

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF PEOPLE-RELATED TOTAL QUALITY
MANAGEMENT PRACTICES ON JOB SATISFACTION AND
EMPLOYEE LOYALTY IN
PHYO ELECTRONICS CO.,LTD**

POE EI KYAWE
EMBA II – 25
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ACADEMIC YEAR (2017 – 2019)

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“This thesis is 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 this thesis entitled “**The Effect of People-Related Total Quality Management Practices on Job Satisfaction and Employee Loyalty in Phyo Electronics Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

The main objectives of the study are to examine the effect of people related total quality management practices (TQM) practices on employee satisfaction and to analyze the effect of employee satisfaction on employee loyalty at Phyto Electronics Co.,Ltd. This study is thoroughly done by collecting structured questionnaires from 128 employees in Phyto Electronics Co.,Ltd. The findings indicate that among the six practices of people-related total quality management, teamwork, reward and recognition, and management leadership are the most influencing factors on job satisfaction. In addition, the results show that job satisfaction positively impacts on employee loyalty. Therefore, Phyto Electronics Co.,Ltd should continue to focus on teamwork, reward and recognition, and management leadership practices to improve job satisfaction and this would lead to an increase of employee loyalty.

CHAPTER 1

INTRODUCTION

Nowadays manufacturing companies lose most of their profits because they face so many quality problems in competitive business environment. Companies are fully aware that quality is a key component and a success factor of manufacturing companies to increase market share, sales and companies' revenue. Companies need to maintain not only product quality but also service quality. Due to the growing local competitions, product innovation and differentiation are also crucial. To achieve competitive advantage, companies need good quality products, following good services and fair prices. Most problems of quality issues are defects. Consequently, companies need a good management practices to produce the efficient products which have minimal defects. People-related total quality management practices are to improve the working process of manufacturing companies and increase the customers' satisfactions. When it is properly implemented, this style of management can lead to better overall performance, an increase customer satisfaction, retaining number of loyal employees and decreasing costs related to corrective action.

According to Wilkinson (1992), implementing Total Quality Management (TQM) within an organization has extensive implications for HRM (Human Resources Management). Wilkinson emphasizes that TQM requires "self-control, autonomy and creativity among employees for greater active co-operation rather than mere compliance." From business point of views, HRM approach intend to increase productivity and profitability but it focuses on labor first and quality is second priority. In contrast, total quality management emphasizes increasing quality, productivity, customer satisfaction, employee satisfaction and loyalty. Moreover, for business information, HRM approach limits information on the working area but TQM approach shares board information on profits, productivity, quality, costs and capital spending plans. There is on-job training in the HRM approach and it turns the feedback on job performance. However, education and training in TQM approach gives the knowledge of quality and economic, the ability of problem solving and group process, and multiple skill training. In the quality objective, HRM practices remain the adequate product quality but TQM practices make continuous improvements at and across every level of operations. In the reward system, management

designed and administered in the HRM approach but management and employee committee designed and adjusted in the TQM approach.

Some evidence suggests that TQM is a company-wide perspective that strives for customer satisfaction by seeing zero defects in products and services. The viewpoint of total quality management concentrates on quality as a business imperative in which all employees are charged with satisfying customer needs, whether these customer groups are internal or external in the company. Additionally, total quality management (TQM) is now widely recognized as one of the major innovations in management practice over the last decade. This help to compete in the foreign markets and also provide greater satisfaction to customers.

To attain good quality products in manufacturing companies, employers need competent employees for enhancing the company's growth. For these employees, the need to satisfy their jobs is crucial for the companies. Job satisfaction is related to the positive feeling of an employee that is higher job satisfaction may lead to productivity improvement, decreasing turnover and improving attendance, reduction of accidents, and being less stressed at work. If employees enjoy a higher degree of job satisfaction, they tend to be more helpful and friendly to their colleagues at work creating positive energy in the community. This helps in promoting teamwork where sharing of information and knowledge is enhanced. Moreover, job satisfaction among employees may lead to a better and safer working environment with lesser negative conflicts. Any happy employee in their work will find it easier to adjust in any type of jobs and therefore create a huge boost in productivity; they also can help maintain customer satisfaction and ultimately, companies will profit more.

Furthermore, employees who are satisfied with their jobs are more likely to be loyal to the companies. Job satisfaction is linked with employee's loyalty. This becomes one of the most pressing issues in the corporate world. Loyal employees create the value of the company's business. In order to run the company smoothly and profitably, any currently working employees have to be loyal and dedicate themselves to their profession. Moreover, they maintain a good employer-employee relationship in the company. In today's business environment, manufacturers are increasingly taking steps to focus on employee loyalty because it increases overall performance of the company. Therefore, the main purpose of this study is to present the effect of people-related total quality management practices on

job satisfaction and the effect of job satisfaction on loyalty of the employees at Phyto Electronics Co.,Ltd.

1.1 Rationale of the Study

High quality products are needed by the manufacturing companies. To achieve high profitability is one of strategic goals for companies in many industries. To achieve these benefits, they need to eliminate defects and waste that reduces cost and time and that enhance productivity. People-related total quality management (TQM) practices are also related to human resources based on product quality and customers' satisfaction. It is a combination tool of quality and management aimed at increasing business and reducing losses due to wasteful practices.

Moreover, high competencies and performance levels of employees can provide a company to get a competitive advantage over its competitors. The function of people-related total quality management practices is a significant influence in contribution of business sustainability for both manufacturing and service organizations especially in today's business competitive environment. Therefore, companies require skilled and professional human resources and good management practices, and people-related total quality management (TQM) practices is a valuable asset for the manufacturing companies.

Open and market oriented economy has been evolved in Myanmar over the previous years. Myanmar's Industrial sector has witnessed dramatic growth over the past five years, with manufacturing fairly concentrated in electronics devices such as inverters, safe guards, generators, transformers. According to 2018 research, manufacturing is the third largest sector in Myanmar for both foreign investment and Myanmar citizen investment. Manufacturing industry is set to be a mainstay of Myanmar's future economic development. Manufacturing is predicted to continue to enlarge and to propel future economic growth. Consequently, manufacturers in Myanmar focus on higher productivity with good quality.

Manufacturers are now increasingly taking steps to strengthen this people-related total quality management practices. People-related TQM practices that aim to reduce risks, to improve employees' skills and to create innovative solution on problems. And job satisfaction is also a very important part of an employee's lifecycle and motivation to remain loyal and employed with the company. Therefore, it assumes that company use

people-related TQM practices to improve productivity and profitability and the relationship between job satisfaction and loyalty may be essential to ensure that leads to effectiveness, efficiency and performance. In this study, the effect of people-related total quality management practices on job satisfaction and the effect of job satisfaction on loyalty of the employees at Phyto Electronics Co., Ltd are conducted.

1.2 Objectives of the Study

The objectives of the study are as follow:

- 1) To examine the effect of people-related total quality management (TQM) practices on job satisfaction at Phyto Electronics Co., Ltd
- 2) To analyze the effect of job satisfaction on employee loyalty at Phyto Electronics Co., Ltd

1.3 Scope and Method of the Study

This study only focuses on the effect of people related total quality management (TQM) practices on job satisfaction and employee loyalty at Phyto Electronics Co., Ltd. Analytical method is used in this study. To achieve these objectives, both primary and secondary data are used. The primary data are collected from 128 respondents who are randomly selected from total of 190 employees in Phyto electronics company. This research uses simple random sampling method and structured questionnaires with five points Likert scale questions are given out to the respondents. The data collection period is June and July of 2019. The secondary data are collected from the records of Phyto Electronics Co., Ltd, relevant textbooks and articles, previous research papers, thesis papers, journals, websites and online resources.

1.4 Organization of the Study

This paper consists of five chapters. Chapter one is an introductory section which involves rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two includes the theoretical background of this study. Chapter three presents profile of Phyto Electronics Co.,Ltd, research design, demographic

profile of the respondents, reliability test, and people related total quality management (TQM) practices of Phyto Electronics Co.,Ltd. Chapter four reveals the analysis on the effect of people related total quality management (TQM) practices on job satisfaction and the effect of job satisfaction on employee loyalty of Phyto Electronics Co.,Ltd. Eventually, chapter five is the conclusion of the study including findings and discussions, suggestions and recommendations, needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter covers relevant literature from a variety of sources with a focus on influence of people-related total quality management practices on job satisfaction. The review begins with a discussion of literature that relates to the various practices of people-related total quality management that contribute to job satisfaction of employees. Next is a discussion of how it can contribute to loyalty. The main sections covered in this chapter include theoretical framework, review of empirical studies and the conceptual framework of the study.

2.1 People-Related Total Quality Management

Total Quality Management (TQM) concept was jointly developed by W. Edwards Deming, Armand V. Feigenbaum and Joseph M. Juran. Total Quality Management is a method that involves both management and employees in the continuous improvement of the production of goods and services. It is a combination of quality and management tools aimed at increasing business and reducing losses due to wasteful practices ([Hashmi, 2007](#)). Total Quality Management (TQM) is a strategy that implemented by organizations that focus on handling the total organization as a whole to provide products and services that fulfill customers' needs through the mobilization of the individuals, management leadership and the cohesion of all the firms' resources ([Belén Escrig-Tena, 2004](#)).

According to Mohd Yusof and Aspinwall, Total Quality Management (TQM) is defined as “adopting a quality culture through the application of quality management initiatives in all aspects of the business with full considerations towards building an ongoing improvement cultured based on realistic resources, financial and human, and in anticipating and meeting customer needs according to priorities established for continued business success” ([Mohd Yusof & Aspinwall, 2000](#)). The definition of Luthans is the TQM as a participative system whereby all employees are empowered to take responsibility and contribute towards quality management in the organization ([Luthans, 1995](#)).

Several authors categorized TQM elements into two discrete groups, that is, soft TQM and hard TQM ([Vouzias & Psychogios, 2007](#)) . There are many published research

papers which used both soft TQM and Hard TQM to measure TQM philosophy but there was no explicit distinction between soft and hard TQM constructs in many of these papers (Abdullah & Tari, 2012). Soft aspects of TQM is sometimes referred as the management system and hard aspects of TQM is sometimes referred as the technical system (Evans & Lindsay, 1999). Hard TQM refers to the various quality tools and techniques whereas the soft aspects emphasize the management of human resources ([Wilkinson, Marchington & Dale, 1992](#)).

Both soft and hard TQM elements have varied impact on the quality management results and they opined that quality improvement is influenced primarily by soft TQM elements and secondarily by hard TQM elements ([Fotopoulos & Psomas, 2009](#)). Intangible features such as top management support, teamwork, employee empowerment and employee involvement, play a significant role in ensuring success of TQM in improving company's performance ([Brah, Li Wong & Madhu Rao, 2000](#)). This underscores the importance of analyzing the soft elements, more accurately, the people-related practices of TQM ([Yue, Ooi & Keong, 2011](#)).

As it is People Related TQM, various basic TQM elements in relation to employees' work-related attitudes have been identified in previous studies. The people-related TQM elements used previous studies included teamwork, reward and recognition, customer focus, organizational trust, organizational culture, training and education, communication, continuous improvement, management commitment, employee involvement, and empowerment ([Yue, Ooi & Keong, 2011](#)).

In this study, the discussion of people-related TQM practices is based on an enhanced version of identification of TQM key practices that sustain an organization's business strategy towards job satisfaction. Thus, six people-related TQM practices were selected with the reference of the previous studies in relation to employee outcome focus which are employee training, teamwork, employee reward and recognition, management leadership, employee empowerment, and work-life balance.

2.1.1 Employee Training

Training helps the employees to perform well in their jobs and expand the knowledge base of all employees. Through the training programme, the employees can able to strengthen the skills and knowledge that each employee needs to improve. A development programme and effective training will bring all employees to a higher level so they will have similar skills and knowledge (Wruck & Jensen, 1998). Education and training increases the employees working abilities and experiences, decrease the errors, enhance the knowledge and work skills, improve the teamwork and overcome the turnover rate (Kaynak & Hartley, 2008).

When employees are helped to improve themselves, the organization will earn the benefits. Through the education and training, it will not just improve the skills but enhance self-esteem and pride. Employees get the messages that management cares about them as people. To be efficient for the team members and the organization, training should be action oriented so that results can be obtained right away (Besterfield, 2011).

2.1.2 Teamwork

Teamwork is defined as a group of interdependent employees work together and cooperate to achieve organizations' goal ([Parker & Wall, 1998](#)). Teamwork is an important element for implementing TQM as team building is able to modify a group of experienced but otherwise uncoordinated employees into highly concentrated, energetic team capable of achieving more with lesser errors in shorter time ([O'conner & Erickson, 1992](#)).

The effects of teamwork are recognized by manufacturing companies, they form a group of people as a team to develop new ideas, projects, and products which meet customer needs ([Rainey, 2008](#)). A capable group works together to achieve common objective can improve the motivation and increase job satisfaction (Griffin, Patterson & West, 2001). When the relationship of employees and teamwork in an organization is strong, it tends to motivate employees and improve job performance (Kabak et al., 2014).

2.1.3 Employee Reward and Recognition

Organization's rewards and compensation system will influence employee's satisfaction (Carson et al., 1999). Rewards and recognition are used either to reward an employee for eliciting desired behavior or recognize an employee for exemplary results. The reward and recognition programs function the foremost contingent factor in keeping employees' self-esteem high and passionate.

According to Bowen (2000), a reward is something given or received against for a service. The acknowledgement of one's contribution to the organization in the eyes of public is called recognition (Bowen, 2000). One of the vital factors, which effect the job satisfaction, is reward and recognition (Maurer, 2001) emphasized that organization should consider the link between organizational successes as the consequence of the employee job satisfaction. Reward and recognition is proved key factors, which influence the employee job satisfaction (Jun, Cai & Shin, 2006).

2.1.4 Management Leadership

Good leadership will drive the employees to have higher involvement in the implementation of Total Quality Management Process (Negri, 2003). To create employees ownership and responsibilities, supportive environment, continuous quality improvement and systematic change management process, the strong commitment from top management is very important (Mohammad Mosadeghrad, 2014). To enhance the quality in all aspects in the organization, leaders must be able to organize and lead the employees, define the vision and mission, coaching management style, enhance employee empowerment and long range orientation (Sadikoglu & Zehir, 2010).

Senior leaders set directions and make a customer orientation, clear and visual quality values, and high expectations. Values, directions and expectations need to address all stakeholders. The leaders make the creation of strategies, systems and methods for achieving excellence. Strategies and values help to guide all activities and decisions of the organization. Moreover, senior managers also need to provide the skills to implement quality control techniques and actively participate in the quality improvement processes.

2.1.5 Employee Empowerment

Employee empowerment may be a philosophy or strategy that permits people to make decisions about their job. Workers feel empowered when they are in an environment where their ideas are respected and they feel free to make suggestions without fear of ridicule by superiors or fellow workers (Meyerson & Dewettinck, 2012). Implementing the principle of empowerment in stages fosters this type of environment

and can increase employee productivity and input. Besides that, employees' empowerment is also significant to keep them satisfied and productive (Fernandez & Moldogaziev, 2013). Empowered employees will make the best decision because that decision will affect their work and customers without supervisory review from the managers (Hogan & Coote, 2014).

To encourage the employee empowerment, the management need to put the trust and give the employee the training so that they can understand in detail what actually employee empowerment is and how to implement it in the right time and in the right situation (Zahari & Zakuan, 2016).

2.1.6 Work-Life Balance

Work-life balance is a key factor at the workplace. The main reason is because society and organizations are filled with multi tasks and responsibilities to fulfill in the highly competitive market nowadays. Work-life balance is defined as the absence of conflict between the work and life domains (McMillan & Schumacher, 2001). Energy, time and responsibilities need to be distributed efficiently across domains in order to achieve a balanced life and satisfaction (Kirchmeyer, 1998).

Work-life balance is also defined as the minimum role of conflict which achieved satisfaction and well-functioning at both workplace and at home (Clark, 2001). The conceptions of work-life balance each included the notions equality or near-equality between experiences in the work and non-work roles, which possible to have high levels of satisfaction, functioning, health or effectiveness across multiple roles and that personal resources are applied to each role which is then measure by satisfaction (Greenhaus, Collins & Shaw, 2003). Employees might need to stay at the organizations for longer period to complete the overload tasks due to inefficient process and causes work-life balance (Kua, 2016)

2.2 Job Satisfaction

Job satisfaction is defined as an emotional reaction to an individual's responsibilities and workplace conditions, and the extent to which a worker's expectations are satisfied (Kreitner & Kjnicky, 2009). Job satisfaction represents the extent to which people like or dislike their jobs (Spector, 1997). Different scholars defined job satisfaction from various perspectives but the most common definition describe job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1976).

Factors associated with high job satisfaction include variety of meaningful tasks, unobtrusive supervision, greater responsibility, self-pacing, chances of self-development and feedback on performance. On the other hand, job satisfaction can be increased by careful selection, setting appropriate objectives, planning the development of employees, keeping employees informed and recognizing achievements (Spector, 1997). When people are not satisfied with their jobs they tend to resign from the company. That is, they are frequently absent and are likely to quit their jobs (Greenberg & Baron, 2007).

Job satisfaction theories have a strong overlap with theories explaining human motivation (Hassard, et al., 2014). The most common and prominent theories in this area include Maslow's needs hierarchy theory; Herzberg's two-factor theory; the Job Characteristics Model; and the dispositional approach.

Hierarchy of Needs Theory was the most famous content theory developed by Abraham Maslow. The Theory proposes that people are motivated by multiple needs and these needs exist in a hierarchical order which consists of five hierarchy (Daft, 2008). The theory suggests that human needs form a five-level hierarchy consisting of physiological needs, safety, belongingness, esteem, and self-actualization.

According to the hierarchy of needs, needs from the bottom of Pyramid must be met before the needs from the top of the pyramid. Physiological are the most basic human physical needs includes, food, water and basic salary to ensure survival. Once making sure these physiological needs are met, safety needs are required to be met such as compensation and fringe benefits and safe jobs (Daft, 2008). When employees feel physically and mentally safe in their work environment, such as feeling job security or having suitable company structures and policies, safety needs can manifest itself. When safety need is satisfied, the employees can focus on their relationships with colleagues and supervisors whether they feel they are a part of their team which is referred as the belongingness needs.

In the next step, it is important for the employee to feel as they are valued and appreciated by their colleagues and their organization. The final step of the hierarchy which Self-Actualization needs is where the employees seek to self-actualize in which they realize that they need to grow and develop in order to become everything they can become. Therefore, organization should attempt to fulfill the basic needs of employees before addressing higher order needs to improve job satisfaction.

2.3 Employee Loyalty

Loyalty is recognized as a virtue, albeit a problematic one. It is constituted centrally by perseverance in an association to which a person has become intrinsically committed (Kleinig, 2014). Believers give loyalty to the organization and pride oneself and identity from it (Clark, 1972). Loyalty is characterized as a strong desire to maintain membership of an organization, and plays a positive role in retention of members in the organization (Marič et al, 2011).

According to Diem (2016), Loyalty is how much a person have attachment to a particular object, further that object can be anything, a person, a group of persons, an ideal, a particular job, or any causes which makes this person to show devotion. Loyalty has become one among vital concerns for organizations, especially within the context of the economic tensions associated with the psychological contract between employers and employees. Loyalty itself expresses by the persons struggle for doing good things for that particular object, such actions that shows the persons interest in that object (Waqas et al., 2014).

The loyalty of the employees is often viewed as the attitude towards a particular organization. According to Meyer and Allen (1991), loyalty is not such a lot the attitude that is important in organization but the action is of great impact. Solomon (1992) establishes that the loyalty of employee is the eagerness to remain touched with the organization.

Employees' loyalty is an organizational citizenship behavior that reflects the allegiance to the organization to the promotion of its interests and image to the outsiders. (Bettencourt, Gwinner & Meuter, 2001). Employee is loyal to their organization when they show commitment and believe that it is the best option for them to work for the organization (Waqas et al., 2014).

As employee loyalty is the presumed outcome whether or not an employee is satisfied are defined in many ways by numerous researchers. Loyalty as defined by Logan (1984) is the strong relationship that ties employees to their particular organization even when it may not be monetary considerably to stay there. The definition of Elegido (2013) is employee's loyalty deliberately to promote an employer's best interests, even when some characteristic of one's self-interest beyond what would be required beyond by one's legal and other moral obligations.

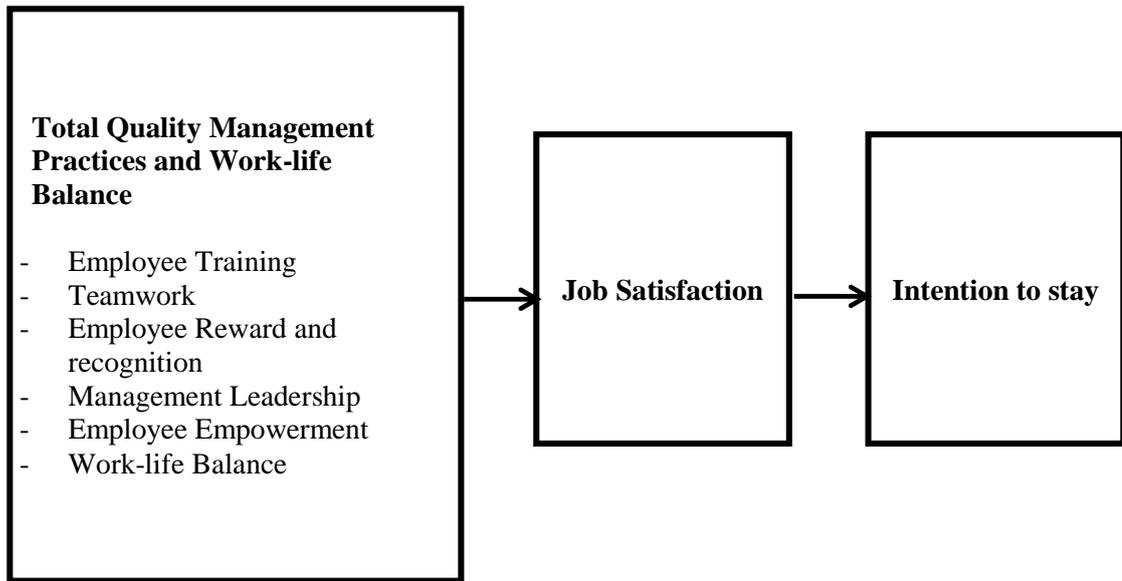
2.4 Previous Studies

There are several models and researches that analyze the people related total quality management (TQM) practices on job satisfaction. In this section, the previous studies which show the relationship between job satisfaction and intention to loyalty are described.

2.4.1 The Effect of Total Quality Management and Work-life Balance towards Job Satisfaction

This model below is presented total quality management practices and work-life balance. There are six factors used to assess people related TQM practices. They are employee training, teamwork, employee reward and recognition, management leadership, employee empowerment and work-life balance are denoted as the independent variables. This model is conducted how TQM practices will significantly influence job satisfaction and lead to intention to stay for employees (Kau, 2016) .

Figure (2.1) Total Quality Management and Work-life Balance



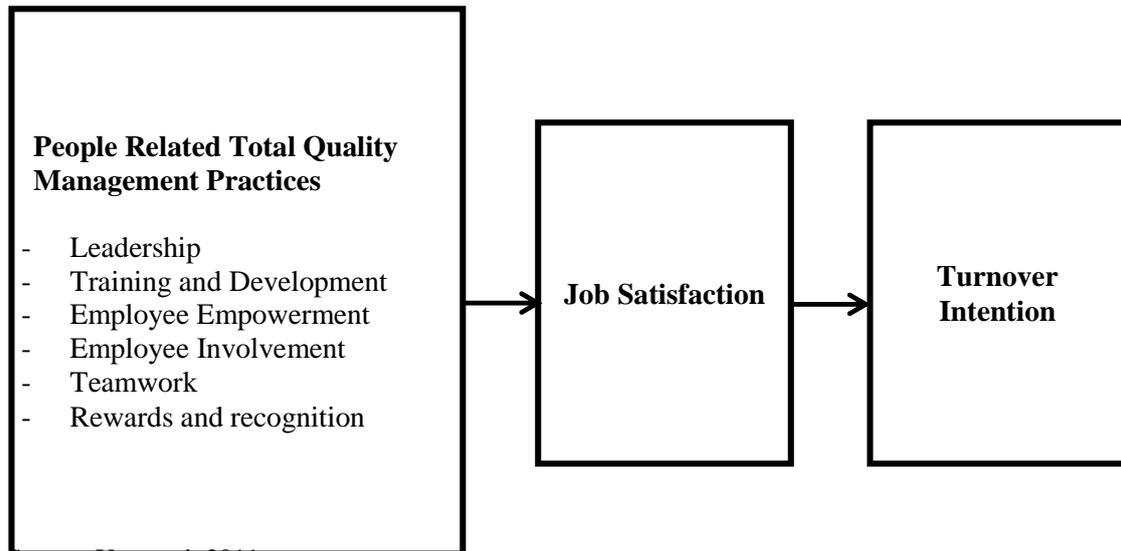
Source: Kua ,2016

The findings of the research showed that only four variables of people related TQM practices (employee training, employee rewards and recognition, employee empowerment and work-life balance) is significantly influence on employee’s job satisfaction and lead to turn over intention. Teamwork and management leadership do not have significant influence on employees’ job satisfaction. The result provided empirical support for the essential role of part of people related TQM practices to ensure job satisfaction are always high and reduce turnover intention. Among people related TQM practices, the employee empowerment is highly significant positive to job satisfaction. Most of the employees achieve higher job satisfaction when they are empowered to make decision in their organizations. Besides that, employees’ job satisfaction is also found significant towards turnover intention. People related TQM practices also allow employees to improve their knowledge and skills to work efficiently. Thus, work overloaded, stress, low job satisfaction and turnover rate of good employees can be improved by implementing the people related TQM practices (Kau, 2016).

2.4.2 People-Related Total Quality Management, Job Satisfaction and Turnover Intention

This model below is presented people-related total quality management. There are six factors used to assess people related TQM practices. They are leadership, training and development, employee empowerment, employee involvement, teamwork and rewards and recognition. This model was conducted in the study of the relationship between Total Quality Management (TQM) practices; job satisfaction and turnover intention (Yue, et al., 2011) that how people TQM practices will significantly influence job satisfaction and lead to turnover intention for employees.

Figure (2.2) People-Related Total Quality Management



Source: Yue et al, 2011

The findings of the research revealed that only six variables of people-related TQM practices (leadership, training and development, employee empowerment, employee involvement, teamwork, reward and recognition) is significantly influence on employee’s job satisfaction and lead to turn over intention. These are crucial factors that synergize employees’ work out-comes with organizational excellence that leads to sustainable and successful TQM implementation. It is expected that positive perception of employees towards people-related TQM practices will bring about higher job satisfaction and lower turnover intention.

2.4.3 Relationship between People-Related Total Quality Management Practices and Job Satisfaction

TQM has been found to have an important influence on an individual’s job satisfaction and often produce healthier organization climates within the working environment (Harber et al, 1991). Gardner et al., (1996) conducted a study on employees’ affective reactions (i.e. job satisfaction, commitment and turnover intention) to organizational quality efforts. The respondents of the survey consisted of 228 employees of a large bank in Australia. The results indicated that the employees’ participation of organizational quality efforts would be significantly related to employees’ affective reactions, with those perceiving greater organizational quality efforts seen exhibiting the more positive related to employees’ job satisfaction within the organization.

In an empirical study (Karia, 2000), an analysis was conducted on the impact of TQM practices on employees’ work-related attitudes. The respondents of the study consisted of 103 employees from five organizations operating in Malaysia that practice

TQM. The findings of the study revealed that the implementation of TQM practices did have an impact on all aspects of employees' job satisfaction. Guimaraes (1996) conducted a study on TQM's impact on employees' attitudes. The results showed that job satisfaction within the company had increased, which indicated that the implementation of TQM had changed the working environment; thus, employees' attitudes had improved. As a result, employees' levels of satisfaction increased and their deliberate willfulness to stay within the organization.

2.4.4 Relationship between Job Satisfaction and Employee Loyalty

Job satisfaction is very important part of an employee's lifecycle and motivation to remain loyal to and employed with an organization. In other words, employees in all industries are indispensable resources and they represent the vital speculation, on the off chance if they are satisfied and loyal or committed to their jobs for the sustainability of the competitive advantage of the company. The objective of the key organizational is job satisfaction and it is essential for higher competitive level and the success of the organization (Garcia-Bernal et al, 2005).

One of research indicated that there is a relationship between job satisfaction and loyalty. The result from the manufacturing sector obtained that job satisfaction showed a significant impact on loyalty and there was at least significant relationship between total quality management practices, job satisfaction and loyalty in various sectors which validates the various theories and studies. The study confirmed that, stakeholders of the sectors considered should pay more attention to employees' loyalty and commitment as this will enhance the improvement and help survive the current competition within these sectors (Frempong et al , 2018).

According to the research by Prabhakar (2016), high job satisfaction and workplace environment have positive relation with employee loyalty. Pandey and Khare (2012) showed that there is an impact of job satisfaction and organizational commitment on employee loyalty.

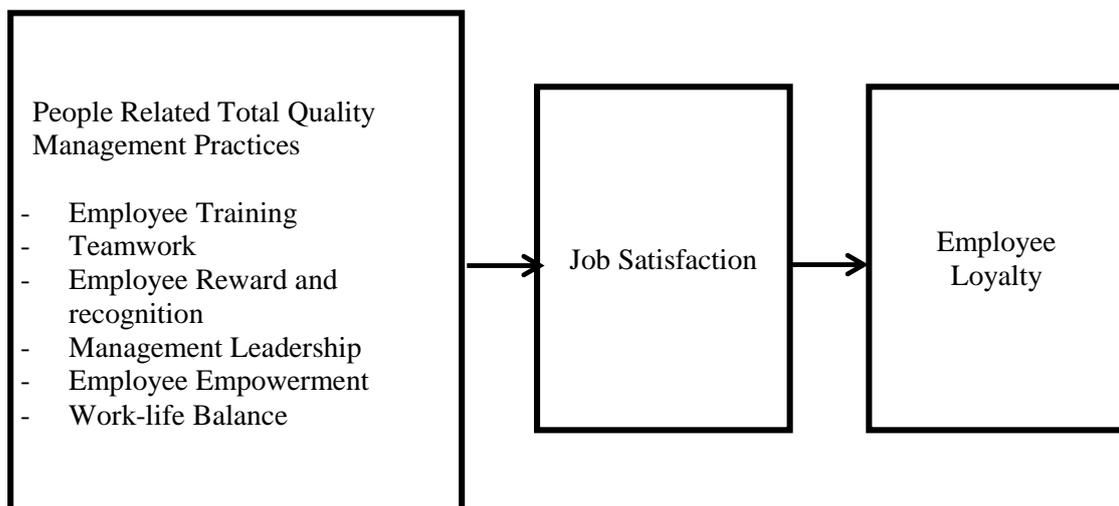
Several studies have indicated that job satisfaction has a direct effect on employee loyalty. This means that the higher the employee job satisfaction hence the employee loyalty will increase. Job satisfaction has a significant and positive effect on both work engagement and employee loyalty (Vokic & Hernaus, 2015). It is examined that employees who feel satisfied will continue to increase loyalty work to help the achievement of corporate goals, so job satisfaction can be an indicator in determining employee attitudes

toward the company. It is found that unlike employees who feel comfortable and satisfied they choose to stay and continue to contribute the best, high commitment and good loyalty (Onsardi, et al.,2017).

2.5 Conceptual Framework of the Study

According to the results from the prior researches, the following conceptual framework is developed for this study. The proposed framework is adopted from international paper, the effect of total quality management (TQM) practices and work-life balance towards job satisfaction by (Kua Ching Yi,2016). Job satisfaction of questionnaire is constructed based on Maslow's Hierarchy of Needs Theory. The conceptual framework of this study shows how people related total quality management practices effect on job satisfaction and how job satisfaction effects on employee loyalty in Phyto Electronics Co., Ltd. People-related total quality management practices are defined with six factors. The conceptual framework of this study is shown in the Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation ,2019

In the framework, two major parts are included. One is the relationship of people related total quality management practices to job satisfaction. The second part is the impact of this job satisfaction on employee loyalty. The conceptual framework of the study is based on selected people related total quality management practices. The first part is people related total quality management practices consisting of employee training, teamwork, management leadership, employee rewards and recognitions, employee empowerment, and work-life balance. In second part, how these people related TQM activities fulfill the needs of the employees in order to the level of Maslow Hierarchy of Needs which results the Job Satisfaction is explored. In this part, questionnaires are developed based on the Maslow Hierarchy of needs. Question no.(1) indicates the self-actualization needs. Question no.(2) represents esteem needs. Question no. (4),(7),(8),(9) indicates belonging needs. Question no. (5) shows safety needs. Question No (3),(6) provides the physiological needs. Finally, the relationship between job satisfaction and employee loyalty is explored.

CHAPTER 3

PEOPLE-RELATED TOTAL QUALITY MANAGEMENT PRACTICES IN PHYO ELECTRONICS CO., LTD

This chapter involves two sections. This first section presents the profile of Phyto Electronics Co.,Ltd, following this the research design, the reliability test, and the demographic profile of the respondents will describe. The last section of this chapter will discuss descriptive explanation of the people-related total quality management (TQM) practices of employees in Phyto Electronics Co.,Ltd based on the questionnaire results.

3.1 Profile of Phyto Electronics Co., Ltd

Phyo Electronics Company is one of the successful manufacturing companies in Myanmar. Phyo electronics company was established in 2001 as a private company and this company is located in Yangon Region, Myanmar. This company is a local company. Company's initial investment was 300,000 million kyats. The vision of the company is to become a top leading electrical manufacturing in Myanmar and to support the highest quality electrical products with the fair price. The mission is to enhance an international standard and to provide customers with good quality products and services. The core values of Phyo electronics company are safety, quality, team and customer service.

A headquarter of Phyo electronics company is situated in Yangon. There are two branches of Phyo electronics company, Mandalay branch and Magway branch which to be more convenient for customers. Phyo electronics company mainly produces transformers, inverters, safeguards and voltage regulators with high quality. This company imports raw materials, components and accessories from China, Thailand and Vietnam. Yangon office distributes the finished goods to lower Myanmar and Mandalay office distributes the products to upper Myanmar.

There are total 190 employees in Phyo company from General Workers to Manager Level at Yangon head office and Yangon head office has seven departments. They are finance department, marketing department, admin department, human resources department, manufacturing department, logistics department and service department. These departments are organized by the finance manager, admin and human resources manager, manufacturing manager, logistics and service manager. Finance department is responsible for planning, accounting for and controlling for the company's finance. This company produces high quality electronics goods in the manufacturing department. Human resource department is responsible for all human activities for the company and admin department links between the various departments of Phyo electronics company and supports office procedures. Marketing department is responsible for setting marketing strategy, increasing market shares and growing revenue. Logistics department organizes the inventory and distribute the goods. In service department, employees resolve the customer's phone calls and repair the damages or fault products within the warranty period.

3.2 Research Design

The study focuses on the effect of people-related total quality management (TQM) practices on employee satisfaction and the effect of job satisfaction on employee loyalty at Phyo Electronics Co.,Ltd. There are 190 total employees in Phyo Electronics Co.,Ltd. The target population of this study focuses on employees of Phyo Electronics Co., Ltd from General Workers to Managers Levels. The sample size is 128 employees out of 190 total employees in order to represent the accurate result of the study. Analytical method is used in this study. The simple random sampling method is used for the selection of respondents from different departments of Phyo Electronics Co., Ltd. The data collection period is in June & July 2019.

The questionnaire involves four sections which are demographic profiles of the employees, people related total quality management practices, job satisfaction, and employee loyalty. In this study, people related total management practices is accessed by using six factors which are employee training, teamwork, employee reward and recognition, management leadership, employee empowerment and work-life balance.

The questionnaires that are designed with Likert type of five points scale (from 1=Strongly Disagree to 5=Strongly Agree). A total of 128 questionnaires are randomly distributed to the employees of Phyto Electronics Co., Ltd. These employees included general workers, office staff, supervisors and managers who are currently working in Phyto Electronics Co., Ltd.

3.3 Reliability Test

Reliability refers to the degree to which a test is consistent and stable in measuring of a concept of the study. Cronbach's alpha is a measure used to assess the reliability or internal consistency. Cronbach's alpha is most commonly used when the questionnaire is developed using five point likert scale statements and therefore to determine if the scale is reliable or not. A quantitative pilot survey is carried out to 40 employees in May 2019 to identify and eliminate possible problems in the questionnaires.

Table (3.1) Reliability Test

SR.	Scale	Alpha Value	No of Items
1	Employee Training	0.893	7
2	Teamwork	0.859	7
3	Employee Reward and Recognition	0.803	7
4	Management Leadership	0.855	7
5	Employee Empowerment	0.823	7
6	Work-Life Balance	0.935	7
7	Employee Satisfaction	0.909	9
8	Loyalty	0.813	9

Source: Survey Data,2019

The range of Cronbach's alpha should become from 0 to 1. Some researchers recommend that the minimum acceptable value for Cronbach's alpha is 0.7. Cronbach's alpha is less than 0.5 that are unacceptable. Table (3.1) shows the analysis result of Cronbach's alpha for each variable and all the alpha values are greater than 0.7. It expresses that questionnaires have accomplished with consistency and stability. After conducting the reliability test, questionnaires on 128 sample employees are distributed to conduct the research questions of the study.

3.4 Demographic Profile of the Respondents

Demographic data are collected from 128 employees in Phyto electronics company by using convenience random sampling method. This table includes gender composition, marital status, age level, educational level, position level, monthly income level and working experiences of the employees. The demographic characteristics of employees is presented in Table (3.2).

According to the Table (3.2), 65% of the respondents are female and 35% of the respondents are male. Female employees are nearly twice more than male employees. It indicates that 59% of the respondents are single, 37% of the respondents are married and 3% of the respondents are divorced. The highest percentage of the marital status group is single.

In age group, the majority of respondents are under 35 years old and there are 85% of total respondents. The adult employees are mature and they are suitable for people-related TQM practices in manufacturing area. For educational background, 29 workers are read and write level, 62 are undergraduate level, and the rest 37 are university graduated level. Phyto electronics company is running mainly with undergraduate and graduate employees.

According to the table (3.2), there are 74 general workers, 30 office staffs, 20 supervisors and 4 managers. It is found that many employees are working at the operational level of Phyto electronics company. For monthly income, 48% are between 1 lakh - 2 lakhs kyats monthly income level, 31% are between 2 lakhs - 3 lakhs kyats monthly income level, 13% are between 3 lakhs - 4 lakhs kyats monthly income level, 5% are between 4 lakhs - 5 lakhs kyats monthly income level, and 3% are above 5 lakhs kyats monthly income level. It is found that there are middle-class employees in Phyto electronics company.

In the Table (3.2), the result shows that 17% of employees have less than 2 years' experience, 23% of respondents have between 2 to 5 years' experience, 51% of employees have between 5-10 years' experience, and 9% of respondents have over 10 years' working experience. It is found that most of the respondents had enough experience at Phyto electronics company.

Table (3.2) Demographic Profiles of the Respondents

Sr. No.	Demographic Variables	No. of respondents	Percentage (%)
		128	100
Gender			
1	Male	45	35
2	Female	83	65
Marital Status			
1	Single	76	59
2	Divorced	5	3
3	Married	47	37
Age (Year)			
1	Between 25-30	59	46
2	Between 31-35	50	39
3	Between 36-40	14	11

4	Over 40yrs.	5	4
Educational Background			
1	Read and write	29	23
2	School education	62	48
3	Graduate	37	29
Occupation			
1	General Worker	74	58
2	Office Staff	30	23
3	Supervisor	20	16
4	Manager	4	3
Monthly Income Level (MMK)			
1	Between 1 lakh to 2 lakhs	61	48
2	Between 2 lakhs to 3 lakhs	40	31
3	Between 3 lakhs to 4 lakhs	17	13
4	Between 4 lakhs to 5 lakhs	6	5
5	Above 5 lakhs	4	3
Working Experience			
1	Less than 2 years	22	17
2	Between 2 to 5 years	29	23
3	Between 5 to 10 years	65	51
4	Over 10 years	12	9

Source: Survey data, 2019

In the Table (3.2), the result shows that 17% of employees have less than 2 years' experience, 23% of respondents have between 2 to 5 years' experience, 51% of employees have between 5-10 years' experience, and 9% of respondents have over 10 years' working experience. It is found that most of the respondents had enough experience at Phyto electronics company.

3.5 People-Related Total Quality Management Practices of Phyto Electronics Co.,Ltd

The introduction of total quality management entails impact on many different aspects of the employees' work values and attitudes especially job satisfaction. Phyto electronics company is following the practices of people related total quality management. The Safe Guard, voltage regulator and inverter in manufacturing area are required to produce according the standard. The implementation of people related TQM will likely influence the work-related outcomes especially employees' job satisfaction

The total quality management practices of Phyto Electronics Co.,Ltd are aimed to effectively implement measures related to safety and health in the working area, to produce the best quality products and services in the Myanmar. In the implementation stage, company is intending to work together with stakeholders, workers and others who are responsible under this set disciplines to be responsible product quality.

In this study, people-related TQM practices of Phyto Electronics Co.,Ltd are studied. It consists of employee training, employee rewards and recognition, employee empowerment, teamwork, management leadership and work-life balance. The questionnaires that are designed with Likert type of five points scale from 1 (Strongly disagree) to 5 (Strongly agree) are used to explore the employees' awareness of people related TQM practices in Phyto Electronics Co.,Ltd. Total 42 statements are collected to do the studies of employees' awareness on people related TQM practices.

3.5.1 Employee Training

To analyze the employee training of people related total quality management practices at Phyto Electronics Co.,Ltd. This survey questionnaire comprises of seven items to measure the employee training.

Table (3.3) Employee Training

Sr.	Employee Training	Mean
1	Providing training for job transfers.	3.88
2	Providing training on the use of new equipment.	3.56
3	Providing training for product quality improvement.	3.37
4	Having a good theory and practice.	3.37
5	Using up-to-date equipment and facilities.	3.73
6	Providing sufficient training to do the job.	3.77
7	Having good positive impacts of training.	3.98
	Overall Mean	3.66

Source: Survey data, 2019

As the survey results shown in Table (3.3), the overall mean is above neutral and it points out that the respondents are satisfied with training program of the company. The highest mean scores show that employees have high satisfaction on training program which is positive impact on the work effectively. The second and third highest mean illustrates that employees are trained during change of jobs or transfer to a new job and employees also have enough training for doing the job effectively. The two lowest mean scores of employee training indicates that employees who are trained for product quality improvement and all trainings have good theories and practices. The rest of mean values

illustrate that training provided for the use of new equipment or technology and all trainings use up-to-date equipment, facilities and materials. In addition to employees can achieve more opportunities by providing the product quality training.

According to the results, it illustrates that the employees in Phyto Electronics Co.,Ltd know how to use a new equipment well and they facilitate their new jobs or changing roles within the company. In addition to employees may achieve more opportunities by providing the training of product quality improvement. Effective training helps employees to improve individual skill sets and provides an effort to fill any knowledge gaps. Without training, employees would not give good ideas and appropriate solutions for product quality and service. Therefore, there is strong training among employees in Phyto Electronics Co.,Ltd.

3.5.2 Employee Empowerment

To analyze the employee empowerment of people related total quality management practices at Phyto Electronics Co.,Ltd. This survey questionnaire comprises of seven items to measure the employee empowerment.

Table (3.4) Employee Empowerment

Sr.	Employee Empowerment	Mean
1	Providing substantial autonomy and responsibilities.	3.30
2	Encouraging new ways for better product and service.	3.81
3	Encouraging to handle job-related problems.	3.69
4	Involving in decision making on product quality.	3.59
5	Empowering to take direct useful actions.	3.26
6	Without punishment for unsuccessful ideas.	3.60
7	Encouraging empowerment and involvement	3.70
	Overall Mean	3.56

Source: Survey data, 2019

Table (3.4) presents the mean values of employee empowerment in Phyto Electronics Co.,Ltd. The overall mean value is well above neutral. The two highest mean value illustrates that Phyto Electronics Co.,Ltd supports employees to develop new ways for product innovation and also encourages employees' involvement and empowerment to exert the best. The third and fourth highest mean values show that empowerment is given to employee in order to handle the jobs which are related to problems and employees

have solved and settled down by themselves. Furthermore, Phyto Electronics company does not punish for employees' unsuccessful ideas. The three lowest mean scores indicate that company encourages employees' ideas involving in decision making on product quality and employees are empowered to take useful action directly which affect product quality. Moreover, employees are provided with substantial autonomy and responsibility on quality improvement.

Therefore, it is expressed that employees in Phyto Electronics Co.,Ltd who feel more valued and trusted tend to be more empowered in their workplace. Empowered employees see a better way and make the service process better. Furthermore, empowered employees resolve issues immediately and they express creativity and innovation ideas on product quality. Additionally this allows them to feel a pride of ownership in their work and thus employees who works at Phyto Electronics Co.,Ltd will be invested in work.

3.5.3 Teamwork

To analyze teamwork of people related total quality management practices at Phyto Electronics Co.,Ltd. This survey questionnaire comprises of seven items to measure the teamwork.

Table (3.5) Teamwork

Sr.	Teamwork	Mean
1	Being more comfortable working in a team.	4.27
2	Being cooperative with each other.	4.24
3	Influencing participation and performance at work.	4.06
4	Making decision through consensus.	4.38
5	Being a teamwork spirit in company	3.53
6	Sharing their expertise with each other.	3.98
7	Encouraging teamwork	4.61
	Overall Mean	4.15

Source: Survey data, 2019

The mean value of each question on teamwork is presented in Table (3.5). The overall mean is well above neutral. As can be seen from the results, Phyto Electronics Co.,Ltd encourages teamwork which is the highest significant effect of training on job satisfaction. The second and third highest mean values show that most decisions in the workplace are consensus and employees at Phyto Electronics Co.,Ltd are working more comfortable in a team than individual. The two lowest mean value illustrate that employees are willing to share their expertise and experience with each other and Phyto Electronics has a teamwork spirit. The rest mean values indicate that other departments always cooperate with employees and teamwork influences employees' participation and performance at work. It is agreed that the company encourages the employee to

build up a team to improve the quality and working in a team is better than individual which are the second and third highest mean value. However, the company is just enough satisfied with the spirit of team work as the mean value of the statement is the lowest value.

Hence, it is interpreted as the employees are found as strongly satisfied with the teamwork in their workplace. When employees work in a team, they share their workload, reduce pressure on individuals and ensure tasks are completed with a set of timeframe. Additionally, sharing their different expertise help to make the effective decisions faster. By encouraging teamwork in Phyto Electronics Co., Ltd, employees would expand their skill sets and find new ideas from freshers. Therefore, there is strong teamwork practices in Phyto Electronics Co., Ltd.

3.5.4 Employee Reward and Recognition

To analyze the employee training of people related total quality management practices at Phyto Electronics Co., Ltd. This survey questionnaire comprises of seven items to measure the employee training.

Table (3.6) Employee Reward and Recognition

Sr.	Employee Reward and Recognition	Mean
1	Giving rewards for quality improvement.	3.46
2	Recognizing employees' effort, creativity and support.	3.53
3	Bringing enthusiasm from recognition forums.	4.33
4	Recognition is a strong part of our organization culture.	3.94
5	Providing non-monetary recognition.	3.51
6	Having an exciting rewards program.	3.64
7	Rewarding employees on their overall performance.	4.24
	Overall Mean	3.81

Source: Survey data, 2019

From the Table (3.6) , overall mean is above neutral. The two highest mean value points out that the forums of recognition bring enthusiasm at workplace and company rewards employees on their performance at annual staff party. The employees get the recognition from the company for their effort and good performance and then level of satisfaction increases as a result. The two lowest mean values show that Phyto Electronics Co.,Ltd gives rewards if employees do something for quality improvement and providing non-monetary recognition also helps employees to achieve company's goals. The rest of mean values illustrate that the prize is awarded employee according to their performance, creativity and participation in quality improvement and there is an exciting reward program in the Phyto Electronics Co.,Ltd. And recognition is

also a strong part of organization culture. Moreover, non-monetary recognition helps to improve employees' performance.

From the results, it shows that the employees are satisfied with the rewards and recognition provided by the company. Rewarding and recognizing employees enhance their overall morale and employees feel appreciation for all of their efforts over a given time. Additionally, employees make an effort to improve their skills in the working processes. Moreover, non-monetary is one of crucial factors of Phyto Electronics Co.,Ltd and non-monetary recognition helps to improve employees' performance. This would leads to a rise in the level of job satisfaction among employees of Phyto Electronics Co.,Ltd.

3.5.5 Management Leadership

To analyze the management leadership of people related total quality management practices at Phyto Electronics Co.,Ltd. This survey questionnaire comprises of seven items to measure the management leadership.

Table (3.7) Management Leadership

Sr.	Management Leadership	Mean
1	Knowing the company's missions and objectives.	3.88
2	Promoting staff involvement	3.81
3	Participating in activities to improve product quality.	3.89
4	Arranging adequate resources for training.	3.98
5	Empower employees from supervisors	3.61
6	Establishing communication link between leaders and employees.	3.69
7	Taking care of employee well-being.	3.73
	Overall Mean	3.79

Source: Survey data, 2019

Table (3.7) presents the mean values of management leadership of Phyto's Electronics Co., Ltd. The overall mean value is well above neutral. The highest mean value shows that top management arranges adequate resources for employees' education and training. The second and third highest mean values indicate that top management highly contributes in activities to enhance the quality of product and service and they ensure that every employee must know the company's mission and objectives. The two lowest mean score values show that managers who are working at Phyto Electronics Co.,Ltd empower their employees and they establish a good communication between employers and top management. The rest mean values indicate that top management strongly promotes staff involvement in quality improvement activities and they also take care of employee well-being such as welfare, health and safety provision.

Therefore, it is expressed that employees know company's mission and objectives very well, so they better focus on daily tasks. And then employees' suggestions and feedback in participation make useful changes for product quality improvement. Overall mean can be interpreted that most of employees in Phyto Electronics Co.,Ltd feel they get support from their leaders. Moreover, leaders support trainings for quality improvement at Phyto Electronics Co.,Ltd and therefore employees are more efficient to work their duties. In overall, the employees in Phyto Electronics Co.,Ltd agree that they have convinced the management leadership of Phyto Electronics Co.,Ltd.

3.5.6 Work-Life Balance

To analyze the work-life balance of people related total quality management practices at Phyto Electronics Co.,Ltd. This survey questionnaire comprises of seven items to measure the work-life balance.

Table (3.8) presents the mean values of work-life balance of employees in Phyto Electronics Co.,Ltd. The overall mean value is well above neutral. The two highest mean value illustrates that employees satisfy the allowance for working at home if employees have urgent case and company provides the child-care assistance. The third and fourth highest mean values show that Phyto Electronics Co.,Ltd creates the family-friendly environment and holds the physical activities every week. The three lowest mean scores indicate that Phyto Electronics Co., provides the flexible schedules and also conducts flexible leave policy. And the company allows employees to bring families' members at family days and involved in those physical activities as well.

Table (3.8) Work-life Balance

Sr.	Work-Life Balance	Mean
1	Providing flexible schedules.	3.27
2	Providing child-care assistance	3.97
3	Conducting flexible leave policy.	3.87
4	Creating family-friendly environment.	3.91
5	Allowing employees to work at home.	4.07
6	Holding physical activities every week	3.91
7	Bringing family members at family days.	3.84
	Overall Mean	3.83

Source: Survey data, 2019

Therefore, it shows that there is convenient policy in the company like flexible leave or hours. Therefore, employees organize their time and divide it among multi tasks. Moreover, some employees having kids are more concentrated at work by providing day care privileges and they have no worries about their

children doing at home. Physical activities reduce stress for the risks of medical conditions and allow individuals to have healthier lives. According to the figure, overall mean depicts that most of the employees in Phyto Electronics Co.,Ltd feel that they have a good work-life balance. Without work-life balance, it is difficult for employee to work at this kind of stressful workplace in the long-term. The results show that the employees in Phyto Electronics Co.,Ltd get a high motivation by providing work-life balance while they are on the job.

CHAPTER 4

ANALYSIS ON JOB SATISFACTION AND EMPLOYEE LOYALTY IN PHYTO ELECTRONICS CO., LTD.

This chapter focuses on the analysis of job satisfaction on loyalty of employees in Phyto Electronics Co., Ltd. This chapter includes four parts. The first part explores about the job satisfaction of employees in Phyto Electronics Co., Ltd. The second part is the analysis on the effect of people related total quality management practices on job satisfaction of employees in Phyto Electronics Co., Ltd. The third part is employees' loyalty at Phyto Electronics Co., Ltd. The last part is the analysis on the effect of job satisfaction on employee loyalty in Phyto Electronics Co., Ltd.

4.1 Job Satisfaction of Employees

Job satisfaction of employees at Phyto Electronics Co., Ltd is analyzed, mainly based on people-related total quality management practices. The respondents are asked to rate themselves regarding job satisfaction. The measurement of job satisfaction is carried out by using nine (9) statements. The questions are asked by five-point Likert scale (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree). The results on job satisfaction of employees at Phyto Electronics Co., Ltd are discussed with mean value Table (4.1).

Table (4.1) provides the results of the job satisfaction by analyzing the overall mean value score in job satisfaction. Overall mean score is above neutral. Among the survey results, the two highest means value show that the respondents satisfy in providing with competence training and teamwork and they are pleased with the benefits which rewarded by the company. The third highest mean value points out that the employees

who are working at Phyto Electronics Co., Ltd get the help from their supervisors during the complex situation. The two lowest mean values indicate that they feel very proud to be part of Phyto Electronics Co., Ltd. and they are strongly satisfying as employees of Phyto Electronics Co., Ltd. The rest of the mean values indicate that the employees are pleased with the hierarchy of authorities given by the company and working with a team. Moreover, they also satisfy the flexible working hours and they feel very proud to be part of the company.

Table (4.1) Job Satisfaction

Sr.	Job Satisfaction	Mean
1	Being satisfied with improving competences.	4.25
2	Being satisfied with hierarchy of authority.	3.75
3	Being satisfied with the benefits.	4.05
4	Being satisfied with working in a team.	3.77
5	Being satisfied with seniors' support.	3.87
6	Being satisfied with the flexible working hours.	3.84
7	Being proud to be a part of this company.	3.45
8	Feel emotionally attached to this company.	3.67
9	Being satisfied as an employee of this company.	3.66
	Overall Mean	3.81

Source: Survey data, 2019

. Hence, the results show that employees who are working Phyto Electronics Co., Ltd satisfy their rewards, improving their competencies and company's flexible working hours. Hence, they are willing to give extra effort for the benefit of the whole company. Moreover, employees want to share their knowledge when they are working in a team. And they are more helpful and friendly to their colleagues at work. They have high level of job satisfaction by using people-related total quality management practices. And then employees are careful and attentive towards their jobs. Therefore, there is strong job satisfaction among employees in Phyto electronics company and this would lead to better job performance.

4.2 The Effect of People-Related Total Quality Management Practices on Job Satisfaction of Employees

To find out the effect of people-related total quality management practices toward job satisfaction of employees at Phyto Electronics Co., Ltd, linear regression is used to test the relationship between

independent variable (people-related total quality management practices) and dependent variable (job satisfaction). Table (4.2) states the outputs from generating linear regression model.

According to Table (4.2), R Square is 0.579 and Adjusted R Square is 0.558. This model can explain 55.8% about the variance of dependent variable and independent variables. The Durbin-Watson value is 1.946 and therefore, the sample is enough and not auto-correlated. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. All VIFs (Variance Inflation Factor) are less than 10 and there is no problem of multi-collinearity (correlation between independent variables).

Teamwork of people-related TQM practices has the expected positive sign and significant coefficient value at 1 percent level. The positive relation means that the increase in teamwork support to more job satisfaction of employees in Phyto Electronics Co., Ltd. The increase of using teamwork practices by 1 unit which will raise job satisfaction by 37 percent. Teamwork practice is widely used in implementation of people-related TQM such learning new ideas from experienced colleagues, being supportive of each other to facilitate the operations and reducing pressure on individuals in order to improve job satisfaction.

Employee reward and recognition practice has the expected positive sign and significant coefficient value at 1 percent level. The positive relation means that the increase in employee reward and recognition practices support to more job satisfaction of employees in Phyto Electronics Co., Ltd. The increase of using employee reward and recognition practices by 1 unit which will raise job satisfaction by 42.1 percent. Company provides incentives for health insurance and offers wellness gifts which motivate employees and improve their physical and mental health. Furthermore, employees are fully engaged in their jobs and satisfied employees are willing to put extra effort in every steps of the manufacturing process.

Management leadership of people-related TQM practices has the expected positive sign and significant coefficient value at 1 percent level. The positive relation means that the increase in management leadership support to more job satisfaction of employees in Phyto Electronics Co., Ltd. The increase of using management leadership practices by 1 unit which will raise job satisfaction by 48.5 percent. Top management gives guidelines to employees to improve the quality of products and services and encourages employees to meet the targets and goals of Phyto Electronics Co., Ltd.

Table (4.2) The Effect of People-Related Total Quality Management (TQM) Practices on Job Satisfaction

Variable	Unstandardized Coefficients		Beta	T-Value	Sig.	VIF
	B	Std. Error				
(Constant)	1.419	0.421		3.373	0.001	
Employee Training	0.135	0.108	0.146	1.255	0.212	3.895
Employee Empowerment	- 0.084	0.119	-0.079	-0.711	0.479	3.527
Teamwork	0.370***	0.098	0.303	3.760	0.000	1.864
Employee Reward & Recognition	0.421***	0.122	0.318	3.459	0.001	2.427
Management Leadership	0.485***	0.117	0.512	4.144	0.000	4.389
Work-Life Balance	0.153**	0.076	0.135	2.016	0.046	1.294
R	0.761					
R Square	0.579					
Adjusted R Square	0.558					
Durbin-Watson	1.946					
F-Value	27.686***					

a. Dependent Variable: Job Satisfaction

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

Source: Survey Data, 2019

Work-life balance of people-related TQM practices has the expected positive sign and significant coefficient value at 5 percent level. The positive relation means that the increase in work-life balance support to more job satisfaction of employees in Phyto Electronics Co., Ltd. The increase of using work-life balance practices by 1 unit which will raise job satisfaction by 15.3 percent. Work-life balance practice is the main factor of every company especially in manufacturing company. Working hours as well as working days let employees have the personal time and family time. Moreover, Phyto Electronics Co., Ltd should continue free exercise classes to improve employees' health and well-being, and create a less stressed workplace in order to increase job satisfaction.

To summarize, employees in Phyto Electronics Co.,Ltd cooperate with others in the production processes and they are likely to work with others rather than alone. The company encourages employees to participate in teamwork. The company has good practices of reward system based on employee's performance for improvement of product

and service. Leaders in Phyto Electronics Co.,Ltd set up and implement goals at every operational level to meet their production targets. Moreover, top management also emphasize on the leave policy and flexible working hours to create a happy and less stressed workplace in order to increase job satisfaction.

This model reveals that the effect of people-related total quality management (TQM) practices have impact on job satisfaction. According to the survey findings, teamwork, employee reward and recognition, management leadership and work-life balance have significant and positive effect on the job satisfaction.

4.3 Employee Loyalty

Loyalty of employees at Phyto Electronics Co., Ltd is analyzed, mainly based on job satisfaction. The respondents are asked to rate themselves regarding loyalty. The measurement of employee loyalty is carried out by using nine (9) statements. The questions are asked by five-point Likert scale (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree). The results on loyalty of employees at Phyto Electronics Co., Ltd are discussed with mean value Table (4.3).

Table (4.3) Employee Loyalty

Sr.	Loyalty	Mean
1	Remaining in this company even higher salary.	3.72
2	Making a greater effort to success this company.	3.54
3	Feel unethical that jumping from company to company	3.99
4	Recommending to others working in this company.	4.25
5	Encouraging a friend to work for this company.	4.39
6	Having a great deal of personal meaning to me.	3.97
7	Being happy to work at our company until I retire.	4.09
8	Being proud to be an employee of this company.	3.68
9	Feel loyalty to this company.	4.23
	Overall Mean	3.87

Source: Survey data, 2019

According to the Table (4.3), the overall mean value of loyalty of employees in Phyto Electronics Co., Ltd. From the survey results, the highest mean from item number five mentions that the employees want their friends to encourage for working at this company. The second and third highest mean score illustrates that the employees recommend this company to others as a good place for working and they feel a lot of loyalty. The two lowest mean values show that employees are willing to make more effort to contribute to the success of Phyto electronics company. Moreover, the feel proud of themselves they are employees of Phyto

Electronics Co., Ltd. The rest of the mean values depict that the respondents still remain in this company even if they were offered a higher salary elsewhere and they seem unethical to them from moving one company to another. Furthermore, they work at this company has a great deal of personal meaning to me. They intend to work at Phyto Electronics company until they retire.

Hence, the findings are interpreted in the way that loyalty of employees in Phyto Electronics company is great. It means that the employees feel a lot of loyalty to Phyto electronics company and the employees regard their organization as the best place. They work hard and they are committed to Phyto electronics company's success. They would not give up the organization easily and they would likely to stay in this organization until they retire. They believe that Phyto Co., Ltd is a good company with positive encouragement, support and fellowship.

4.4 The Effect of Job Satisfaction on Employee Loyalty

To find out the effect of job satisfaction toward loyalty of employees at Phyto Electronics Co., Ltd, linear regression is used to test the relationship between independent variable (job satisfaction) and dependent variable (employee loyalty). Table (4.4) states the outputs from generating linear regression model.

According to Table (4.4), R Square is 0.401 and Adjusted R Square is 0.396. This model can explain 39.6% about the variance of dependent variable and independent variables. The Durbin-Watson value is 1.996 and therefore, the sample is enough and not auto-correlated. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. All VIFs (Variance Inflation Factor) are less than 10 and there is no problem of multi-collinearity (correlation between independent variables).

Table (4.4) The Effect of Job Satisfaction on Employee Loyalty

Variable	Unstandardized Coefficients		Beta	T-Value	Sig.	VIF
	B	Std. Error				
(Constant)	2.343	0.172		13.660	0.000	
Job Satisfaction	0.443***	0.048	0.633	9.189	0.000	1.000
R	0.633					
R Square	0.401					
Adjusted R Square	0.396					
Durbin-Watson	1.996					
F-Value	84.436***					

a. Dependent Variable: Loyalty

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

Source: Survey Data,2019

Job satisfaction has the expected positive sign and significant coefficient value at 1 percent level. The positive relation means that the increase in job satisfaction support to more loyalty of employees in Phyto Electronics Co., Ltd. The increase of using job satisfaction by 1 unit which will raise employee loyalty by 44.3 percent. Employees in Phyto Electronics Co.,Ltd satisfy with the benefits, flexible working hours and working in team. When leaders at all operational levels recognize their efforts, employees feel valued for their work.

Top management cares and gives support to employees during the complicated situations which can facilitate the production processes. Furthermore, employees give respect each other and build a good relationship with their leaders at all operational level which makes employees feel happy in the workplace. Happy and satisfied employees feel pride in recommending in a good workplace to other people which would lead to an increase of employee loyalty. This model reveals that the effect of job satisfaction has impact on employee loyalty. According to the survey findings, job satisfaction has significant and positive effect on the employee loyalty.

CHAPTER 5

CONCLUSION

This chapter deals with the findings and discussions of findings on the use of people-related total quality management practices, the effects of them on the level of job satisfaction at Phyto Electronics Company. Moreover, the effect of job satisfaction on the level of employees' loyalty is also discussed. Based on these findings and discussions, the suggestions and recommendations for the enhancement of job satisfaction and employees' loyalty are made. Finally, the limitations and need for further research are discussed.

5.1 Findings and Discussions

This study attempts to explore the people-related TQM practices and to analyze the effect of job satisfaction on loyalty of employees of Phyto Electronics Co., Ltd in Yangon.

To analyze the study, a sample of 128 from 190 employees of Phyto Electronics Company is randomly selected. Simple random sampling method is applied. Questionnaire method is applied to collect primary data. Secondary data is collected from the records of Phyto Electronics Co., Ltd, relevant books, research paper and internet websites.

According to the people-related TQM practices from Phyto Electronics Co., Ltd, it is discussed that employees who are working at Phyto Electronics Co., Ltd who perceive highly in all the people-related TQM practices. Among these practices, it is found that teamwork practice is the strongest in Phyto Electronics Co., Ltd because employees believe creativity thrives when they work together on a team. And teamwork also maximizes shared knowledge in the workplace and helps them learn new skills. The results also showed that work-life balance is also strong because company supports flexible leave policy, child-care assistance, physical activities and working at home when employees have urgent cases. Moreover, it is found that employee rewards and recognitions practice is also strong in Phyto Electronics Co., Ltd because tangible and intangible benefits show that the company appreciates the efforts of its employees and values them. From the results, management leadership also indicates a strong practice in Phyto Electronics Co., Ltd because they believe their leaders motivate and energize them to bring the best for their jobs. The results illustrate that training is a strong practice at Phyto Electronics Co., Ltd because training practice can be standardized and make available to all employees. Standardization will make high levels of performance. Finally, the results show that employee empowerment is a strong practice because employees feel that they are intelligent and can handle things. Empowered employees see a better way, and make the entire system better.

From the survey findings regarding employees' job satisfaction, it is found that employees have high satisfaction in the Phyto Electronics Co.,Ltd in Yangon. To be more precise, respondents satisfy with improving competences, the benefits that they receive, the flexible working hours, getting the support from the leaders at the complex situations, hierarchy of authority and working in a team.

It is clear from the regression results on the effect of people-related TQM practices on job satisfaction that teamwork, employee rewards & recognition, management leadership and work-life balance have the effect of job satisfaction of employees in Phyto Electronics Co.,Ltd. Increase these four practices of people-related TQM practices have positive effects on job satisfaction level of the employees. The results indicate that there is

the strongest relationship between teamwork, employee rewards & recognition, management leadership, work-life balance and job satisfaction. However, employee training and employee empowerment do not have effect on the job satisfaction in Phyto electronics manufacturing company in Yangon.

As the results shown in the survey, it is found that Phyto Electronics Co.,Ltd has strong loyalties of employees. Key performance indicators of employees are remaining the current company even if they were offered high salaries, willing to make a greater effort, recommending this company to others as a good place, encouraging friends to work for our company, a great deal of personal meaning, working happily at Phyto Electronics Co.,Ltd until they retire and feeling a lot of loyalty.

From the regression results, the effect of job satisfaction on employee loyalty has the greatest contribution to the effect on employees' loyalty. The increase in job satisfaction enhance the loyalty of employees in Phyto Electronics Co.,Ltd in Yangon. Thus, it is concluded that the respondents of this study feel satisfied about their job and there is a direct impact of job satisfaction on loyalty for employees in Phyto Electronics Co.,Ltd.

5.2 Suggestions and Recommendations

According to the survey results, Phyto Electronics Co.,Ltd gets the benefits of implementing TQM practices which becomes job satisfaction and enhance employee loyalty. Employees in Phyto Electronics Co.,Ltd understand the vision and mission of the company very well and they meet the company's targets. Moreover, employees satisfy the company reward system, flexible working hours, improving competencies and physical activities. Based on the survey findings, Phyto Electronics Co.,Ltd should focus on the influencing factors of TQM practices such as teamwork, employee reward and recognition, management leadership and work-life balance and fulfill the employee's needs in order to improve job satisfaction. By doing this, Phyto Electronics Co.,Ltd maintains the highest loyalty of employees.

It is suggested that Phyto Electronic Co.,Ltd needs to put more teamwork schedules in the production processes to work closely each other. Moreover, Phyto company should

create an environment where not only the interdepartmental teamwork within department but also the cross functional teamwork with the other department to interact to improve the teamwork in the organization. And leaders in Phyto Electronics Co.,Ltd should consider to reward the performance of a team in order to achieve motivation and satisfaction between employees.

As rewards and recognition also influences on the job satisfaction of the employee which is related to the employee loyalty, Phyto Electronic Company is suggested to implement the yearly bonus system to individual based on their performance. Not only financial rewards but also recognition such as employee of the month program is suggested to implement which makes employee feel they are important in part of operating a business. Giving opportunities to employees who are in good performance should be given for the promotion. As a manufacturing business type of the company, it is also suggested to offer health insurance and life insurance benefits to employees as a fringe benefit in terms of rewards so that employees feel the safety of the job nature, which can lead to motivation which turns into job satisfaction and finally leads to loyalty.

According to the result of the survey, current good practices of leadership style of Phyto Electronic Company has strong influence on the job satisfaction which must be maintained and developing a new program for the employee engagement in the operations. Continuous feedback to employees throughout the organization is also important and goals and targets of the company is suggested to communicate to the employee in order to achieve it. The weekly and monthly meetings are suggested to develop the company's success, and every employee should be participated to share about their suggestions and their opinions effectively. Moreover, leaders in Phyto Electronics Co.,Ltd should consider to provide the update models and methods related to the international production standards in order to get better product quality. Management of the company also must have integrity when leading the organization so that employees will have a trust on their management and have satisfaction of working at a such company.

Work-life balance is also one of the influencing factors which can be achieved when employees are able to complete tasks on time and spend time with their family. Thus, there are few recommendations can be adopted to retain good employees and assist employees to achieve balancing in work and family life. Phyto Electronic Company is suggested to develop welfare program for employees in order to have the work life balance. Nowadays,

employees can take their babies to workplace, breastfeed and let their children play in the playground of the office compound, which makes the working mom having work life balance as their kids are in front of their eyes and they do not need to have worries. Working hours must be suggested to be set flexible, overtime hours must be aligned with the prescribed labor law and leave system must be developed well. As a manufacturing company, the nature of the work is different with the office works at the factory, the factory workers also must have the feeling that they all are treated well, and they have work-life balance.

In conclusion, Top management in Phyto Electronics Co.,Ltd should remove and update some rules and regulations if not relevant and also try to make new procedures to be effective when the new standards and new principles are coming out. Further, suggestions and recommendations discussed on the above will lead the better practice in the organization which is aligned with TQM related to people which in turn makes the employees have job satisfaction and finally lead to loyalty which can reduce the employees' turnover rate. Therefore, Phyto Electronics Co.,Ltd is suggested to improve the practicing of people related TQM factors after analyzing in detail to achieve the job satisfaction and employee loyalty.

5.3 Needs of Further Research

According to the results, this study only focuses on six types of people-related TQM practices: employee training, employee empowerment, team work, employee reward & recognition, management leadership and work-life balance of Phyto electronics manufacturing company. This study also emphasizes on employees' perception on people-related TQM practices, job satisfaction and loyalty in Phyto Electronics Co.,Ltd. However, this study does not cover other TQM practices such as supplier quality management, continuous improvement and benchmarking. Moreover, there are relevant articles and models which are presented about job satisfaction. In the future, if there have more time, effort and data available, the scope of research should be expanded.

There are different kinds of manufacturing firms: consumer goods and industrial goods like foods and beverages, consumer goods, healthcare goods, electrical goods, and many others. This study only focuses on one manufacturing company that produces electric safeguards, inverters, and electric panel manufacturing firm. Therefore, further study

should be conducted to the other manufacturing firms. In term of region, there are many industrial zones around the Myanmar. However, the study is only conducted in Yangon region and thus, further study should be made to the other regional zonal area. There are soft total quality management practices and hard total quality management (TQM) techniques. This study emphasizes on employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance practices. Therefore, further study should conduct other total quality management techniques and practices in other companies of the manufacturing industry.

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Appendix-1

Questionnaires

Dear valuable Customers,

This questionnaire is for a survey to study the job satisfaction and employee loyalty in writing a thesis for the degree of Master of Business Administration (MBA). This is not related to any other business purpose. Please kindly answer the following question.

Section I Demographic Profiles

1. Gender
 - Male
 - Female
2. Marital Status
 - Single
 - Divorced
 - Married
3. Age (Year)
 - Under 24
 - Between 25-30
 - Between 31-35
 - Between 36-40
 - Over 40yrs.
4. Educational Background
 - Illiterate
 - Read and write
 - School education
 - Graduate
5. Occupation
 - General Worker
 - Office Staff
 - Supervisor
 - Manager
5. Monthly Income Level(MMK)
 - Less than 1 lakh
 - Between 1 lakh to 2 lakhs
 - Between 2 lakhs to 3 lakhs
 - Between 3 lakhs to 4 lakhs
 - Between 4 lakhs to 5 lakhs
 - Above 5 lakhs
6. Work Experience
 - Less than 2 years
 - Between 2 to 5 years
 - Between 5 to 10 years
 - Above 10 years

Section (II) People-Related Total Quality Management Practices

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing one number for each statement.

1= Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Employee Training	1	2	3	4	5
1	Training is provided during change of jobs or transfer to a new job.					
2	Training is provided on the use of new equipment or technology in the workplace.					
3	Training is provided for product quality improvement.					
4	Trainings have a good mix of theory and practice.					
5	Trainings use up-to-date equipment, facilities and materials.					
6	Employees have sufficient training at this firm to do the job effectively.					
7	Training programme have good positive impact on the work effectiveness					

Sr. No.	Employee Empowerment	1	2	3	4	5
1	Employees are provided with substantial autonomy and responsibility on quality improvement.					
2	Employees are encouraged to develop new ways to provide better products and services.					
3	Employees are encouraged to handle job-related problems by themselves.					
4	Employees are involved in decision making on quality of the product.					
5	Employees are empowered to take useful action directly which affect product quality.					
6	Employees are not punished for unsuccessful ideas.					
7	Employees' empowerment and involvement encourages them to exert the best.					

Sr. No.	Teamwork	1	2	3	4	5
1	Employees are more comfortable working in a team rather than individually.					
2	Other units or departments always co-operate with employees who need assistance.					
3	Teamwork influences employee's participation and performance at work.					

4	In this company, workplace decisions are made through consensus.					
5	There is a teamwork spirit in our company.					
6	Employees are willing to share their expertise with each other.					
7	Company encourages teamwork.					

Sr. No.	Employee Reward and Recognition	1	2	3	4	5
1	Company gives rewards if employees do something to improve product and service quality.					
2	Employees' effort, creativity and support are recognized and rewarded by the management					
3	Recognition forums of our company bring enthusiasm at workplace.					
4	Recognition is a strong part of our organization culture.					
5	Providing non-monetary recognition helps employees to achieve company's goals.					
6	Company has an exciting rewards program.					
7	Company rewards employees on their overall performance annually.					

Sr. No.	Management Leadership	1	2	3	4	5
1	Top management ensures that every employee knows the company's mission and objectives.					
2	Top management strongly promotes that staff involvement in quality management and improvement activities.					
3	Top management consistently participates in activities to improve the product quality.					

4	Top management arranges adequate resources for employees' education and training.					
5	Managers and supervisors empower employees.					
6	Communication links are established between employees and top management.					
7	Top management takes care of employee well-being. (e.g., welfare, health and safety provision, etc.)					

Sr. No.	Work-Life Balance	1	2	3	4	5
1	Flexible schedules is provided by the company.					
2	Child-care assistance is provided by the company.					
3	Company conducts flexible leave policy.					
4	Company creates family-friendly environment.					
5	Company allows employees to work at home if employees have urgent case.					
6	The physical activities are held every week by the company.					
7	Company allows employees to bring family members at family days.					

Section (III) Job satisfaction

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing one number for each statement.

1= Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Sr.	Job Satisfaction	1	2	3	4	5
1	I am satisfied with improving competences.					

2	I am satisfied with hierarchy of authority.					
3	I am satisfied with the benefits.					
4	I am satisfied working in a team rather than working in individual.					
5	I am satisfied to get support from my seniors for complicated situations.					
6	I am satisfied with the flexible working hours from the company.					
7	I am proud to tell others that I am part of this company.					
8	I feel emotionally attached to this company.					
9	Overall, I am extremely satisfied as an employee of Phyto Electronics Co.,Ltd.					

Section (IV) Employee Loyalty

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing one number for each statement.

1= Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Sr.	Employee Loyalty	1	2	3	4	5
1	I would remain in the current company even if I were offered a higher salary elsewhere					
2	I am willing to make a greater effort than expected in order to contribute to the success of our company.					

3	Jumping from company to company does not seem ethical to me.					
4	I would recommend this company to others as a good place to work.					
5	I would encourage a friend to work for our company.					
6	Working at this company has a great deal of personal meaning to me.					
7	I would be happy to work at our company until I retire					
8	I am proud to be an employee of this company.					
9	I feel a lot of loyalty to this company.					

Appendix-II

The Effect of People Related Total Quality Management 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	.761 ^a	0.579	0.558	0.46444	0.579	27.686	6	121	0.000	1.946

a. Predictors: (Constant), ET, TW, EM, ML, ERR, WLB

b. Dependent Variable: JS

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.832	6	5.972	27.686	.000 ^b
	Residual	26.100	121	0.216		
	Total	61.932	127			

a. Dependent Variable: JS

b. Predictors: (Constant), ET, TW, EM, ML, ERR, WLB

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.419	0.421		3.373	0.001		
	ET	0.135	0.108	0.146	1.255	0.212	0.257	3.895
	EM	-0.084	0.119	-0.079	-0.711	0.479	0.284	3.527
	TM	0.370***	0.098	0.303	3.760	0.000	0.536	1.864
	ERR	0.421***	0.122	0.318	3.459	0.001	0.412	2.427
	ML	0.485***	0.117	0.512	4.144	0.000	0.228	4.389
	WLB	0.153**	0.076	0.135	2.016	0.046	0.773	1.294

a. Dependent Variable: JS

The Effect of Job Satisfaction on Employee Loyalty

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	.633 ^a	0.401	0.396	0.37936	0.401	84.436	1	126	0.000	1.996

a. Predictors: (Constant), JS

b. Dependent Variable: EL

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	12.152	1	12.152	84.436	.000 ^b
	Residual	18.133	126	0.144		
	Total	30.285	127			

- a. Predictors: (Constant), JS
b. Dependent Variable : EL

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.343	0.172		13.660	0.000		
JS	0.443***	0.048	0.633	9.189	0.000	1.000	1.000

b. Dependent Variable: EL