YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE

THE EFFECT OF JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE IN INSURANCE COMPANIES IN YANGON

SU NAING THEIN

DECEMBER, 2020

THE EFFECT OF JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE IN INSURANCE COMPANIES IN YANGON

This thesis is submitted to Board of Examiners in partial fulfillment of the requirements for the degree of Master of Accounting (M.Act)

Supervised by   Submitted by

Dr. Tin Tin Htwe   **Su Naing Thein**

Professor   **M.Act - 1**

Department of Commerce

Yangon University of Economics

ABSTRACT

The objectives of this study were to examine the effect of job characteristics on job satisfaction and to analyze the effect of job satisfaction on employee performance at three selected insurance companies in Yangon. Both primary data and secondary data were used. The primary data was collected by using online survey, calling phone and sending e–mail to 105 employees of these companies. In this study, job characteristics are identified by skill variety, task identity, task significance, task autonomy and task feedback. According to multiple regression analysis, task feedback and task significance had a positive effect on job satisfaction among others. The results also indicated that job satisfaction had also significant effect on performance of employees. The study suggests that regarding with feedback, the management should appreciate their staff by providing rewards occasionally to them. Regarding task significance, the management person should design jobs by giving a suitable significant level for employee efforts to feel proud in doing their job as an employee. Thus, the employees become motivated and satisfied in their job and make efforts improving their performance in the organization.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

BNIC	Burma National Insurance Company
FDI	Foreign Direct Investment
FMCG	Fast Moving Consumer Good
FNLI Co., Ltd	First National Life Insurance Company Limited
GGNLI Co., Ltd	Grand Guardian Nippon Life Insurance Company Limited
IBSB	Insurance Business Supervisory Board
JCM	Job Characteristics Model
KBZLI Co., Ltd	Kanbawza Life Insurance Company Limited
MIC	Myanmar Insurance Corporation
MOF	Ministry of Finance
SIC	State Insurance Corporation
Std.	Standard

CHAPTER I
INTRODUCTION

The organization's efficiency relies on the implementation of strategies for human resources management (HRM) that succeed in attracting, developing and retaining a highly dedicated individual to the organization (Abdel-Halim, 1979). An employee's dedication to an organization is a problem that involves the design of a job in a manner that will inspire employees. For work satisfaction and employee motivation, such as encouraging career growth, wage level, material compensation is not only the important factor. Employee motivation and satisfaction is also influenced by many other factors such as work autonomy, human relationships in the organization, feedback level, and the way in which the workplace is designed.

It is very crucial that workplaces are very well organized for workers to be inspired and happy in their workplace. Job design refers to the way in which tasks are connected to create full work. The Job Characteristic Model (JCM) is the basis for many work design theories and expands the idea of fulfilling the human/mental needs of workers to maximize personal results, including job satisfaction and employee efficiency (Hackman & Oldham, 1980).

It's always been an aim of many different organizations to reach the highest level of performance. The satisfied staff are required for attain the greatest level of organizational performance. Employees are interested and satisfied in their job when they can use their skills and abilities, job where they have autonomy, work where they know whether their performance is good or poor, job has that they get to use various skills are the most common ways of achieving employees' job satisfaction through their morale. If the employees are not satisfied with their job design they feel exhausted and unwilling to work for organization objectives. Unhappy or demotivated people become a liability for the organization if they stay or shit with another company and then cause high organizational turnover costs.

When employees are getting satisfied in doing their job, they will try to put the best effort in doing their job. Matching the job design with the individual's abilities, talents and skills are always a challenge for many organizations and searching the effective methods to satisfy the workforce and to achieve the best performance of employees for achieving the organization competitiveness in the competition industry.

The organization's responsible individual need to make the best working environment for having their employees satisfied with what they do. Job satisfaction can result in a greater success level for individuals. Job performance explains where workers do their task at best .The greater the best performance of the employees happen the greater amount of profitability for organization.

The quality and efficacy of the work of employees has been the most important factor in the development of the company. Job features ensure that work should be structured to enable employees to draw on their skills and provide them with learning opportunities to solve difficult issues and to challenge employees with non-routine circumstances that drive them out of their comfort zone (Giovanni Russo, 2016). The attributes of the work and how they shape job satisfaction and also employee efficiency in the various groups need to be considered. The Work Features Model was commonly used in research because this model can be extremely adaptable to various groups of employees.

1.1   Rationale of the Study

Before 2019, the insurance sector is only dominated by private insurance companies in Myanmar. The opening of the insurance sector that foreign stakeholders are joining this market. The foreign companies are already having skill labor, experience and technology. Therefore, the insurance companies are increasing and developing in Myanmar in addition with the rising buying services of insurance, insurance companies are already competing to expand the business and have the top market leader. Therefore, human resources become an important asset for achieving the highest position in the competition market. Insurance companies needs to have skill labor, and satisfied workforce to bring out their greater performance in order to achieve the companies' goals. Therefore, they need a good organizational plan and productive staff. Therefore, JCM plays an important role in enhancing the quality of employees and satisfaction level by enhancing their morale.

 In order to achieve the planned target of insurance companies, they need their workers to be empowered and happy to carry the efficiency of the staff to its best. Consequently, there must be proper job design at their businesses. It is a very crucial factor to allocate the tasks that match with the abilities of employees' skills, talents and knowledge. Employees should be motivated by given variety of tasks, autonomous work and feedback. When staff control on their work and they get the

efficacy of their results, they will get job satisfaction. A critical element for workers to stay in the company for many years is based on satisfaction of job. Job satisfaction is highly correlated with commitment, low absenteeism and less turnover. Satisfied employee is like an ambassador of the companies that will bring the good image of the organization. Happy employee can bring out the best effort in doing their job. Employee performance involves a major role in any organization's growth.

This study selected three insurance companies in Yangon namely, KBZ Life Insurance Co. Ltd (KBZLI Co., Ltd), Grand Guardian Nippon Life Insurance Co. Ltd (GGNLI Co., Ltd) and First National Life Insurance Co. Ltd (FNLI Co., Ltd) since these businesses in the industry are popular companies among citizens in Myanmar. To expand more branch and for more awareness of these companies services the management people should know whether job characteristics are actually effective for their employees. Many researchers studied by using this model in various sector. The result of this study is useful for employers in selected insurance companies whether their employees are allocated the tasks with suitable job design. This study can provide guideline about the relationship between job characteristics, job satisfaction and employee performance at insurance companies in Yangon.

1.2   Objectives of the Study

The objectives of the study are as follow,

(1) To examine the effect of job characteristics on job satisfaction at insurance companies in Yangon and

(2) To analyze the effect of job satisfaction on employee performance at insurance companies in Yangon

1.3   Scope and Methods of the Study

This study applied not only primary data but also secondary data for obtaining objectives. Currently, seventeen companies are doing as life insurer in Myanmar. Among them, 3 life insurance companies (17%) were selected for this study. The primary data was gathered from employees of the three selected insurance companies which are (KBZ Life Insurance Co. Ltd, First National Life Insurance Co., Ltd. and Grand Guardian Nippon Life Insurance Co. Ltd) in Yangon. The represent sample of 105 respondents was selected form a total of 586 staff. Online questionnaires survey was applied. Altogether 105 questionnaires are returned and also used all the result of

these questionnaires. This study also used phoning to the respective persons and sending e-mail to selected companies was conducted to acquire the primary data for the analysis.

For the first objective, multiple regression method is applied and simple linear regression method is used for second objective. The detail information about demographic data of people who answered survey questions has expressed by descriptive statistics. The questionnaires were prepared by applying 5 point rating scale or Likert scale. The secondary data were collected by making literature review on journals articles, related papers, and appropriate books from believable websites.

1.4   Organization of the Study

This study is constructed with five chapters. Chapter one is introduction involving rationale of the study, objectives of study, scope and methods of study and organization of the study. Chapter two is made up with theoretical perspective that involves relevant theory, literature review on job characteristics, concept of job satisfaction and also definition and concept of the employee performance. Chapter three presents profile of insurance sector in Myanmar. Chapter four analyzes the effect of job characteristics on employee performance in insurance companies in Yangon. Chapter five is conclusion representing findings and discussion, suggestions and recommendations and needs for further study.

CHAPTER II
THEORETICAL BACKGROUND

This chapter contains examination of literature. This section builds with concept of job characteristics, theoretical model, job characteristics' dimensions, concept of job satisfaction, definition and types of employee performance, previous studies, conceptual framework for study and working definitions.

2.1   Concept of Job Characteristics

According to Michael Armstrong (2013), job design defines job material, processes, and relationships in order to fulfill job effectiveness, performance, and quality criteria, meet the personal needs of the job holder, and thus increase the degree of employee engagement with the organization. Job design is an important tool for increasing the job satisfaction of workers, empowering employees and enhancing the efficiency and productivity of employees and job design is designed to improve the ability of an organization to successfully achieve its goals and to provide workers with job satisfaction (Dimitrios & Dimitrios, 2013). Linguard (2010) expressed that work design allows the relation between the harmony of life of the employees and job characteristics. Job design has an influence of psychological significance of staff and the input of staff on individual motivation and their performance.

Job characteristics theory/job design theory identifies five core characteristics that organizations' responsible person in mind while designing the jobs (Hackman & Oldham, 1980). Works with the great attributes increase the morale, happiness and commitment of workforce and involve for enhancing productivity in an enterprise (Bakker & Timms, 2011). Job features include attributes or characteristics that are unique to a work, such as workplace practices, physical and mental specifications, abilities and experience, and are measured during the job and can establish perfect environment for happy employees, success and motivation. Job features or characteristics refer to "unique types of employment that can be identified, described and evaluated, such as experience and abilities, mentally and physically demands, and workplace conditions" (Mutasa, 2016).

Attributes of job that serve as motivational functions are considered in job characteristics. According to JCM, the organization's responsible person should (1) integrate tasks to improve skills and role classification, (2) develop natural task units to promote the classification of workforce tasks (3) interact with consumers to raise diversity, acquire meaningful information (feedback) and boost the autonomy (4) having feedback channels through employees' results reviews and (5) enlarge jobs through job enrichment. Researchers now appreciate that task characteristics described by the Job Characteristics Model, but also in terms of key characteristics such as task complexity, information processing, specialization, as well as in terms of physical characteristics such as physical demands, equipment use, ergonomics and work conditions (Morgeson , Reider, & Campion, 2005).

2.2   Job Characteristics Model

Hackman and Oldham (1980) said that JCM emphasize on the formation or shaping of job so it will motivate a person in performing his task and duties. Having higher psychosocial processes (meaningfulness, obligation, awareness of results) were encouraged by the five work characteristics (skill variety, role identification, task importance, control or power and feedback) and thus enhanced performance and productivity. These five job characteristics are crucial in determining work- related such as self -motivation for work, quality of tasks done, job satisfaction and the reduction of employee turnover (Billy, Bernhard, & Braam, 2001). Three psychological conditions such as experienced job meaningfulness, experienced job outcomes accountability and awareness of the outcomes of the job activities influence these work related results.

Experienced job importance relates to the way wherein the worker has typically experienced the job as important, beneficial and desirable. Experienced accountability for job results is described as the way to which the individual feels individually accountable for the outcomes of the work he does. Knowledge of outcomes is the level whereby the staff knows and acknowledges how much effectively the work is carried out on an ongoing basis (Hackman & Oldham, 1980).

As per the model, employees must have skill diversity, role identity, work significance and power (autonomy) in order to feel the significance of work. For workers to experienced responsibility for work outcomes if a job contains a

significant degree of autonomy. For workers to have knowledge of results of their work activities, feedback must be involved (Hackman & Oldham, 1980). The absence of one of those psychological state will result in outcomes such reduce employee satisfaction and motivation (Abdel-Halim, 1979). The theory emphasized that high internal motivation is the important variable which means that employee find his work is meaningful and enjoyable, they will experienced positive feelings and become motivated to do their job (Bahatti, Syed, & Shaikh, 2012).

Moderator variables exist in the model. Firstly, the intensity of the desire for personal progress, learning and growth of an individual above where they are at moment assume as growth need strength. Secondly, knowledge and skill refers the employees possess level of sufficient knowledge and skill. Thirdly, job context factors also impact the experience of the staff. They will react more favorably to great motivation jobs when employees are happy with items such as their salary, coworkers, leaders and job stability.

Figure (2.1)   Job Characteristics Model

Core characteristics of job	Critical psychological states	Personal and work outcomes
Skill variety Task identity Task significance	Experienced Meaningfulness of work	High internal work motivation High quality work performance
Autonomy	Experienced Responsibility of work outcomes	High work Satisfaction with work
Feedback	Experienced Knowledge of results	Low absenteeism and turnover

Moderators
Growth need strength Knowledge and skill Context satisfaction

Source: Hackman and Oldham (1980)

2.3 Dimensions of the Job Characteristics

Job characteristics described as variety of skill, significance of task, feedback, autonomy and identity of task (Hackman & Oldham, 1980). These are explained as follows:

2.3.1 Skill Variety

Each employee has a set of collection of talents and skills in the organization. The variety of skills is the degree to which a job requires performing different tasks and allows the different skills, experience and skills of workers to be used to complete the work (Garg & Rastogi, 2006). The selection of skills comprises the amount of potential of a broad range of skills and capabilities (Hackman & Oldham, 1980). Chandler (2007) claimed that it takes a wide variety of skills and capabilities for workers to be versatile at work and to develop at work. The range of skills is seen as the variety of different of tasks needed for job fulfillment (Apisit , 2013).

The range of tasks expresses the consistency of information and skills (Pentland, 2003). Employee at the start of his or her career tries to seek tasks where he or she gets her goals. Skill variety can provide the feeling of accomplishment. This can arise as workers with a broader variety of abilities support their work prospects and have a greater chance for promotion. Employee likes job that provides them opportunities to employ his competencies on a variety of tasks that are mentally challenging. When different jobs motivate individuals both mentally and physically, then persons feel fulfilled with job. Robbin, Odendaal and Roodt (2003) indicated the jobs that offer variety of tasks, independence and feedback of their performance are preferred by the employees.

2.3.2 Task Significance

Task significance defines as the extent to which an individual's job impact on lives or work of other employees or people, it can be either in internal department and organization or in the external environment (Omid & Alborz, 2015). The task is significant when a person's job outcomes impact on live or wellbeing of other people either in outside of the company (e.g. consumers) or in immediate department (e.g.co-workers). If an individual recognizes the importance of his work and then he will try to improve their skills and learning (Umukoro & Egwakhe, 2019). Those people are

actively trying to improve their awareness of their jobs in order to preserve the importance of their jobs.

A larger amount of task importance associates with a greater extent of job satisfaction and with the smaller rate of absence from the work (Orpen, 1985). The image of the job in the inner minds of workers takes an important substance to view how much they feels proud while discussing their job in media or public (Garg & Rastogi, 2006). Ugboro (2006) identified task significance as significance which improves an employee's ability to cope and produce constructive responses to maintain positive performance behaviors.

2.3.3   Task Feedback

Task feedback relates to the way to which each individual provides direct and consistent input about the efficacy of his or her results when conducting the activities required by the work (Hackman & Oldham, 1980). Feedback must be delivered on time to maximize the organizational' efficiency. The multisource assessment called 360 Degree feedback where several people involve managers, peers and customers provide feedback (Eloise & Sofie, 2016). Feedback plays a key part in the learning of workers from their jobs.

The positive feedback encourages employees to work efficiently and the negative feedback given in such a way that employees receive it as positive and tried to cure such deficiencies. Positive feedback contributes as a factor to improve staff' motivation for attaining his or her career targets (Lowry, 1994). When an employee receives clear and direct information about the effectiveness of work activities he or she is carrying out regarding his or her performance and then this form of communication is view as feedback (Anjum, Fan, Javed, & Rao, 2014). All staff with the review on results will be beneficial for certain company success (Elkins & Phillips, 2000). Performance feedback can contribute an important role for the enhancement of staff' attitudes and behaviors in enhance the employee work outcomes and feedback channels play an important role in organizations (Mausolef, 2004).

2.3.4 Task Autonomy

The autonomy of the role defined as the amount to which the work of an employee gives considerable freedom, independence, choice in scheduling the activities of job and in deciding the practices and methods for carrying out the assigned duties (Chung , 2016). Job autonomy refers to an employee's opportunities to do a judgment in work and to select which job activities to accomplish. Employees who are given greater degree of job autonomy will feel satisfied about their job because the results of their work are determined by their efforts, decisions and actions.

When employees are less of control in their job which means the lower level of job autonomy, it will correlate with the increased amount of stress level (Saragih, 2011). Job autonomy can improve performance because employees with high work autonomy will perceive that they are trusted to perform the task (Seingthai & Pila-Ngarm, 2016). Job autonomy was negatively relationship to employees' job stress; job and family conflict and employees' turnover intention from their company (Thompson & David, 2005).

2.3.5 Task Identity

The identity of the role means the degree where a job needs employees to complete a whole identifiable piece of job with the obvious result from start to finish ((Hackman & Oldham, 1980). This relates to what a job entails performing a full form with a recognizable result start to end and recognizable piece of work. Employees perform the job form beginning to finishing of the operation and can know the final results are known as task identity. Tonges (2004) figured out that the ambiguity of the job was associated with the less clearness of individual employee work scope, obligation and functions.

Task identity becomes a feeling of responsibility for completion that serves as a motivation for employees and greater commitment to the organization (Latitamishra, 2018). Task identity help to understand for an employee the relationship between jobs assigned for his or her and other activities in organization (Omid & Alborz, 2015). When task identity is low, individual are likely to feel the lack of his personal accomplishment, feel bored to his job and will see a job is meaningless (Nyabundi & Kagiri, 2016 & Pee, 2011).

2.4   Job Satisfaction

Employee satisfaction refers to a pleasure emotional response to job circumstances resulting from getting which employees receive and value from their job (Latitamishra, 2018). Job satisfaction is an important issue for both human resources management and organization because it is assumed that the productivity an employee relies on his or her level of job satisfaction. The organizations can be more productive in having more satisfied employees. High job satisfaction can lead to organizationally valued outcomes such as decreasing turnover rate, more productivity and organizational effectiveness (Kim, 2004). Companies are investing too much time on employee satisfaction initiatives in an effort to reduce employee turnover, enhancing productivity and for helping the organizations success.

Job satisfaction is related to individual expectation about work that are in consistent with real result. Job satisfaction is basically an emotional response that results from a person's perceived fulfillments of his or her needs and what he or she thinks the company to have offered (Zournatzi et al, 2006). Employment satisfaction is taken into account as an outcome of the integration of the person's desires and the features of a job. The happiness of individual employee depends on many different variables, such as monitoring, nature of the task etc. If a person's work is interesting and his or her pay is suitable, advancement and promotion opportunities are fair enough and her supervisors and co-workers are supporting to achieve work outcomes that situations can forecast that he or she is satisfied with his or her job (Ali & Zia-ur-Rehman, 2014).

Job context factors must exist in workplace to prevent employee's job dissatisfaction. These factors involve monitoring and the co-worker relationship. Supervision explains the extent to which supervision is equal and carefully offers sound advice (Apisit , 2013). If there has encouragement from their managers, workers will feel valued. Individuals will get more satisfied his or her job if his or her happy working with his/her supervisors or leaders. Employees' satisfaction of supervisors was correlated to organizational commitment, which can enhance greater productivity, reducing the level of turnover rate and a higher level of willingness to help.

The willingness of leaders to help work-related activities with social, technical help and advice plays a key role in having job satisfaction. Satisfaction with supervision enhance employee satisfaction in job and satisfaction with supervision

refers to the extent of satisfaction with the treatment, support and guidance received from leaders as well as the degree to which the general quality of supervision is considered satisfactory. Peer interaction refers to a healthy formally and informally connection with peers which would facilitate cooperation among staff.

The nature of the work is defined as the features of the work such as fascinating or boring, complex or routine, innovative or degrading (Benrazavi & Silong, 2013). The greatest measure of job satisfaction of workforce is the culture of work (Ahmed, Nawaz, Iqbal, Ali, Shaukat, & Usman, 2010).

2.5   Employee Performance

Employee's performance involves an important factor in determining for organization performance (June & Mahmood, 2011). High performance employees pursue higher level of individual and organizational performance which includes quality, innovation rate and productivity. High performance employee may be able to assist the organization to achieve its strategic objectives and sustain the organization's competitive advantage. Performance is defined as the activities (behaviors) that are correlated with the goals of companies or organizations. Job performance was characterized as productivity through determining the volume of appropriate quality units created by the employees in such a manufacturing sector within that particular period of time (Ambrose, Geoffery, Nehemiah, & Augistine, 2013). Job performance refers to the willingness of an individual to execute the role assigned to him or her as well as how the activities performed leads to the attainment of business goals. (Mawoli & Babandako, 2011).

Employees performance come from the results of two factors which involve the skills, abilities and talents that a person possesses and his motivation to apply them in doing their job. The employees' performance refers to effectiveness of employees' actions that involves achieving organizational goals and objectives. Borman and Motowidlo (1997) distinguished the two types of employee performance such as task and contextual performance. Task performance refers to the core technical behaviors and activities involved in job (Abdel-Halim, 1979). The key technological habits and activities included in work can be said task performance. The performance of task also includes activities, such as coordination and preparation that promote the technical component and service of a business. Task performance takes sufficient cognitive skill and also is mainly facilitated by task awareness, task

capacity (implementation of technical expertise to effectively execute tasks without too much oversight and work habits (capacity to react to assigned tasks that make output easier or impeded) (Conway, 1999). Contextual Performance relates to other activities that are not necessarily task-related but that contribute to the organization in a positive way (Borman & Motowidlo, 1997). For example, A "non- task specific" behavior of a sales person might involve advising new employees.

Task performance means the quality of tasks performed, the amount of job performed, and the efficacy of interactive works. Employee output or performance is connected to productivity, which represents the amount of work done, the quality of task finished, the timeliness of the tasks completed, tasks finished with effective and efficiency (Abdel-Hamlin, 1980). The performance of employee is the assessment by an employee in the companies prescribed by management of each employee' successful and efficient execution of the specific responsibilities. Efficiency is defined as the capacity of employee to produce the desired outcomes by applying with less resources and efficiency is the capacity of workers to achieve the set objectives, targets and the goals (Stoner J , 1996).

2.6   Previous Studies

There are many authors who studied the relationship various work characteristics which are influencing on staff' satisfaction of job and also their performance. All the authors that described in this study used JCM. The previous studies are as follows:

The first paper is about the study "effects of job characteristics and job satisfaction on job performance in the restaurant industry" in BKK in which this research is shown in Figure (2.2)

Figure (2.2)   The Effects of Job Characteristics and Job Satisfaction on Job Performance in the Restaurant Industry
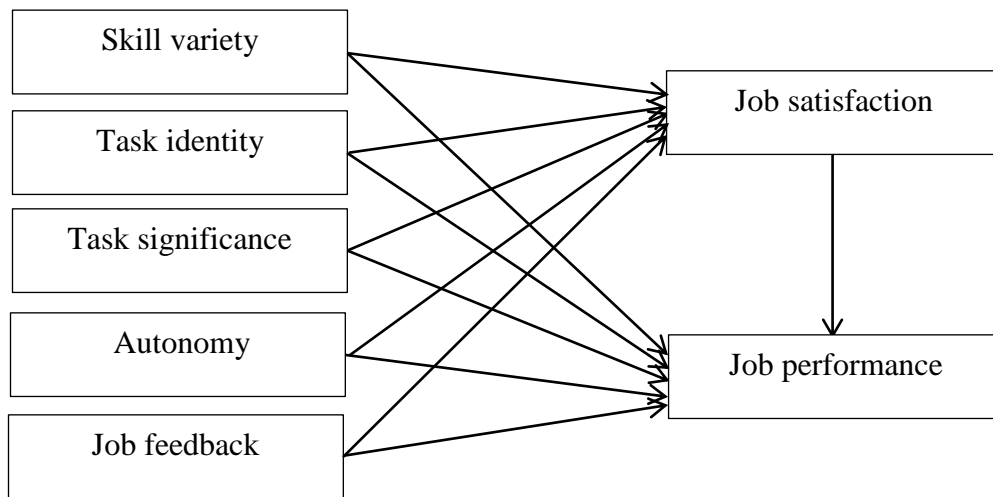
This study presumed job satisfaction just as a mediator factor, job features or characteristics have been viewed as independent variables and finally job performance was observed as a dependent variable. Job performance was conducted and measured with competence and timeliness. The mediating variable were assessed by asking of satisfaction about context and content variables such as pay, leadership, quality of jobs, relationships with co-employees, work security and workplace conditions, etc. The study pointed that task identity factors and also feedback factors was favorably correlated with performance of staff as well as job satisfaction. Finally, the investigator discovered that the association between the variables has a mediator variable impact (job satisfaction).

The second research paper aimed to study how job design will influence on job satisfaction and also consider how these variables will intervene by job satisfaction. The targeted respondents were 150 employees who are working in FMCG sector.

Figure (2.3)   The Effects of Job Characteristics on Job Satisfaction and its Impacts on Employee Performance: A Study of FMCG Sector in Pakistan

Job Satisfaction
- Satisfaction with pay
- Satisfaction with supervision
- Satisfaction with nature of work

Job Design
- Skill variety
- Task identity
- Task significance
- Task autonomy
- Task feedback

Employee Performance
- Task performance
- Contextual performance
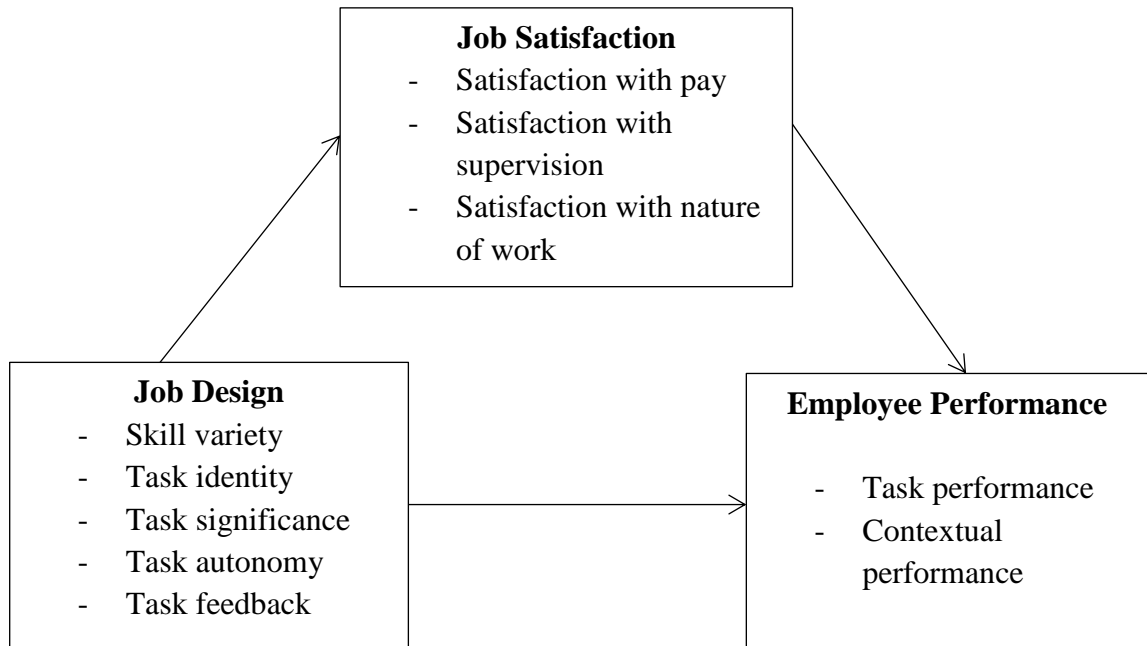
Source: Ali & Zia-ur-Rehman (2014)

Figure (2.3) showed that job design was taken as predictor variable and employee performance was characterized as outcome variable (dependent variable). Moreover, job satisfaction was assumed as a mediating variable between the predictor variable and dependent variable. The findings described that job design has a huge association along with the workforce's satisfaction. The analyst also demonstrated that the correlation between work design and dependent variable was affected by mediating variable.

2.7   Conceptual Framework of the Study

This study is based on JCM. In this model explains that organizations are required to have the best characteristics to improve person's job satisfaction and this will lead individual work outcomes such as getting high job effectiveness. All the conclusions of previous researchers disclosed that job satisfaction affected on workforce's performance. Table (2.4) presents the purpose framework for the research.

Figure (2.4)   Conceptual Framework of the Study

Independent variables   Dependent variable
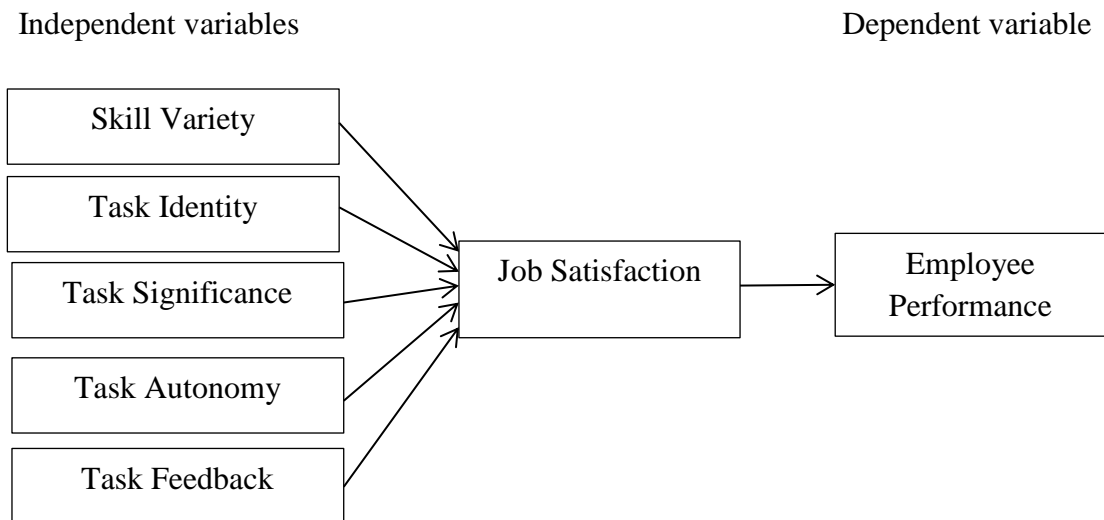
Source: Adapted from Apisit (2013), Ali & Zia-ur-Rehman (2014)

Figure (2.4) illustrated two kinds of connection between the three variables. First kind is the interrelationship between job characteristics which are identified as independent variables and job satisfaction is defined as dependent variable. The second kind is the association between job satisfaction which is described as independent variable and dependent variable is assumed as job performance. Employee performance was investigated with both types of performance such as task as well as contextual. Satisfaction or enjoyable on supervision, colleagues relationships, culture or style of work were applied for the assessment of the respondents' satisfaction on job. The framework of this study is the effect of job characteristics on job satisfaction and the effect of job satisfaction on employee performance in insurance companies.

2.8   Working Definitions of the Study

Working definitions that are used for the study are explained in the following. Hackman and Oldham (1980) developed JCM model in which the study used the definitions of all job characteristics are based on this model.

i.   Skill variety means the range of many different talents and skills to finish a particular job that would to desired results.

ii. Task significance is the value of the task of employees where it has a direct impact on internally or externally customers. A task that includes performing

a complete and recognizable piece of job with a clear result from start to the finish, as compared to just doing just a part of work is described as task identity.

iii. Task autonomy states as workforce have freedom and also independence in making their task activities.

iv. Task feedback refers that the individuals' are getting knowledge whether his performance had improved or lowed.

v. The optimistic attitude of staff regarding with jobs can be descried job satisfaction. If employee is glad by doing his job and the conditions of job are matched with employee desire, job satisfaction can be achieved. The degree to which the worker's needs are met determines the level of job satisfaction (Nelson, 1987).

vi. Employee performance defines assigned work completed by an organization's personnel. The contextual success or performance is the addition functions of employee performance activities such as assisting colleagues, cooperate with other participants. Task performance measures with efficiency is the ability of the workforce to achieve the desired outcomes by applying limited resources as well as the effectiveness relates to the capability of the individual to achieve the desired targets (Stoner J, 1996)

CHAPTER III
PROFILE OF INSURANCE SECTOR IN MYANMAR

This chapter is composed with background of insurance sector in Myanmar, regulatory framework for insurance sector in Myanmar, insurance companies and their services in Myanmar and job characteristics at selected insurance companies.

3.1   Background of Insurance Sector in Myanmar

Myanmar's insurance industry can be traced back to before Burma left British rule. Before getting independence from British, there was abundance of local and foreign insurance companies operating in Myanmar insurance sector. In accordance with records, before Second World War, two private insurance companies namely Burma National Insurance Company (BNIC) and the Burma Insurance Company (BIC) came into insurance sector to conduct business. During independent period accounting for 100 years, insurance industry was influenced by foreign insurance enterprises. The market share of local owner is relatively small compared to foreign owner in view of the fact that there exist only two Myanmar citizens owned local companies.

Numerous changes have been arisen in insurance industry thereafter getting freedom. During the year of 1952, the government nationalized BNIC as an independent entity and renamed BNIC as State Insurance Corporation (SIC). This is most obvious transformation of insurance sector. On the other side, SCI turned out to be a portion of People's Bank of the Union of Burma (PBUB) and started to carry out life and general insurance business. Outside of BIC, nearly 100 private-ownership insurance corporations were also permitted to start up an insurance business.

In 1959, private insurance companies were forbidden to conduct life insurance service and the existing life insurance ventures were monopolized as well. During the same year, private-owned insurance companies were altering into public possession under Union Insurance Corporation (UIC) that was insurance corporation possessed by government. As in socialist government exactly during the year of 1964, setting up of private insurance companies was proscribed. After passing nearly three decades, in 1993, National owned Myanmar Insurance Corporation (MIC) was founded. After that MIC took over all insurance companies under its control.

Myanmar Insurance Business Law and Insurance Business Law were established in 1993. The Insurance Business Supervisory Board (IBSB) was formed after the Act was promulgated and this board empowered to issue licenses to private enterprises to undertake and monitor insurance business. The public was not allowed to apply for the insurer license and the MIC dominance remains before 2012 (Satheesh, 2016). The IBSB's effort to liberalize the insurance market has been successful in 2012. The private local insurance companies are allowed to offer insurance services in Myanmar in 2012. Currently, On 1 January 2019, Myanmar Ministry of Planning and Finance (MOPF) made a declaration for the liberalization of insurance sector in Myanmar and the path to market entry for foreign insurers. The government allowed foreign insurers with the purpose of more development of this sector in Myanmar.

3.2 Insurance Companies and Their Services in Myanmar

Insurance companies can be broken off into 2 types; life and non-life based on their services offered. In Myanmar, there are total of 26 insurance companies at present; 17 are life and 9 are non-life. Amongst life insurance companies, 3 are joint venture, 5 are FDI companies, 8 are privately local-owned and 1 is owned by government. Thus, majority are private and possessed by local people. The names of insurance companies together with their services are presented in Appendix (B).

There have 29 categories of insurance products available in the market. Appendix (B) shows products of insurance products available in Myanmar. Among 29 products, local privates companies have been providing 15 products. There is no restricting on private insurance companies for launching and selling the existing products. IBSB has been allowing them as long as their products launched to feasible to provide in the market. Appendix (B) shows 29 insurance products available in Myanmar. Some of the well- known services that are currently offering in private companies are as follows:

Health Insurance

Health Insurance policy may be bought by any person whose ages between six and seventy five. For Covid-19, if insurers are accurately known as positive for Covid-19 after 15 days from the date of initiation, they will have benefits.

Farmer's Life Insurance

The insurable age is from 16 to 60 years old. The rate of premium is 1 percent of total insured. In the event of death and severe disability, coverage relies on a doctor's approval; the insurer should get 100 percent.

Group Life Insurance

The person whose age is between eighteen to sixty years can assure this type of services. The plan should be submitted with health check-up records for someone whose insured number is over 1 million kyats and older than 45 years.

Education Life Insurance

The form of short period investment fund life insurance towards the students' learning is saved by this insurance. This could be purchased by a citizen who is eighteen to fifty-six years old. The five, seven and ten years can be selected for premium pay term. When the insurance payment term is due, the insurer will earn 20 percent of a insured total and get educational benefits.

Comprehensive Motor Insurance

In the awareness that insurers are completely insured, this insurances means insurance will drive secure. The insurance premiums depend on the kind of car used. Insurers can assure from 3 months to 1 year for all categories of cars used in business.

Fire Insurance

Assets that are buildings, equipment etc. were covered against loss or damage suffered by fire and related hazards through fire insurance. Every person who already has a legally recognized link to the properties may insure his or her own.

Oversea Marine Cargo Insurance

As a company owns, this special strategy prevents the customer against loss or injury for exporting and importing of cargo client by sky or sea transport. This insurance has two types of coverage such as total loss only cover and all risk cover. The major advantages of this insurance are prevention against unexpected events including such harm that caused by explosion etc.

Fidelity Insurance

This type of the insurance is the protection to offset the loss of revenue incurred by the fraudulent theft of a corporation and bank employees. This policy duration is one year when the insurance premium depends on the coverage amount of the number.

3.3 Job Characteristics at Selected Insurance Companies

To know the various job characteristics that is having in selected companies which are asked to the respective supervisors. Each insurance company has job design that is implemented by the respective leaders or human resources manager. The tasks in insurance companies are not very complicated and so some staff may not require having many skills to do their tasks e.g. customer services. However, staffs who are human resources manager, departmental leader, supervisors and general manager require many different skills, abilities and talents for managing the work of the company. They have to solve many problems that happen in the organizations such as customer complaints, financial problems. All the activities that are allocated in company needs to be examined by administrative staff. The others staff requires to manage and view the entire job from start to end, e.g. supervisors and managers.

Deputy Manager, Directors and General Manager have a chance to do the whole piece of job from beginning to ending. They need to manage and assign works to the staff and overview the performance and the results of the staff and whole organizations or department. Every employee need to take a responsibility for making mistakes or good for their work. The efficient method and procedures are intended and designed for workers in their enterprises. That mean they know who their leader are and who report for their work. The companies designed that the specific or clear process for employees to carry out their job. Job transfer program implemented at the respective position.

Every level at selected insurance companies whether they are top, lower or middle have task significance. For example, the persons who are working in financial department must present the correct financial situations of the company. If they make mistakes, it can lead the failure of the organization. The staffs who are working in sales and marketing department also need interact closely with their clients. They

require explaining what the services of their companies to the customer and what insurance type will benefit for them.

In the autonomy for insurance sector, the top management makes the important decisions for the organizations. The middle level employees have moderate autonomy on scheduling their work and have personal initiative or own judgment to do their job. The managing style in selected insurance companies is top to lower managing style. The top level employee such as directors makes the disciplines that the staff needs to follow, future plan for the organization etc.

Supervisors give directions to their assistant supervisors whether their work are doing in the correct way. Departmental leaders are guided by the general manager. Claim department person accept the customer feedback and then they try to solve the problem. Sales and marketing staff know their performance indicators and they try to accomplish the assigned tasks.

CHAPTER IV
ANALYSIS ON THE EFFECT OF JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE IN INSURANCE COMPANIES IN YANGON

This chapter outlines the three key dimensions. Firstly, research design which states the various methods used in the study and selection of sample size. Secondly, this section illustrated the demographic characteristics of the participant. Finally, it is the analysis section for the variables.

4.1 Research Design

For the analysis, primary data as well as secondary data were applied for achieving the objectives. The total number of employees of three selected life insurance companies in Yangon has 586. This research collected primary data from 105 employees of selected companies by applying structured questionnaires through distributed on online by goggle drive, phoning and also mailing. For estimating size of sample from total targeted number of population, Taro Yamane (1973) was used,

$n = \frac{N}{(1+Ne^2)}$, Where, N = population size = 586

e = level of precision (9% level of precision)

$n = \frac{586}{(1+586 \times 0.09^2)}$, n = 102

Although the required size of sample was 102, this study accepted 105 and the selection of sample size were based on random sampling approach. Questionnaires are asked by using five point Likert scales. Descriptive statistics were used to determine mean value of every statement in survey questions. Linear regression method was also used to analyze the gathered data for attaining objectives.

4.2 Profile of Respondents

Table (4.1) describes demographic section of collected sample of employees such as position, gender; age, marital status, salary, etc. are shown in Table (4.1),

Table (4.1)   Demographic Data of Respondents

Demographic Factors	Description	No. of Respondents	Percentage (%)
	Total	105	100
Gender	Male	50	47.26
	Female	55	52.38
Age (Years)	20-30	71	67.61
	31-40	28	26.67
	41-50	5	4.76
	Over 50	1	0.09
Education Qualification	Bachelor Degree	85	80.95
	Master Degree	20	19.04
Marital Status	Single	81	77.14
	Married	24	22.86
Working Experience in present employer (Years)	Less than 2	17	16.19
	Between 2 -4years	62	59.05
	Between 4 -6 years	25	23.81
	More than 6 years	1	0.95
Working Organization	KBZ Life Insurance Co ., Ltd	34	32.38
	First National Insurance Life Co., Ltd	43	40.95
	Grand Guardian Nippon Life Insurance Co., Ltd	28	26.67
Salary (MMK)	Less than 300,000	45	42.85
	Between 300,001and 500,000	51	48.57
	Between 500,001 and 800,000	9	8.57
	Above 800,001	-	-
Position	Top	-	-
	Middle	22	20.95
	Lower	83	79.05

Source: Survey Data, 2020

According to the Table (4.1), the total respondents involved of 105 employees from selected insurance companies. Regarding the gender, the results expressed that the portion of male and female are nearly equal. Seventy-seven percent of participants are unmarried (single) and twenty- three percent are married. The mainly respondents (71%) are age level of twenty to thirty. The remaining age levels described little

percent. The education background of the participants involved that 80.95% hold bachelors and another 19.04% got master degree. The highest portion (nearly 60%) is having experience of working in current company between 2 to 4 years then followed by 4 to 6 years which represented (23.81%) while those 16.19% are under 2 and finally only 1% are accounted in above 6 years. Thirty four respondents (32.38%) come from KBZ Co. Ltd, 40.95% are from FNI Co., Ltd and 26.67% includes from GGNLI. Co., Ltd.

The almost half of the respondents (48.57%) got the salary level between 300,001 – 500,000 kyats , nearly 43% represented under 300,000 kyats and another 8.57% got salary from 500,001 to 800,000 kyats. Majority of participants are lower level employees which represented nearly 80%.The management level at insurance companies has three level. Demographic background (Appendix A) showed that the position that include in these levels.

4.3   Analyzing Reliability Test

The Cronbach alpha is most frequently used to test the internal consistency of a multiple Likert-type questionnaire. A generally accepted rule has been that 0.6-0.7 demonstrates acceptable level of reliability. The alpha value of 0.8 or the larger indicates good reliability. High reliability exists at (0.95 or higher).

Table (4.2)   Analyzing the Reliability Test

Job Characteristics	No. of items	Cronbach's Alpha
Skill Variety	6	0.930
Task Identity	5	0.915
Task Significance	5	0.948
Task Autonomy	4	0.934
Task Feedback	5	0.879
Job Satisfaction	4	0.786
Employee Performance	7	0.856

Source: Survey Data, 2020

Reliability test refer the testing whether the questionnaires are whether accurate (reliable) or not. The items or statements of every variable in this study are consistency or reliable because alpha value of variables fall into the range of above 0.6. Therefore, all variables in this analysis can be said to be accurate.

4.4 Job Characteristics, Job Satisfaction and Employee Performance

For the objectives of this study, the participants for the survey were asked by the statements with 5 point Likert scales for all variables. Judith Nguli (2017) explained Likert scale problem that

From 1 to1.8 said (strongly disagree),

1.81-2.60 represented (disagree),

Between 2.61 to 3.40 indicated that true the some extent,

Between 3.41-4.20 represents (agree),

Between 4.21 to 5.00 indicated that is strongly agree. In this section, Mean and standard deviation of each component of all variables are described to identify dependent variable as well as independent variables.

Skill Variety

The six questionnaires are composed for the assessment of skill variety. Standard deviation and also mean value of skill variety are illustrated in Table (4.3).

Table (4.3)   Skill Variety

No.	Statement	Mean	Std. Deviation
1.	Using variety of skills	3.61	3.38
2.	Getting an opportunity to apply a variety of talents and abilities	3.13	0.95
3.	Not regular or simple activities	2.28	1.00
4.	Doing a variety of different events or tasks	2.38	0.95
5.	Involving to solve oftentimes the issues that have not been seen before	2.43	0.98
6.	Requiring concrete ideas and suggestions to the issue	2.38	0.94
	Overall Mean	**2.70**	

Source: Survey Data (2020)

As illustrated in Table (4.3), the highest mean value was 3.61 in which job performed by respondents needs to use different skills. Respondents' work is not much complicated and their job is simple has the lowest mean score of 2.28. It can be

described that respondents are less likely to apply variety of the skills on job by representing the average mean value of 2.70.

Task identity

The following Table (4.4) shows mean value and standard deviation of task identity. The respondents are asked on five factors to rate identity of task.

Table (4.4)   Task Identity

No.	Statement	Mean	Std. Deviation
1.	Letting to take responsibility for work results	3.66	0.98
2.	Getting an efficient framework for performing the work	3.55	0.99
3.	Getting an opportunity to perform a whole piece of work from start to finish	3.31	0.82
4.	Seeing the development and outcomes through to the final completion.	2.29	0.94
5.	Achieving clear or simple guidelines for the tasks to be carried out	2.32	0.83
	Overall Mean	**3.03**	

Source: Survey Data (2020)

The Table (4.4) revealed that maximum rank mean score was 3.66 in which each employee is responsible for his work results because what they do right or wrong can lead to bad or good the image of the organization. The lowest rank mean value is 2.29 in which respondents think that they are less likely to know the results of their performance. The average of mean score of task identity was 3.03 that indicate employees have moderate level of agree on their task identity.

Task Significance

To measure the task significance, the questionnaires include five factors which are asked to rate on five point rating.

Table (4.5)   Task Significance

No.	Statement	Mean	Std. Deviation
1.	Leading to many other jobs failing indirectly	3.48	0.89
2.	Effecting the ability of the other's staff to perform his work	3.89	0.75
3.	Working as an important role of the enterprise	4.08	0.68
4.	Needing to work closely with other persons (eg. customers or colleagues in similar jobs)	3.83	0.71
5.	Effecting on internal or external persons by the outcomes of work done	3.94	0.72
	Overall Mean	**3.84**	

Source: Survey Data (2020)

Table (4.5) presented that the highest mean value among five statements is 4.08 in which every level and position of employees has as a significant role for their companies. The smallest ranked mean score is 3.48 in which respondents' failing in doing their job can lead to failure of many jobs indirectly. The average mean score of task significance factors is 3.84 that expresses the respondents satisfied and agree with their task significance.

Task Autonomy

To measure autonomy, the questionnaires involve four factors. (Table 4.6) expresses the generated results.

Table (4.6)   Task Autonomy

No.	Statement	Mean	Std. Deviation
1.	Being able to restrain the contents of job	3.63	1.17
2.	Having freedom to assess how to conduct the assigned duties	3.08	1.03
3.	Building own schedule or methods to execute delegated tasks	2.38	0.88
4.	Utilizing individual opinion in doing the job	2.53	0.88
	Overall Mean	**2.91**	

Source: Survey Data, 2020

As shown in Table (4.6), the highest rank mean value is 3.63 in that the respondents control the content of their job. The lowest rank mean value is 2.53 in which respondents are less likely to set own methods or schedule for completing delegate activities. The overall mean value of task autonomy is 2.91 that mean respondents are having less autonomy in job.

Task Feedback

Task feedback was analyzed together with the five statements. Participants' perception on task feedback are displayed in the below table.

Table (4.7)   Task Feedback

No.	Statement	Mean	Std. Deviation
1.	Knowing timely whether the performance is good or bad	3.61	0.61
2.	Reflecting real results through performance assessment of supervisor	3.89	0.70
3.	Acknowledging the boss and providing advice about how they're doing their work	3.66	0.70
4.	Providing a chance whether reach performance requirements or not	3.99	0.75
5.	Receiving suggestion about performance from leaders and also colleagues	4.01	0.65
	Overall Mean	**3.83**	

Source: Survey Data (2020)

As described in Table (4.7), the maximum ranked mean score is 4.01 wherein employees are appraised by their respective leaders or peers when they are getting accomplishment and also get suggestions. Employee timely knows whether the performance is well or poor has the lowest mean value of 3.61. Top management level provides advice to employee concerning result of their task due to the fact that overall mean value is 3.83.

Job Satisfaction

With regard to job satisfaction, four statements are composed to analyze this factor. The respondents' view on job satisfaction factors are shown in Table (4.8).

Table (4.8)   Job Satisfaction

No.	Statement	Mean	Std. Deviation
1.	Satisfying or enjoying with co-employee' positive friendships	3.97	0.73
2.	Satisfying about the leader treats his employees in the company	4.01	0.59
3.	Satisfying with right extent of support from the leaders	3.95	0.57
4.	Satisfying the form or culture of job	4.27	0.69
	Overall Mean	**4.05**	

Source: Survey Data (2020)

The generated information form Table (4.8) indicated that respondents are satisfied with the culture of their job that has the highest ranked mean value of 4.27. The other statements such as the right extent of support from leaders, leaders handle their employees and healthy connection with peers have mean value of around 4. The respondents have the higher level of enjoyable on job because of average mean value is 0.45.

Employee performance

Regarding with employee performance, the seven items was developed to assess this variable. The scores of mean for this variable has presented in below table (4.9).

Table (4.9)   Employee Performance

No.	Statement	Mean	Std Deviation
1.	Completing delegated tasks by deadline	4.15	0.55
2.	Doing the job with minimum resources (e.g. time, effort etc.)	3.98	0.70
3.	Accomplishing the stated job targets oftentimes	4.03	0.60
4.	Matching job outcomes with requirements	4.10	0.65
5.	Help co-workers when they faced their job difficulties	4.05	0.61
6.	Holding the skills and awareness of jobs up with the latest	4.08	0.60
7.	Finishing the activities mentioned or defined in the job descriptions	4.05	0.61
	Overall Mean	**4.06**	

Source: Survey Data (2020)

Above Table (4.9) described that highest mean score is 4.15 where respondents can do their work on assigned or specified time (deadline). Respondents' job match with the organization requirements has the second highest rank mean score of 4.10. The mean value of remaining statements has nearly 4. These statements are respectively that respondents keep their skills and also knowledge of job up to the latest, attaining job objectives, able to do their job with minimal resources, able to fulfill the tasks defined or described in their job descriptions. The overall mean value of employee performance is 4.06 that indicate respondents have best performance.

4.5 Analysis on the Effect of Job Characteristics on Job Satisfaction and the Effect of Job Satisfaction on Employee Performance

To develop regression model, job characteristics such as skill variety, task identity, task significance, task autonomy and task feedback are considered as independent variables and job satisfaction is dependent variable. The generated results from analysis between these variables are demonstrated in Table (4.10).

Table (4.10) Analysis on the Effect of Job Characteristics on Job Satisfaction

Dependent Variable Job Satisfaction	Unstandardized Coefficients		β	t	Sig.
	B	Std. Error			
(Constant)	1.844	0.346		5.334	0.000
Skill Variety	-0.006	0.050	-0.012	-0.127	0.899
Task Identity	0.032	0.080	0.040	0.395	0.693
Task significance	0.289***	0.087	0.336	3.337	0.001
Task autonomy	-0.060	0.057	-0.094	-1.060	0.292
Task feedback	0.305***	0.086	0.358	0.546	0.001
R	0.628				
R Square	0.394				
Adjusted R Square	0.364				
F Value	12.883***				

Source: Survey Data, 2020

Note: ***significant at one percent Level

As shown in Table (4.10), the Adjusted R Square was 0.364, which indicates a variation of 36.4 percent in job satisfaction, explained by predictor variables (independent variables). The results also expressed that task significance and task feedback had the positive effect on job satisfaction at 1 percent significant level. The unstandardized coefficient value indicates that job satisfaction improves with an enhancement in feedback and task significance. That implies 1 unit of task significance change will lead to 0.289 unit increases which impact on job satisfaction. If task feedback has changed by one unit, job satisfaction will rise by 0.305 units. Two variables (task significance and feedback) among five variables are extremely strong relationship with job satisfaction as expressed by Table (4.10).

Simple linear regression was carried out to examine how the variability of employee performance explained by job satisfaction. Table (4.11) shows the analysis results.

Table (4.11)   Analysis on the Effect of Job Satisfaction on Employee Performance

Dependent Variable Employee Performance	Unstandardized Coefficients		β	t	Sig.
	B	Std. Error			
(Constant)	1.632	0.303		5.392	0.000
Job satisfaction	0.596	0.074	0.620	8.028	0.000
R	0.620				
R Square	0.385				
Adjusted R Square	0.379				
F Value	64.447***				

Source: Survey Data, 2012

Note: ***significant at 1% Level

Table (4.11) illustrated that the 0.379 of Adjusted R Square interprets that 37.9 percent of the variability in employee performance is interpreted by job satisfaction. The coefficient of job satisfaction (predictor variable) and employee performance is 0.596 that is greatly significant at 1 percent level. This demonstrates that one unit of the job satisfaction change; employee performance also rises to 0.596 units. This illustrates that there exists positive association between these two variables.

CHAPTER V
CONCLUSION

The findings which are reviewed the results of past studies and also discussions which are presented in this section. Moreover, based on finding results, it also presents that the suggestions and the recommendations are described for selected companies. Finally, this section showed that the needs for further study from this paper.

5.1 Findings and Discussions

There are two main objectives in this study. The first one is to examine the effect of job characteristics on job satisfaction of employees in insurance companies in Yangon. The second one is to analyze the effect of job satisfaction on employee performance. The required data were attained by phoning and sending off mails attaching with survey questionnaire to employee. Descriptive and linear regression methods are applied to convert the derived data into statistical results.

Based on data analysis, it found that employees required different skills to do their job. However, employees agreed upon on their tasks are simple and repetitive, in which they repeated the same routines day after day in doing their work. Therefore, the staff is less motivated and less interest in doing this job. It can be concluded that job satisfaction had not effected by skill variety based on the results of data analysis.

Based on data analysis, task significance is a positively significant with job satisfaction. This was because respondents' job was indirectly connected to many other departments' success and finally became the integrative part of their companies. Moreover, the results of doing their job impact on other staff capability in doing his job. Furthermore, every staff efforts are needed for the success of the companies and then his or her role played a vital part in supporting his or her companies' success.

According to the nature of the work in the insurance companies, the effective procedures and systems are implemented for efficiently and effectively completing the assigned duties. Respondents are less likely to have an opportunity to perform the entire work from start to finish. The respective person is divided to perform the respective piece of job and individual needs to finish the wok piece that he or she started. Moreover, they took the responsibility for the job results that they carry out.

However they felt that they were less likely to attain specific instructions. In current situations in Myanmar, some staff is less motivating currently to perform their job because their salary, incentives and travel allowances are cut off due to covid-19. Moreover, it can be said that some staff are less likely to notice the future advancement opportunities in the present companies at current situations. Finally, according to data analysis, the task identity do not effect on job satisfaction.

The staff in insurance companies has moderate level of freedom to assess how to conduct their assigned duties. However, Respondents were not absolutely free to do their own choices or methods. Respondents required following the methods or schedule that set down by the upper management level. Moreover, they need to report their superiors depending on matter in some situations and then respondents thought that they have less chances to make their own judgment in doing their job. Therefore, regarding with analysis, job satisfaction has not influenced by task autonomy factors.

The feedback factors had a significance effect on job satisfaction. This was because they received suggestions and recommendations about their performance. This helped respondents for developing at work by knowing their performance is good or bad.

Satisfaction related to job had positively direct effect on employee performance. This was because employees are satisfied with his job in having good friendships with their respective peers or co-workers and also has the right guidance from their supervisors.

5.2   Suggestions and Recommendations

Not only human resource management department but also the organization respective persons should view whether suitable job characteristics are giving to their employee for having satisfaction in doing their job. If the job characteristics are not appropriate with the employee that will lead to absenteeism conflicts, low morale and other work related problems. Therefore, the management person can look the respective ways to improve their greatest performance.

The supervisors or leaders and departmental managers should retain in giving valuable feedback and suggestions on their performance such as providing feedback on good or bad in doing their job and appraised them when they are getting accomplishment. The management should appraise their staff based on their ability and working experiences annually .The management should have incentive plan based

on assigned tasks or targets on monthly or quarterly. The companies should view their employees as an important asset to achieve the goals and objectives of the organization. The management should give thankful words to their staff occasionally.

Staff wants to improve their abilities not only doing the repeated tasks. The responsible managers should give on-job- trainings and off- job-trainings and job transfer in the respective level. By these ways, the staff would experience that their job makes sense to them and will have more satisfaction on the job.

The management should implement job enlargement (adding new responsibility or activities) for their staff to feel more competence. The leaders should design more effective processes for finishing the job with effectively and efficiently. The respective leaders should give more clear guidelines to their employees for increasing task identity of their employees. Therefore, staff may not have for making any assumptions or worrying by doing so. Finally, this will bring more satisfaction level of staff.

To improve employees' autonomy in doing their job, staff may want to do his own decisions rather than getting approval from the upper management level. Therefore, the respective leaders should let more their employees in doing their job by using their judgment or own decision and not to referring every matter to the top management level. By the ways, the task or job activities are done based on the own decision, so staff will have more responsive about work results. In addition, it may be a significant factor for employers to engage their staff in making decision for works by accepting their options, views and the recommendations. By accepting their views, the management should set the disciplines that they want to follow. Employees should be allowed to freely without tension between leaders and their own decisions.

For having the better performance of organization's person, it plays a vital role in having job satisfaction of employees. Therefore, the management should give promotion opportunities depending on working experiences and staff abilities. Moreover, the leaders should equally treat all their staff. Moreover, it is important to take trips together, going dinner and family trip with respective department after Covid-19 that will help in improving the connection between different persons and finally it will improve their effort in doing their job.

5.3   Needs for Further Study

This study only focused on three selected life insurance companies in Yangon. The sample size of this study was only 105 employees who are working in life insurance companies in Yangon. The main respondents on this study were at lower level. The further study can be done in different sectors such as banking industry. There are various human resource functions that can enhance job satisfaction and performance of employees such as motivational practices, good working place, leadership styles and good ergonomic design. The other job design such as job enlargement, job rotation and job enrichment can be used for improving the job satisfaction to get the higher level of efficiency and effectiveness of individual person.

REFERENCES

Abdel-Halim, A. A. (1979). Individual and Interpersonal Moderators of Employee Reactions to Job Characteristics : A Reexamination. *Personnel Psychology, 32(1)*, 121-137.

Abel-Halmin, A. A. (1980). Effects of higher order need strength on th job performance- job satisfaction relationship. *Personnel Psychology, 33(2)*, 335-347.

Ahmed, I., Nawaz, M. M., Iqbal, N., Ali, I., Shaukat, Z., & Usman, A. (2010). Effects of motivational factors on employee job satisfaction a case study of University of the Punjab, Pakistan. *International journal of business and management, 5(3)*, 70-80.

Ali, N., & Zia-ur-Rehman, M. (2014). Impact of job design on employee performance, mediating role of job satisfaction: A study of FMCG's sector in Pakistan. *International Journal of Business and Management, 9(2)*, 70-79.

Ambrose, K., Geoffery, B., Nehemiah, C., & Augistine, R. (2013). Skill Variety, Feedback and Employee Performance: A Case of Moi Teaching and Refferal Hospital Eldoret. *Euporean Journal of Business and Management, 5(19)*, 45-95.

Anjum, Z., Fan, L., Javed, M. F., & Rao, A. (2014). Job characteristics model and job satisfaction. *International Journal of Eduaction and Research, 2(11)*, 241-262.

Apisit, T. (2013). *The Effects of Job Characteristics and Job Satisfaction on Job Performance in the Restaurant Industry (Doctoral dissertation, Rajamangala University of Technology Thanyaburi:Faculty of Business Administration. Business Administration)*

Bahatti, N., Syed, A.A.S.G., & Shaikh, F. M. (2012). Job Satisfaction and Motivation in Banking Industry in Pakistan. *Journal of Business Strategy, 2(3)*, 54-62.

Benrazavi, S. R., & Silong, A. D. (2013). Employees' job satisfaction and its influence on willingness to work in teams. *Journal of Management Policy and Practice*, 14(1), 127-140.

Billy, B., Bernhard, F., & Braam, R. (2001). A review of research on the job characterstics model and the attendant job diagnostic survey. *South African journal of business management, 32(*1*)*, 11-34.

Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The mediating for personnel selection research . *Human Performance, 10(*2*)*, 99-109.

Chung, E. (2016). The relationship between Job Autonomy, Job Satisfaction and the mediating role of Job Crafting. *Tilburg University, 2*(9), 16-20.

Conway, J. M. (1999). Distinduishing contextual performance form task performance for managerial jobs. *Journal of Applied Psychology, 84(*1), 3-83.

Dimitrios, B., & Dimitrios, S. (2013). Aspects of Job Design. *International Journal of Human Resource Management and Research, 3(*4*)*, 85-94.

Duffy, R. D., & Dik, B. J. (2009). Beyong the self: External influences in the career development process: . *The career deveopment quarterly, 58(*1*)*, 29-43.

Elkins, T. J., & Phillips, J. S. (2000). Job context, selection decision outcome and the perceived fairness of selection tests: biodata as an illustrative case. *Journal of Applied Psychology*, 85(3), 4-79.

Eloise, M., & Sofie, S. (2016). *The effect of quick feedback on employee motivation and performance. A quantative study on how to formulate effective feedback.* Linkoping University.

Feldman, D. C., & David, C. T. (2012). Career Man- agreement Issues Facing Expatriates. *Journal of International Business Studies, second quarter, 2(*1*)*, 271-293.

Garg, P., & Rastogi, R. (2006). New modle of job design: motivating employees' performance. *Journal of Management Development*, *25*(6), 572-587

Gibson, E. B. (2012). Introduction of job satisfaction and employees performance in the West Indies. *Kuwait Chapter of Arbian Journal of Business and Management Review, 5(*11), 13-23.

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2007). *Managing human resources*. Upper Saddle River, NJ:Person/Prentice Hall

Hackman, J., & Oldham, G. (1980). Work Design in the Organization Context. *Research in Organizational Behavior, 2(*4), 247-278.

June, S., & Mahmood, R. (2011). The relatioship between person-job fit and job performance: A study among the employees of the service sector SMEs in Malaysia. *International Journal of Business, Humanities and Technology, 1(2)*, 95-105.

Latitamishra. (2018). A study of Employee Satisfaction and Organizational Commitment of the Teaching and Non Teaching Staff. *International Journal of Engeering and Application, 8(*1*)*, 35-39.

Lowry, P. E. (2004). Selection mehthods: comparison assessment centers with personnel records evaluations. *Public Personnel Management Review, 28(1),* 383-395.

Mausolef, C. (2004). Learnig form feedback in performance measurement systems. *Public Performance & Management Review, 28(*1), 9-29.

Mawoli, M. A., & Babandako, A. Y. (2011). An evaluation of staff motivation, dissatisfaction and job performance in academic setting. *Astriallian Journal of Business and Managemet Research, 1(*9), 1-13.

Morgeson, F., Reider, M. H., & Campion, M. A. (2005). Selecting individuals in team settings: The importance of social skills, personality charactersitics and team work knowledge. *Pesonnel Psychology, 58(3)*, 583-611.

Mutasa, T. (2016). *Assessing job characteristics , job satisfaction and engagement among employees at local municipality.* (Doctoral dissertation, North -West University(South Africa), Potchefstroom Campus).

Ndule, T. I., & Ekechukwu, H. C. (2016). Impact of Job Satisfaction on Employees Performance: A Study of Nigerian Breweries Plc Kaduna State Branch, Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review, 33(*40*)*, 1-11.

Nelson, K. D. (1987). *A study of the job satisfaction of Nebraska School superintendents.*(Dcoctor Dissertation) University of Nebraska.

Omid, M. K., & Alborz, G. (2015). A study the relationship between job characteristics(task significance and task identity) and organizational learning. *Research Journal of Fisheries and Hydrobiology*, 88-94.

Orpen, C. (1985). The effects of need for achievement need for independence on the relationship between perceived job attdributes and managerial satisfaction and performance. *International Journal of Psychology, 20(2)*, 207-219.

Pentland, B. T. (2003). Sequential Variety in Work Processes. *Organization Science, 14(5)*, 528-540.

Robbin, S. P., Judge, Odendaal. A. and Roodt. G.(2015). *OB: the essentials.* Pearson Higher Education AU.

Robbins, S. P., Odendaal, A., & Roodt, G. (2003). *Organisational behavior, 9thed.* Cape Town.

Saragih, S. (2015). The effects of Job autonomy on work outcomes: Self Efficacy as an intervening variable. *International Research Journal of Business Studies, 4(3)*, 203-214.

Satheesh, A. (2016). *A study on Microfinance Feasibility and the Way Forward fro Alliance.* UNCDF.

Schaufeli, W., & Bakker, A. B. (2004). Job demands, job resources , and their relaionship with burnout and engagement: A multi-sample study. *Journal Organizational Behavior:The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 25(3)*, 293-315.

Seingthai, S., & Pila-Ngarm, P. (2016). The interaction effect of job redesign and job satisfaction on employee performance. *Evidence-based HRM: a Global Forum for Empirical Scholarship,4(8)*, 162-180.

Stoner J, A. F. (1996). *Global Human Resource Management, 6thed.* Pearson Education.

Thompson, C. A., & Prottas, D. J. (2005). Relationships among organizational family support, job Autonomy, perceived control, and employee well-being. *Journal of occupational health psychology, 11*(1), 100-117

Tonges, M. C., (2004). Job design for nurse case managers: Intended and unintended effects on satisfaction and wellbeing. Nursing Case Management, 3(1), 11-23

Tims, M., & Bakker, A. B. (2014). Job design and employee engagement. *Employee Engagement in Theory and Practice*, 131-148.

Umukoro, J., & Egwakhe, A. (2019). Job characteristics dimensions and employee continuae commitment. *Global Journal of Business Research: A Administration and Management, 19(*23), 55-65.

Internet Websites

https://webcache.googleusercontent.com/search?q=cache:KOfoGMwkiYEJ:https://www.charltonsmyanmar.com/foreign-insurers-to-be-issued-licences-as-part-of-myanmars-insurance-sector-reform/+&cd=1&hl=en&ct=clnk&gl=mm

https://uk.practicallaw.thomsonreuters.com/01808356

http://www.gw.insurance.com

http://www.mminsurance.com

https://ggipinsurance.com/overseas-marine-cargo-insurance

APPENDIX – A

THE EFFECT OF JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE IN INSURANCE COMPANIES IN YANGON

I am M. Act student from Yangon University of Economics. As a part of M. Com courses, I am doing a thesis for my graduation. Please give your views or your opinion to the questions given below about job characteristics on employee performance.

Section (A) Demographic Profile of Respondents

1. **Gender**
   o Male
   o Female

2. **Age**
   o 20-30
   o 30-40
   o 40-50
   o 50-60

3. **Education Qualifications**
   o Bachelor Degree
   o Master Degree

4. **Marital Status**
   o Single
   o Married

5. **Salary(MMK)**
   o Less than 300,000
   o Between 300,001and 500,000
   o Between 500,001 and 800,000
   o Above 800,001

6. **Working Organization**
   - KBZ Life Insurance Co., Ltd,
   - First National Insurance Life Co., Ltd,
   - Grand Guardian Nippon Life Insurance Co., ltd

7. **Years of Working Experience in present insurance companies**
   - Less than 2 years
   - Between 2 - 4years
   - Between 4 -6 years
   - More than 6 years

8. **Designation**
   - Top (Directors, General Manager)
   - Middle (Deputy General Manager, Manager, and Assistant Manager and Supervisors)
   - Lower (Assistant Supervisors, senior staff and junior staff).

Section (B)

Please check in the box that matches yours opinion

No.	Skill Variety	1	2	3	4	5
1	My job involves to use many different skills (e.g. communication skills, negotiation skills, etc.)					
2	I have a chance for using a wide variety of different skills and talents in this job					
3	My job activities are not simple and repetitive					
4	My job involves doing a number of different tasks or activities					
5	My job often involves dealing with problems I have not encountered before					
6	My job requires unique ideas or solutions to problems					

No.	Task Identity	1	2	3	4	5
1	The structure of my job allows me to feel a sense of responsibility for the outcomes					
2	The systems and processes allow me to perform my job efficiently and effectively					
3	I have chance to do the whole piece of work from beginning to end					
4	My job is arranged so that I may see progress and results through to the final completion.					
5	I get a clear instruction and procedure to perform the job					

No.	Task Significance	1	2	3	4	5
1	The failure to carry out the duties of my job can lead to failure of several other jobs indirectly					
2	My job is important because the results of this job can significantly effect on other's people ability to do their work					
3	This job is an integral part of the organization					
4	My job requires to work closely with other people (e.g. Clients or co-workers in related jobs in my organization)					
5	My job is one where my organization and other people can be affected by how well my work gets done					

No.	Task Autonomy	1	2	3	4	5
1	I can control the content of my job					
2	I have freedom to decide how I perform my assigned tasks					
3	I can set my own schedule or methods for completing assigned tasks					
4	The job allows me to use my personal initiative or judgment in carrying out my work					

No.	Task Feedback	1	2	3	4	5
1	I can timely know whether I perform well or poorly					
2	The actual performance of me is reflected by my supervisor' performance appraisal					
3	My supervisor recognize and give me suggestions how I am performing/doing my work					
4	My work give me the opportunity whether I meet or not the criteria for performance					
5	I receive suggestions about the effectiveness of my job performance from the people in my organization (e. g. leaders and co-workers)					

No.	Job Satisfaction	1	2	3	4	5
1	I am satisfied with work relationships with the peers in my job					
2	I am satisfied about the way my supervisors handles his or her employees in the workplace					
3	I am satisfied with the right amount of support and guidance from my leaders/supervisors					
4	I am satisfied with the nature of my work					

No.	Employee Performance	1	2	3	4	5
1	I am able to complete my assigned tasks in this company according to deadline.					
2	I was able to do my job well with minimal time and effort					
3	The agreed job objectives are often achieved.					
4	My job results conform within specifications.					
5	I help to my co-workers when they face their work problems					
6	I work at keeping my job skills and knowledge up to date					
7	I am able to complete the duties that describe or specifies in my job description.					

Thank You!

APPENDIX (B)

List of life Insurance Companies in Myanmar

No.	Company Name
1	KBZ Life Insurance Co., Ltd
2	First National Life Insurance Co., Ltd
3	Aung Myint Mo Min Life Insurance Co., Ltd
4	Ayeyar Myanmar Life Insurance Co., Ltd
5	Aung Thitsar Oo Life Insurance Co.,Ltd
6	Global Life Insurance Co., Ltd
7	Excellent Fortune Life Insurance Co., Ltd
8	Young Life Insurance Co., Ltd
9	Myanma Insurance
10	CB Life Insurance Co., Ltd (Joint Venture)
11	Grand Guardian Nippon Life Insurance Co., Ltd (Joint Venture)
12	Capital Taiyo Life Insurance Co., Ltd (Joint Venture)
13	Prudential Myanmar Life Insurance Co., Ltd (foreign direct investment)
14	Manulife Myanmar Life Insurance Co., Ltd (foreign direct investment)
15	Dai-ichi Life Insurance Co., Ltd(foreign direct investment)
16	AIA Myanmar Life Insurance Co., Ltd (foreign direct investment)
17	Clubb Life Insurance Myanmar Limited (foreign direct investment)

Source: Insurance Newsletter, 2019

List of Non-life insurance companies in Myanmar

No.	Company Name
1	Myanma Insurance
2	KBZ MS General Insurance Co., Ltd.
3	First National Insurance Public Co., Ltd.
4	Grand Guardian Toiko Marine General Insurance Company Co., Ltd.
5	AYA Sompo Insurance Co., Ltd.
6	Aung Thista Oo Insurance Co., Ltd.
7	Global World Insurance Co., Ltd.
8	Excellent Fortune Insurance Co., Ltd.
9	Young Insurance Co., Ltd.

Source: Insurance Newsletter, 2019

Insurance Products	
Non-life	**Life**
1. Comprehensive motor insurance*	1. Public life Insurance*
2. Fire & Allied Peril Insurance*	2. Group life Insurance*
3. Cash in Safe Insurance*	3. Health Insurance*
4. Fidelity Insurance*	4. Sportsmen Life Insurance*
5. Cash in Transit Insurance*	5. Special Travel Insurance*
6. Marine Hall insurance*	6. Snake Bite Insurance*
7. Marine Cargo Insurance*	7. Farmer's Life Insurance*
8. Personnel Accident Insurance*	8. Government Services Personnel life
9. Deposit Insurance	9. Military Personnel life Insurance
10. Credit Guarantee Insurance	10. Seamen Life Insurance
11. Third Liability Insurance	11. Shore Job Life Insurance
12. Miners' Liability Insurance	
13. Workers' Compensation Insurance	
14. Personal Accident Insurance	
15. Contractor's All Risk Insurance	
16. Exaction All Risk Insurance	
17. Machinery Insurance	
18. Electronic Equipment Insurance	

Source: Insurance Newsletter, 2018

Notes: * the products that offered by local private insurance companies

APPENDIX (C)

OUTPUT OF the SPSS

The Effect of Job Characteristics on Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628[a]	.394	.364	.37353

a. Predictors: (Constant), skill variety, task identity, task significance, task autonomy and task feedback

ANOVAa

Model		Sum of Square	df	Mean Square	F	Sig
1	Regression	8.987	5	1.797	12.883	.000[b]
	Residual	13.813	99	.140		
	Total	22.800	104			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), skill variety, task identity, task significance, task autonomy and task feedback

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.844	.346		5.334	.000		
	Skill Variety	-.006	.050	-.012	-.127	.899	.647	1.545
	Task Identity	.032	.080	.040	.395	.693	.604	1.656
	Task Significance	.289	.087	.336	3.337	.001	.603	1.658
	Task Autonomy	-.060	.057	-.094	-1.060	.292	.785	1.274
	Task Feedback	.305	.086	.358	3.546	.001	.599	1.670

a. Dependent Variable: Job satisfaction

The Effect of Job Satisfaction on Employee Performance

		Model Summary		
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.620[a]	.385	.379	.35442

a. Predictors: (Constant), Job satisfaction

ANOVAa

Model		Sum of Square	df	Mean Square	F	Sig
1	Regression	8.095	1	8.095	64.447	.000[b]
	Residual	12.938	103	.126		
	Total	21.033	104			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
1	(Constant)	1.632	.303		5.392	.000		
	Job satisfaction	.596	.074	.620	8.028	.000	1.000	1.000

Person Correlation between Job Characteristics on Job Satisfaction and the Job Satisfaction on Employee Performance

		Skill Variety	Task identity	Task Significance	task Autonomy	Task Feedback	Job Satisfaction	Job Performance
Skill Variety	Pearson Correlation	1						
	Sig.(2-tailed)							
Task identity	Pearson Correlation	.575**	1					
	Sig.(2-tailed)	.000						
Task significance	Pearson Correlation	-.021		1				
	Sig.(2-tailed)	.835						
Job autonomy	Pearson Correlation	.354**			1			
	Sig.(2-tailed)	.000						
Job Feedback	Pearson Correlation	.103				1		
	Sig.(2-tailed)	.296						
Job satisfaction	Pearson Correlation	.007	.019	.554**	-.050	.565**	1	
	Sig.(2-tailed)	.941	.846	.000	.613	.000		
Employee performance	Pearson Correlation	-.036	.020	.401**	.094	.653**	.620**	1
	Sig.(2-tailed)	.719	.839	.000	.340	.000	.000	