .341 | .568 | 1.761 |

a. Dependent Variable: Mean of Job Satisfaction

Regression Analysis on Effect of Psychological Empowerment on Job Satisfaction

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .752 ^a | .566 | .541 | .32248 | .566 | 22.788 | 4 | 70 | .000 | 1.950 |

a. Predictors: (Constant), Mean of Impact, Mean of Meaningfulness, Mean of Self-determination, Mean of Competence

b. Dependent Variable: Mean of Job Satisfaction

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 9.479 | 4 | 2.370 | 22.788 | .000 ^b |
| Residual | 7.280 | 70 | .104 | | |
| Total | 16.759 | 74 | | | |

a. Dependent Variable: Mean of Job Satisfaction

b. Predictors: (Constant), Mean of Impact, Mean of Meaningfulness, Mean of Self-Determination, Mean of Competence

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|----------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | .022 | .387 | | .056 | .955 | | |
| Mean of Meaningfulness | .469 | .095 | .483 | 4.957 | .000 | .655 | 1.527 |
| Mean of Competence | .077 | .113 | .080 | .676 | .501 | .444 | 2.253 |
| Mean of Self-Determination | .059 | .110 | .059 | .535 | .594 | .508 | 1.969 |
| Mean of Impact | .343 | .102 | .321 | 3.361 | .001 | .682 | 1.466 |

a. Dependent Variable: Mean of Job Satisfaction

Regression Analysis on Effect of Job Satisfaction on Intention to stay

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 | .645 ^a | .416 | .408 | .44210 | .416 | 51.947 | 1 | 73 | .000 | 1.577 |

a. Predictors: (Constant), Mean of Job Satisfaction

b. Dependent Variable: Mean of Intention to Stay

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 10.153 | 1 | 10.153 | 51.947 | .000 ^b |
| Residual | 14.268 | 73 | .195 | | |
| Total | 24.421 | 74 | | | |

a. Dependent Variable: Mean of Intention to Stay

b. Predictors: (Constant), Mean of Job Satisfaction

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|--------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | .673 | .393 | | 1.710 | .092 | | |
| Mean of Job Satisfaction | .778 | .108 | .645 | 7.207 | .000 | 1.000 | 1.000 |

a. Dependent Variable: Mean of Intention to Stay