

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

**THE EFFECT OF WORK ENVIRONMENT, LEADERSHIP
AND MOTIVATION ON JOB SATISFACTION DURING
THE COVID-19 PANDEMIC IN POSTS AND
TELECOMMUNICATIONS DEPARTMENT, MINISTRY
OF TRANSPORT AND COMMUNICATIONS**

YU YU NAING

EMBA II - 25

EMBA 18th BATCH (NAYPYITAW)

OCTOBER, 2022

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

**THE EFFECT OF WORK ENVIRONMENT, LEADERSHIP
AND MOTIVATION ON JOB SATISFACTION DURING
THE COVID-19 PANDEMIC IN POSTS AND
TELECOMMUNICATIONS DEPARTMENT, MINISTRY
OF TRANSPORT AND COMMUNICATIONS**

ACADEMIC YEAR (2019-2022)

Supervised By:

Dr. Su Hlaing Oo
Professor and Head
Department of Economics
Hinthada University

Submitted By:

Yu Yu Naing
EMBA II - 25
EMBA 18th Batch(NPT)
2019-2022

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

**THE EFFECT OF WORK ENVIRONMENT, LEADERSHIP
AND MOTIVATION ON JOB SATISFACTION DURING
THE COVID-19 PANDEMIC IN POSTS AND
TELECOMMUNICATIONS DEPARTMENT, MINISTRY
OF TRANSPORT AND COMMUNICATIONS**

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

Supervised By:

Dr. Su Hlaing Oo
Professor and Head
Department of Economics
Hinthada University

Submitted By:

Yu Yu Naing
EMBA II - 25
EMBA 18th Batch (NPT)
2019-2022

ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Work Environment, Leadership and Motivation on Job Satisfaction during the Covid-19 Pandemic in Posts and Telecommunications Department, Ministry of Transport and Communications**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

October, 2022

ABSTRACT

This study mainly aims to analyze the effect of work environment, leadership and motivation on job satisfaction of employees and to analyze the effect of job satisfaction on work performance of employees during the COVID-19 pandemic at Posts and Telecommunications Department, Ministry of Transport and Communications. Primary data is especially meant for making a survey through five-point Likert scale questionnaires to 134 respondents of a total population of 205 employees. The sample size is calculated by using the Raosoft Sample Size Calculator. Secondary data and required information is obtained from reports, journals, text books, related websites, social media pages and previous research papers. The results show that job aids and physical work environment have a significant effect on job satisfaction of employees who are working at PTD. For the findings of leadership factors, individualized consideration and inspirational motivation have a positive and significant effect on employee job satisfaction of employees. In addition, there is a significant positive effect of motivation on job satisfaction of employees at PTD. Finally, it has been discovered that job satisfaction strongly affects their work performance during COVID-19 pandemic at Posts and Telecommunications Department, Ministry of Transport and Communications. In conclusion, management should pay attention to job satisfaction because satisfied employees will be more motivated to improve their competencies and capabilities, which will increase their work performance.

ACKNOWLEDGEMENTS

First and foremost, I would like to thank God for His guidance and strength in the completion of this study. I would respectfully express my thanks and gratitude to Prof. Dr. Tin Win, Rector of Yangon University of Economics (Retd.) and Prof. Dr. Tin Tin Htwe, Rector of Yangon University of Economics for their kind permission for the opportunity to undertake the study as a partial fulfillment towards the Master Degree of Business Administration.

My deepest thanks to Prof. Dr. Myint Myint Kyi, Program Director and Head, Department of Management Studies, Yangon University of Economics and Prof. Dr. Nu Nu Lwin, Former Program Director and Head, Department of Management Studies, Yangon University of Economics, for their supporting excellence lectures, valuable suggestions and sharing their knowledge and experiences. I also would like to give my special thanks to Prof. Dr. Thin Nwe Oo, Program Director of Naypyitaw Campus, Department of Management Studies, Yangon University of Economics, for her extensive and constructive suggestions, her supporting excellence lectures and comments to complete the thesis.

I would like to express my special gratitude and thanks to my supervisor Dr. Su Hlaing Oo, Professor and Head, Department of Economics, Hinthada University for her valuable guidance, advice, constant supervision and encouragement in preparing to complete the thesis successfully. Without her supervision, suggestions and guidance, I would not have been able to complete this thesis.

I would like to extend my sincere gratitude to my Director General, Deputy Director Generals, colleagues and friends from Posts and Telecommunications Department, Ministry of Transport and Communications for allowing me to carry out the survey which is a crucial component of this thesis.

Last but not least, I would like to express my profound thanks and deepest appreciation to my family members because the support from our families has been crucial to keeping us going throughout this research. I also would like to express special gratitude and thanks to every classmate from EMBA 18th Batch (Nay Pyi Taw) for their friendship, sharing knowledge and encouragement for this period of studying.

CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	
1.1 Rationale of the Study	3
1.2 Objectives of the Study	4
1.3 Scope and Method of the Study	5
1.4 Organization of the Study	5
CHAPTER 2 THEORERICAL BACKGROUND	
2.1 Work Environment	7
2.2 Concepts of Transformational Leadership	9
2.3 Concepts of Motivation	11
2.4 Concepts of Job Satisfaction	12
2.5 Theories of Job Satisfaction	13
2.6 Work Performance	16
2.7 Previous Studies	18
2.8 Conceptual Framework of the Study	19 _TOC_250004
CHAPTER 3 PROFILE AND ANALYSIS OF WORK ENVIRONMENT, LEADERSHIP AND MOTIVATION IN POSTS AND TELECOMMUNICATIONS DEPARTMENT	
3.1 Profile of PTD	21
3.2 Work Environment, Leadership and Motivation of PTD	25
3.3 Research Design	27
3.4 Reliability Test	27

3.5	Demographic Profile of Employees	29
CHAPTER 4	ANALYSIS ON THE EFFECT OF JOB SATISFACTION ON WORK PERFORMANCE IN POSTS AND TELECOMMUNICATIONS DEPARTMENT	
4.1	Analysis on the Effect of Work Environment on Job Satisfaction in PTD	33
4.2	Analysis on the Effect of Leadership on Job Satisfaction in PTD of Employees at PTD	38
4.3	Analysis on the Effect of Motivation on Job Satisfaction in PTD	42
4.4	Analysis on the Effect of Job Satisfaction on Work Performance in PTD	45
CHAPTER 5	Conclusion	
5.1	Findings and Discussion	49
5.2	Suggestions and Recommendations	52
5.3	Needs for Further Research	53
	REFERENCES	
	APPENCICES	

LIST OF TABLES

Table No.	Particulars	Page No.
Table (2.1)	Summary Table of Content Theories	16
Table (3.1)	Reliability Analysis of the Study	28
Table (3.2)	Demographic Profile of Employees	29
Table (4.1)	Employees Perception on Work Environment	34
Table (4.2)	Job Satisfaction of Employees	36
Table (4.3)	Effect of Work Environment on Job Satisfaction	37
Table (4.4)	Employees Perception on Leadership	39
Table (4.5)	Effect of Leadership on Job Satisfaction	41
Table (4.6)	Employees Perception on Motivation	43
Table (4.7)	Effect of Motivation on Job Satisfaction	44
Table (4.8)	Work Performance of Employees	46
Table (4.9)	Effect of Job Satisfaction on Work Performance	47

LIST OF FIGURES

Figure No.	Particulars	Page No.
Figure (2.1)	Conceptual Framework of Tran & Iddo	18
Figure (2.2)	Conceptual Framework of Sardar	19
Figure (2.3)	Conceptual Framework of the Study	20
Figure (3.1)	Organization Structure of PTD	24

LIST OF ABBREVIATIONS

ICT	Information and Communication Technology
MOTC	Ministry of Transport and Communications
PTD	Posts and Telecommunications Department
SPSS	Statistical Package for the Social Science

CHAPTER 1

INTRODUCTION

Information and Communication Technology (ICT) is advancing every second around the world and encouraging new innovation simultaneously. All of the organizations need to do the necessary transformation and alignment according to the advanced technology to improve our daily life. With the help of Information and Communication Technology, the world becomes a better place with resilience and sustainable resources and development.

Myanmar is diverse geographically and ethnically. The Government encourages using ICT for the effective and efficient management of geographical dispersion and varying socio-economic conditions. Information and Communication Technology is essential to achieve rounded development covering administration, social, economic, education and health sectors in Myanmar.

At the end of 2019, COVID-19 pandemic occurred in Wuhan, China (Li et al., 2020) and then spread rapidly throughout the whole world as a pandemic that resulting a major threat. The COVID-19 pandemic has impacted not only our daily lives but also globally. Organizations and governments all over the world were forced to establish a great approach by forcing innovation (Woolliscroft, 2020) and even policy seriously reconsidering (Elmasri & Sabzalieva, 2020). The COVID-19 pandemic has altered every aspect of our work and life and therefore employees need to work remotely at home to stay safe from the coronavirus.

By using ICT, many people can work from home and can achieve their daily work and organizational goals when the pandemic occurs. Management and living styles of people have made an enormous change during COVID-19 in accordance with the situations. The use of ICT to enhance any change required in response to the pandemic is an important recognition and transformation identified by Srivastava et al. (2020). Maemunah and Cuaca (2021) demonstrated that business strategy (a leadership responsibility) and information technology have a significant impact on business performance during the COVID-19 pandemic.

In any organization, employees are an important and valuable asset for the sake of goodness and effectiveness of work performance. Employee carries out their required tasks and performs their job duties. The organization needs a great strategy for employees

who are enthusiastic, and feel at ease sharing their personal stories and viewpoints. Additionally, a good organization provides an opportunity to communicate with transparency between the employees and leadership.

Work environment is defined as the interrelationship of employees in their workplace, which can be divided into social, technical and economic elements. The three aspects include a variety of factors such as organizational culture, organizational structure, management styles, and so on (Salunke, 2015). The COVID-19 pandemic impact on the work environment and changed the home into office. Even after the pandemic has passed, employees will not be willing to give up the sense of flexibility and freedom that working from home has provided them (Chung, 2021). Employers test decentralized decision-making and new software to ensure that the new digital work culture is as effective and productive as working in physical offices (Papouli et al., 2020).

The leader empowers, develops and assists their followers in reaching their full leadership potential. Employees can be encouraged, motivated, inspired and challenged to achieve organizational goals and objectives by strong leadership. Strong leadership fosters relationships in the workplace, allowing for more effective communication, greater creativity and improved problem-solving abilities. The effects of leadership style on work performance have been studied, but not in the context of the work-from-home situation. Managers were surprised, according to Coggan (2020), that the experiment of working from home demonstrated that employees could be productive outside of the office space.

Motivation promotes the use of knowledge and skills of employees for the organization's growth and development. Employee motivation is critical in motivating them to take action in order to achieve their goals. Employees who are motivated are more likely to change their ways of thinking, feeling and behaving. Finding ways to boost employee motivation is critical because it allows them to change their behavior while also developing competencies, productivity and creativity.

Job satisfaction is a crucial factor in fostering employee motivation and encouraging them to perform at a higher level. It is crucial that organizations and businesses to identify the factors that affect employee job satisfaction and improvement. Job satisfaction is a sense of fulfillment that results from the harmony of working lives or workplace conditions of employees.

The high level of work performance enables the organizations and businesses to easily accomplish their objectives. Work performance is the degree of accomplishment

an employee achieves while making every effort to complete the assigned task. Work performance can be high when an employee performs an activity that can reach or achieve the intended goal in a great quantity and with high quality.

Job satisfaction and work performance can help public services to achieve their goals by increasing their efficiency and effectiveness. High work performance results from job satisfaction. Job satisfaction is essential for improving work performance and increasing organizational competitiveness. Therefore, work performance is critical for increasing organizational growth and productivity.

1.1 Rationale of the Study

In Myanmar, the ICT and Telecommunication Sector is rapidly growing and developing with the support of the Government nowadays. During COVID-19 pandemic, many organizations got advantages by using ICT in every sectors and places. ICT plays an essential role to reach organizational goals and the development of the country.

Information and Communication Technology is developing every second and no one needs to leave behind. In order to keep the physical distance during COVID-19 pandemic, ICT platforms are designed to maintain social connection and to meet the organizational needs and goals. With the help of ICT, employees can achieve their work from home which is called “the new normal” and management needs to take practical and strategic steps to bring out the best of the organization.

Social, cultural, political and technologies make the organizations to re-definition of their strategies especially in COVID-19 pandemic. COVID-19 challenges not only the lives of people but also the job opportunity. Management needs to do and to change the decision, and needs to responses promptly according to the situation. Work environment and lifestyles of employees have a lot of changes during COVID-19 pandemic that can affect job satisfaction and work performance.

A healthy work environment is critical for an organization's productivity and employee satisfaction. A positive work environment boosts employee productivity, well-being, and growth. A successful organization must have a positive work environment in order to improve employee performance. An organization will be successful, only if its employees are dedicated to it and work hard to achieve its objectives. A conducive work environment makes employees feel at ease at work, allowing them to perform well. The organization's goals will be met by providing a pleasant working environment. Employee motivation to improve the quality of work performance in any organization is influenced

by the work environment. Employee satisfaction and work performance are typically influenced by the physical and non-physical work environment.

Leadership is essential in every organization, and good leadership can lead to improved work performance. The ability and mindset of leaders are critical to an organization's success. Successful leaders understand the importance of their employees and are driven to improve job satisfaction and work performance. Good leaders foster a positive organizational culture, and the organization gains a competitive advantage in terms of long-term growth and work performance. During the COVID-19 pandemic, leaders must manage and support employees based on their situation in order to meet organizational goals.

Similarly, motivation is required, especially in a pandemic, to meet job satisfaction. Employee job satisfaction is strongly linked to motivation in the workplace. Motivation is a psychological process that causes a desire to direct and stabilize a person's behavior. Employees who are motivated and satisfied will make the best use of available resources, communicate with coworkers and colleagues with respect, follow the rules and regulations, and perform to the best of their abilities. A pleasant and productive work environment can influence employee motivation and work performance as a result.

This study mainly analyzes the effect of work environment, leadership and motivation on job satisfaction and the effect of job satisfaction on work performance during the COVID-19 pandemic in Posts and Telecommunications Department (PTD), Ministry of Transport and Communications (MOTC). To be a successful organization, work environment, leadership and motivation are important elements that are connected and job satisfaction is the fundamental source of working lifestyles of employees. It is necessary for an organization to find out how work environment, leadership and motivation effect work performance under pandemic conditions. Consequently, the organization can enhance job satisfaction and work performance by selecting and implementing policies for the post COVID-19.

1.2 Objectives of the Study

The key purposes of the study are as follows:

- (1) To analyze the effect of work environment on job satisfaction of employees at PTD.
- (2) To examine the effect of leadership on job satisfaction of employees at PTD.
- (3) To explore the effect of motivation on job satisfaction of employees at PTD.

- (4) To analyze the effect of job satisfaction on work performance of employees at PTD.

1.3 Scope and Method of the Study

The study mainly focuses on the effect of work environment, leadership and motivation on job satisfaction and the effect of job satisfaction on work performance during the COVID-19 pandemic in Posts and Telecommunications Department (PTD), Ministry of Transport and Communications (MOTC). The survey was conducted on employees of PTD, MOTC. Currently, there are totally 205 employees who are 57 officers and 148 staffs (non-officers) in PTD, MOTC. Primary data is especially meant for making a survey to 134 respondents of a total population of 205 employees. The sample size is calculated by using the Raosoft Sample Size Calculator.

In this study, work environment, leadership, motivation, theories of job satisfaction and work performance are used in order to analyze the effect of work environment, leadership and motivation on job satisfaction and to analyze the effect of job satisfaction on work performance. Transformational leadership is mainly focused on this study. Other factors of external influences are not studied. The study period of this research is from May to September 2022.

The descriptive and analytical research method is used in this study. It is a quantitative study where the structured questionnaires are given out to the respondents and uses both primary and secondary data. The sampling method is “simple random sampling method” and five-point Likert Scale questionnaires are used to measure work environment, leadership, motivation, job satisfaction and work performance of employees who are working at PTD. Secondary data and required information is obtained from reports, journals, text books, related websites, social media pages and previous research papers. For data analysis, descriptive methods and regression are practiced in this study.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one includes the rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two illustrates the concepts and theoretical framework that are related to work environment, leadership, motivation, job satisfaction and work performance, their empirical studies and the conceptual framework of this study. Chapter three presents the

profile of PTD, work environment, leadership and motivation of PTD, research design, reliability test, demographic profile of employees at Posts and Telecommunications Department, Ministry of Transport and Communications. Chapter four discusses analysis on the effect of work environment, leadership and motivation on job satisfaction of employees at PTD and analysis on the effect of job satisfaction on work performance of employees at PTD. Finally, chapter five is the conclusion of the thesis which consists of findings and discussion, suggestions and recommendations, and needs for further research.

CHAPTER 2

THEORITICAL BACKGROUND

This chapter consists of background theories and relationships of work environment, leadership, motivation, job satisfaction and work performance, their empirical studies and the conceptual framework of this study.

2.1 Work Environment

Organizations face numerous challenges in this digital era according to the dynamic nature of the environment and the rapid advancement of technology. In aggressive competitive environment, the organization and business must do everything possible to ensure employee satisfaction and the achievement of organizational goals. To promote employee efficiency, effectiveness, productivity and job commitment, the organization must meet their needs by providing a good work environment and conditions. Many organizations fail to recognize the significance of a work environment in ensuring employee job satisfaction. Organizations face numerous challenges when the working environment is unpleasant. Such organizations are internally weak and thus unable to introduce innovative products into the market in order to outperform their competitors (Aiken et al., 2002).

The work environment is an important factor in achieving organizational goals because it is regarded as one of the most important tools for increasing employee job satisfaction (Jain & Kaur, 2014). The work environment includes not only atmospheric features such as office atmosphere, ventilation, office culture, and so on, but also the physical location where work is performed, such as the office or the home. Since the introduction of COVID-19, this has been expanded to include the rapidly changing setting in this work environment.

The work environment influences the formation of motivation and job satisfaction, which improves the quality of work performed by employees in any organization. A good work environment is a type of compensation provided by the company to its employees. The work environment also includes employee safety, job security, good relationships with coworkers, recognition for good performance, motivation to perform well, and participation in the firm's decision-making process (Raziq & Raheela, 2015). According to Anitha (2014), the work environments, as well as

job aids, the team, supervisor and coworker relationship, have a significant effect on employee satisfaction and work performance.

For ultimate job satisfaction and work performance, job aids help employees to perform their work successfully. A job aid is a foundation for gathering information, standard procedures, and a perspective on the job. A job aid is an external utility that assists an individual in performing a required task. The purpose of job aids is to assist the activity in completing the task (Rossett & Gauier, 1991). The use of job aids can assist the employee in not wasting time on the task. A job aid can be used to help employees with support and direction by providing guidelines or procedures.

Physical work environment is a place in which people collaborate to achieve organizational goals. It includes all systems, processes, structures, and tools that have an effect on employee performance, whether positive or negative. The physical work environment includes the physical geographical location as well as its immediate surroundings, such as a construction site or office building. It typically includes other factors related to the workplace, such as air quality, noise level, and additional perks and benefits of employment.

Moreover, supervisor support is critical for employees because supervisors can serve as a close partnership between upper and middle management and help employees achieve their goals and improve their skills. A supervisor is a force that must be attached to the employees (Meyer & Herscovitch, 2001). For mutual satisfaction, the supervisor should use relaxed mentoring during work or during the completion of the subordinate's task because it creates a positive shared understanding and correlation between the employees and the supervisor. As an experienced leader, a supervisor serves as a role model of organizational management for the employees who solve problems (Nijman, 2004).

According to Chandrasekar (2011), an organization must pay attention to creating a work environment that enhances ability of employees to become more productive in order to increase profits for the organization, Human-to-human interactions and relationships, rather than money, play a more dominant role in overall job satisfaction, whereas management skills, time and energy are all required for improving the overall performance of the organization in the current era (ibid.).

Based on the research of Raziq and Raheela (2015), the work environment has a positive effect on employee job satisfaction. Bad working conditions make it difficult for

employees to demonstrate their abilities and reach their full potential; therefore it is critical that businesses recognize the value of a good working environment.

2.2 Concepts of Transformational Leadership

Leadership is regarded as essential for motivating employees and mobilizing resources to achieve company goals. The manner and approach of providing direction, implementing plans, and motivating people can be defined as leadership style (Newstrom & Davis, 1993). The leader's personal background, including personality, knowledge, values and experiences, shapes their feelings about specific leadership styles. In addition, different environments, situations and subordinate preferences influence leaders to employ various leadership styles. Leadership styles include autocratic (authoritarian), bureaucratic, participative or democratic, coercive, transactional, transformational and laissez faire. In this study, focus is on the transformational leadership styles.

The effectiveness of transformational leadership was demonstrated in situations requiring urgent organizational and business system transformation and adaptation, such as the COVID-19 pandemic. According to Khan et al. (2020), there is an effect of transformational leadership on work performance and transformational leadership has a significant positive relationship that is mediated by motivation. Once employees have been trained, leaders can inspire them to achieve significant results and give them self-confidence and decision-making power. Transformational leadership tends to boost work performance through intrinsic motivation, such as flexible work arrangements (ibid.).

According to Albion and Gagliardi (2011), transformational leadership components were positively related to job satisfaction during organizational change. During the COVID-19 pandemic, transformational leadership proved to be a valuable tool for managers. It refers to a leader who makes a vision in reality and inspires employees to put the organization's interests ahead of their own (Bateman & Snell, 2007). It enables employees to engage in such a way that leaders and followers experience increased motivation and morale. Employees in this type of work environment encourage one another and work together to achieve or meet organizational goals and objectives. Transformational leaders, according to Farrell et al. (2005), can strengthen the abilities of employees by paying attention to individual employee expectations. During the COVID-19 pandemic, transformational leadership is the most appropriate leadership style to use. This is consistent with the claim of Alswidi et al. (2012) that transformational leadership has a significant effect on job satisfaction by

increasing employee empowerment.

According to Stone (2005), transformational leadership is distinguished from other leadership styles by the following characteristics:

Individualized Consideration: Individualized consideration refers to leaders who are willing to understand the individual differences of employees. Leaders are willing to listen to the inspirations of employees, educate and train them based on their needs and desires.

Intellectual Stimulation: Intellectual Stimulation will allow employees to approach problem-solving in a conscientious and rational manner. Aside from that, leaders will tend to boost the confidence of employees in finding effective problem-solving methods. Employees are therefore trained to be creative and innovative.

Inspirational Motivation: Inspiring leaders not only set high standards but also help their employees meet those standards. Leaders with this personality will be able to inspire high optimism and enthusiasm of employees.

Idealized Influence: Idealized (Charismatic) leaders have a realistic vision and mission that inspires employees to respect and believe in the organization. This charisma is demonstrated by leaders' understanding and behavior toward the organization's vision and mission, as well as strong convictions, commitment and consistency in every decision made while respecting the employees.

Transformational leaders, in particular, are thought to have a strong influence on employee attitudes and behaviors. These leaders are admirable, visionary, attentive to their subordinates, and encourage them to achieve extraordinary results (Avolio & Bass, 2004). According to Bass (1999), the transformational leader's task includes aligning the interests of an organization and its members. Transformational leadership characteristics can generate the motivation required for positive employee work performance. Transformational leadership can make a significant contribution to enabling optimal employee operations for the benefit of the company. It requires both leaders and employees to collaborate in order to achieve company goals.

Employees will feel secure, trusted and loyal to transformational leaders because they are motivated to do their very best, which is sometimes beyond their expectations (Yukl, 2010). In other words, transformational leadership has the potential to improve employee work performance. The more transformational leadership is used, the higher the level of employee work performance. It is also true that poor transformational leadership is likely to degrade employee work performance. Transformational leaders are

those who can motivate their employees to do their jobs on their own. As a result, it will have a positive effect on contributions of employees to the companies (Imran & Haque, 2011).

2.3 Concepts of Motivation

Positive motivation and negative motivation are the two types of motivation (Danvila et al., 2019). Positive motivation is the process of influencing people by offering them the opportunity to receive gifts, whereas negative motivation is the process of influencing someone by using the power of fear, such as the loss of recognition, money, or position. Rizaldi (2017) discovered that motivation has a positive effect on employee performance in his study of the effect of motivation on employee performance.

Maintaining human resources is one of the most difficult aspects of running a business (Kaye & Evans, 2000). Because motivated and satisfied employees are more cooperative and productive at work, resolving a variety of human resource issues can result in an effective organization. Motivation is an inner state of mind that causes a person to behave in a way that ensures the achievement of stated goals (Allan et al., 2001). Motivation is a procedure that begins with a physiological or psychological desire and stimulates a performance aimed at achieving a goal. It represents the psychological processes that underpin the stimulation, direction, and determination of deliberate, goal-oriented actions (Farhad et al., 2011).

According to Halepota (2005), motivation is defined as a person's active participation and commitment to achieving the desired results. Motivation is a human psychological characteristic that contributes to a person's level of commitment. Individuals use internal strength to achieve personal and organizational goals (Reena et al., 2009). Motivation is a set of courses concerned with a type of strength that boosts performance and directs toward the achievement of specific goals (Kalimullah et al., 2010).

In motivation literature, the factors that can motivate individuals to work are commonly referred to as drives, needs, motivators, rewards, incentives, and so on, depending on the motivation theory and author (e.g. Adams, 1965; Bang et al., 2013; Deci, 1972; Magny, 2012; Maslow, 1943; Nhat and Nguyen, 2013; Springer, 2010). According to a review of motivation literature, these terms are generally interchangeable but should be used in different ways. Motivator is a broad term that encompasses both extrinsic and intrinsic factors.

Extrinsic motivation is derived from all other types of external rewards. According to Deci (1972), extrinsic rewards as externally mediated factors such as money and verbal reinforcement (motivating language). Money, as a tangible incentive, is referred to as monetary rewards. Money is a motivator or a drive for motivation when an individual is motivated by money. Someone can also be motivated by a desire for money. Extrinsic factors, such as money, are commonly used to describe rewards and incentives. Extrinsic motivation is when someone is motivated by rewards or other factors, such as praise, fame, or money.

Intrinsic motivation, according to Hidayah (2018), is important in increasing employee job satisfaction. According to Octaviann et al. (2017), motivation has a positive and significant effect on job satisfaction. Hidayah (2018) also demonstrated the importance of employees having the motivation to increase job satisfaction. Hunt (1965) observed in the field of Organizational Behavior that even when an external reward is not present, something motivates organisms to act or react. These intrinsic motivations reveal a lot about an individual's inherent pleasure and joy from participating in an activity. According to the definitions of Hunt (1965) and Deci (1975), intrinsic motivation refers to the enjoyment of the task or job itself. Individuals are intrinsically motivated to do something if there is no obvious reward other than the task itself.

According to Stefurak et al. (2020), motivation has a positive and significant effect on job satisfaction. This means that the higher motivation of employees, the easier it will be for them to increase their job satisfaction. Employees have been shown to be more satisfied with their jobs when they are motivated. The findings are consistent with the findings of Sobaih and Hasanein (2020), who found that intrinsic motivation, plays an important role in increasing employee job satisfaction.

2.4 Concepts of Job Satisfaction

Job satisfaction is an important factor in motivating and encouraging employees to perform better. According to Vroom (1964), job satisfaction is an emotional orientation that employees have toward the role they play at work. Job satisfaction is defined by Hoppok and Spielgler (1938) as an integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Moreover, the role of employees at the workplace is emphasized because various elements influence an employee within the organization.

Job satisfaction is subjective, according to Hu et al. (2019). He claims it is based on a comparison of what employees and their work receive versus what is expected, desired and examined as appropriate or entitled to them. Supervisors, current wages, promotion opportunities and relationships with coworkers are all common topics covered (Rustiarini et al., 2019). These factors are scored on a book scale and then totaled to produce an overall job satisfaction score (Granziera & Perera, 2019). Job satisfaction is also a process for increasing employee morale, becoming more productive at work and a type of employee employment that is motivated by meeting their needs. Workers' needs that can be met adequately are stimuli that can help them work comfortably and optimally.

Job satisfaction has a positive and significant effect on employee performance, according to Andjarwati et al., (2019). This demonstrates that employee job satisfaction can have an effect on increasing employee work performance. Similarly, having coworkers who are always ready to help when one of them is having a difficult time at work, as well as providing a pleasant and encouraging work environment, will improve employee work performance. The findings of this study are consistent with the research of Yuliandi (2019) on the effect of job satisfaction on work performance, which discovered that job satisfaction has a positive effect on work performance.

Robbins and Sanghi (2006) stated that job satisfaction is a phenomenon in which people perceive and regard their jobs. This means that job satisfaction is a collection of thoughts that can be positive, negative or neutral depending on an individual's nature and how that individual evaluates and holds an opinion about their job.

2.5 Theories of Job Satisfaction

The various theories of job satisfaction are classified into two types: content theories and process theories. The former emphasizes the specific factors that motivate an individual to work, whereas the latter focuses on the dynamics of this motivational process. Content theories are commonly concerned with basic needs and goals. Process theory describes how behavior is energized, directed, sustained and terminated.

The most prominent content theories are Maslow's hierarchy of needs, Alderfer's ERG theory and Herzberg's two factor theories.

2.5.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs (1943) is the most well-known motivation and satisfaction theory (Kaur, 2013). Maslow argued that individual motivational needs could be ordered in a hierarchy based on human psychology and clinical experiences. Some needs are more important than others. When a person's need is satisfied, it no longer motivates them (Luthan, 2005). Maslow (1943) identified five levels of needs:

- (1) Physical needs (food, drink, air, shelter, sleep, sex).
- (2) Safety needs (schools, business, police, medical care and physical protection).
- (3) Social (family, friendship, work).
- (4) Esteem/achievement needs (prestige given by others).
- (5) Self-actualization (seeking personal growth and self-fulfillment).

The importance attached to various needs and the level to which an individual wants to fulfill these needs influence an individual's needs (Karimi, 2008). Saif et al. (2012) state that Maslow's hierarchy of needs theory was the first motivation theory that laid the foundation for theories of job satisfaction. This theory is a good starting point for researchers to investigate the issue of job satisfaction in various work situations (Saif et al., 2012).

2.5.2 Alderfer's ERG Theory

Alderfer (1969) investigated Maslow's theory and connected it to practical research. He reorganized Maslow's hierarchy of needs into three categories: existence, relatedness and growth, coining the term ERG theory. Maslow's hierarchy of needs is incorporated into his classification, which includes existence (physiological and security needs), relatedness (social and esteem needs) and growth (self-actualization) (Saif et al., 2012).

Existence need: Existence need include the requirement for basic material necessities. In a brief, it refers to an individual's physiological and physical safety requirements.

Relatedness need: Relatedness need include the desire for individuals to maintain significant interpersonal relationships (whether with family, peers, or superiors), as well as to achieve public fame and recognition. This category includes Maslow's social needs and the external component of esteem needs.

Growth need: Growth need include the requirement for self-development as well as personal growth and advancement. This category of need includes Maslow's self-actualization needs and the intrinsic component of esteem needs.

Alderfer proposes a needs continuum rather than hierarchical levels or two needs factors. Unlike Maslow and Herzberg, Alderfer does not believe that a low-level need must be met before a high-level need becomes motivating, nor does he believe that deprivation is the only way to activate a need (Luthans, 2005).


2.5.3 Herzberg's Two Factor Theory

Herzberg (1959) attempted to modify Maslow's hierarchy of needs theory. His theory is also known as the Hygiene theory or Herzberg's two factor theory. He stated that employees have certain satisfies and dissatisfies at work. Job satisfaction is related to intrinsic factors, whereas dissatisfaction is related to extrinsic factors.

Achievement, recognition, work itself, responsibility and advancement are all motivators. The hygiene factors do not motivate or satisfy people, but rather prevent them from becoming dissatisfied. These contextual factors include company policy, administration, supervision, salary, interpersonal relationships and working conditions (Herzberg et al., 1959). According to Saif et al. (2012), Herzberg's theory is the most useful model for studying job satisfaction. A review of the literature, however, revealed criticisms of the motivator-hygiene theory (Karimi, 2008). For instance, the theory disregards individual differences and incorrectly assumes that all employees respond similarly to changes in motivators and hygiene factors.

One important lesson from Herzberg's two factor theory of motivation is that organizations and leaders must first master the fundamentals. They will only be moderately satisfied once they have successfully provided an individual with the basic hygiene factors. Moreover, an individual will only begin to be motivated by and achieve higher levels of performance as a result of motivating factors once their hygiene factors have been met. The summaries of content theories are shown in Table (2.1).

Table (2.1) Summary Table of Content Theories

Motivation Type	Level of Needs	Types of Theories		
		Maslow Hierarchy Needs	Hertzberg Two Factor	Alderfer ERG
 Intrinsic Extrinsic	5	Self-actualization	Motivation factors	Growth needs
	4	Esteem		
	3	Social	Hygiene factors	Relatedness needs
	2	Safety		Existence needs
	1	Physiological needs		

Source: Sardar (2017)

Table (2.1) compares three major content theories. The first theory is Maslow's hierarchy of needs, which was expanded upon by Alderfer in the form of the ERG model. The main difference between Maslow's and Alderfer's theories is the level of fulfillment. Hertzberg's theory, on the other hand, further defines the work of both researchers by categorizing hygiene factors as lower order factors and motivating factors as higher order factors.

2.6 Work Performance

In this study, work performance is defined as measurable organizational outcomes. It can be thought of as employee productivity or output in terms of organizational effectiveness (Hameed & Waheed, 2011). This includes things like cost-effectiveness, accuracy, punctuality, quantity and work quality (Novitasari, 2020). According to Campbell (1990), performance is defined as behavior, or something done by an employee. This is not the same as outcomes. The outcomes are influenced in part by an individual's performance, but they are also influenced by other factors.

Several performance measures, such as quality, quantity, punctuality, cost-effectiveness, accuracy and others, can be used to assess employee work performance (Novitasari et al., 2020). The employee work performance is the behavior that demonstrates how a goal is met. According to the research, it may not have a direct and significant effect on employee work performance. Rather, different leadership styles have a significant effect on job satisfaction (Almaaitah et al., 2021), and the leadership style can improve the employee's commitment to the organization.

Employee performance is a qualitative and quantitative performance result that a person or group in an organization can achieve (Robbins & Judge, 2017). To achieve superior performance, employees must play a strategic role as actors in all company activities (Raineri, 2017). As a result, organization must monitor each employee's performance to determine whether or not they have carried out their duties and obligations as expected. Efforts to improve employee work performance are a management challenge because the company's success in achieving its goals and survival is dependent on the quality of its human resources' performance (Oliveira & Honório, 2020).

People may also be more productive when performing routine or repetitive tasks, but less so when performing complex, time-sensitive or problem-solving tasks. According to Wolor et al. (2020), organization should pay more attention to the benefits of having a home office and maintaining optimal employee work performance. According to the findings of Felstead and Reuschke (2020), work from home is more productive. However, after investigating deeper into their findings, one could argue that having a stable place to work is critical for productivity.

Employee work performance can be influenced by job satisfaction. Workers who are satisfied with their jobs and committed to their companies tend to work harder. Job satisfaction and employee work performance have a strong relationship, according to Luthans et al. (2006). Employees who are satisfied with their jobs are more likely to act positively, help others and go above and beyond the expectations of their employers. As a result, companies with satisfied employees outperform those with dissatisfied employees (Robbins & Judge, 2017). Employees who are satisfied are more likely to do and perform their jobs more effectively.

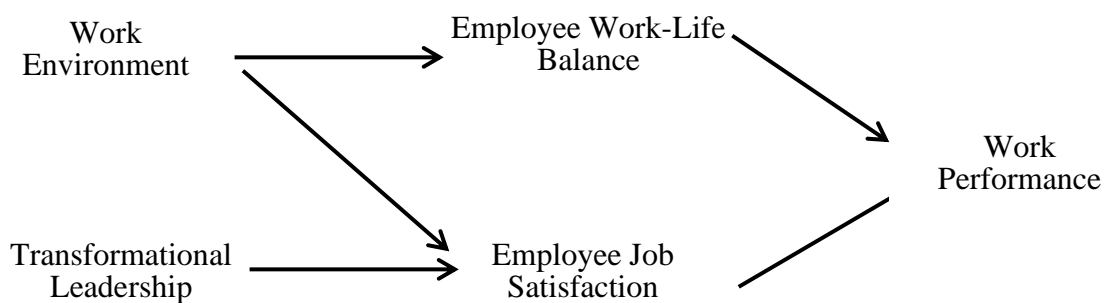
According to Sanuddin and Widjojo (2013), job satisfaction has a positive effect on employee performance. Job satisfaction is also a significant predictor of employee effectiveness (Riana et al., 2018). Employees who are satisfied at work are more likely to put in extra effort (Anwar et al., 2015). Similarly, satisfied employees are more likely to make positive contributions to creating a more conducive organizational climate (Noermijati & Primasari, 2015). Dissatisfied employees, on the other hand, have the potential to oppose organizational policy, cause an annoyance at work, and even engage in counterproductive behavior (Nurak & Riana, 2017). According to Riana et al. (2018), job satisfaction also refers to positive attitude of employees toward the tasks assigned by the organization, so that employees perform as many tasks as possible to maximize

desired satisfaction. Employees who are motivated and satisfied at work are more likely to contribute to the organization (Riana, 2015).

2.7 Previous Studies

Tran and Iddo (2022) investigated employee work performance during the COVID-19 pandemic. The research focuses on how the three key concepts of transformational leadership, work environment and work performance interact with one another, as well as how transformational leadership and work environment affect employee work performance during the COVID-19 pandemic. The purpose of the study is to gain a better understanding of the transformational leadership, work environment, employee work performance relationship. The aim of the study was to provide new insight into how, why and under what conditions work performance was influenced by the aforementioned factors during the COVID-19 pandemic. The conceptual framework for the study is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Tran and Iddo



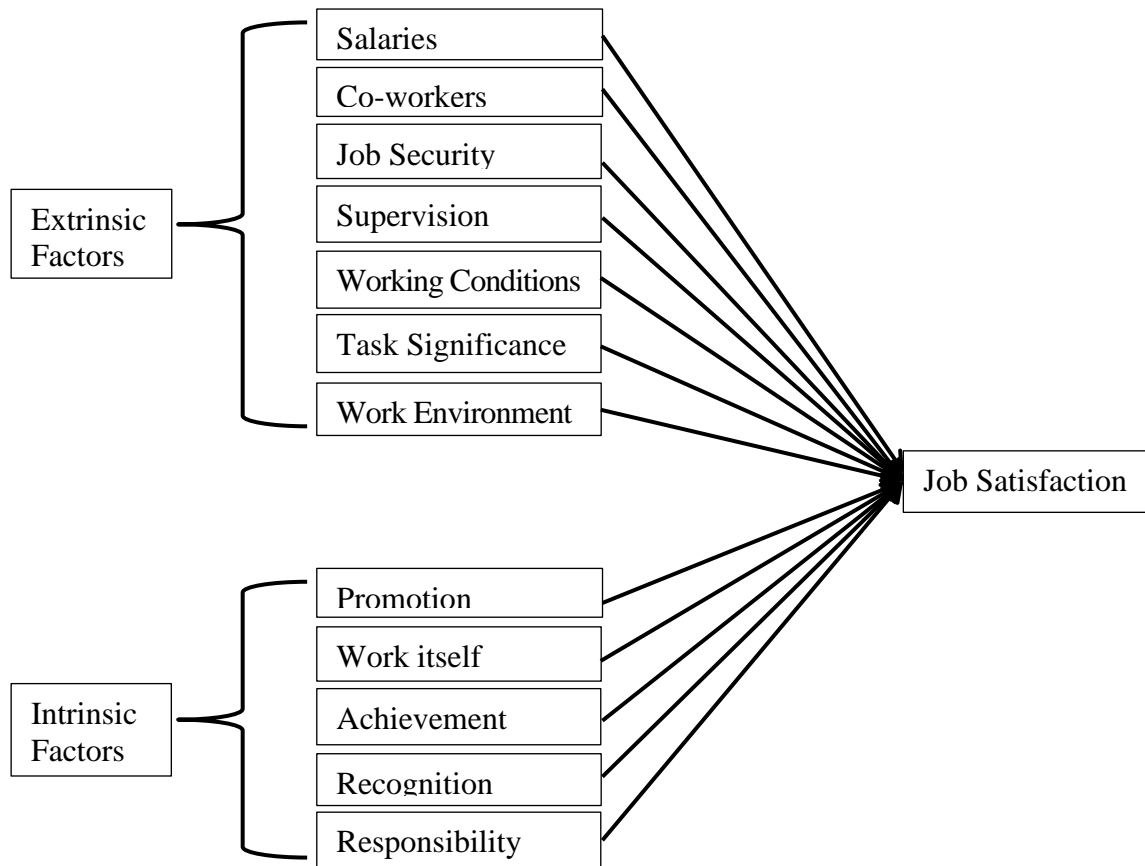
Source: Tran & Iddo (2022)

The findings revealed that transformational leadership has a positive effect on employee job satisfaction, which in turn has a positive effect on employee work performance, and that work environment has a positive effect on work-life balance. Work life balance has a positive effect on work performance, as does transformational leadership, which is mediated by job satisfaction. The work environment had no significant effect on employee work performance.

In addition, Sardar (2017) conducted research on job Satisfaction in the public and private sectors of Lahore's manufacturing industry. The goal of the study is to investigate the relationship between job satisfaction and both extrinsic and intrinsic factors. It also seeks to distinguish differences between the public and private sectors in

the above-mentioned factors in Pakistan's manufacturing industry, as most studies are conducted in other institutions such as medical institutions, the banking sector and education (Rukh et al., 2015). The study is shown in the Figure (2.2) below.

Figure (2.2) Conceptual Framework of Sardar



Source: Sardar (2017)

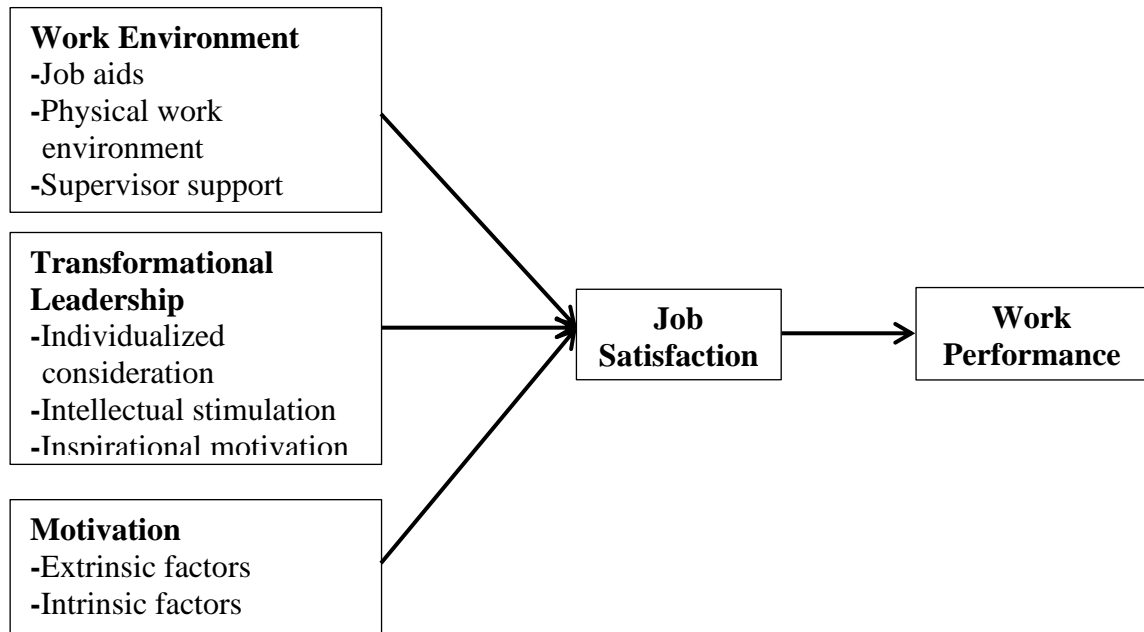
According to the findings of this study, all motivational factors are positively associated with job satisfaction in the manufacturing industry's public sector as opposed to the private sector.

2.8 Conceptual Framework of the Study

According to the above literature and results from the prior research, the following conceptual model is developed for this study. The core of study is work environment, leadership, motivations and job satisfaction as major areas and work performance as an outcome. There are two major statements as illustrated in the conceptual framework of this study. The first statement is to analyze the effect of work

environment, leadership and motivation on job satisfaction of employees who are working at PTD, MOTC during COVID-19 pandemic. The second statement is to examine the effect of job satisfaction on work performance of employees at PTD, MOTC during COVID-19 pandemic.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2022)

Figure (2.3) introduced an analytical conceptual framework with three phased models to study and analyze mainly the effect of work environment, leadership and motivation on job satisfaction and the effect of job satisfaction on work performance. The first component consists of work environment, leadership and motivation. In this study, among many kinds of leadership style, the transformational leadership style is chosen because during COVID-19 pandemic transformational leadership style is the most suitable leadership style for the major positive changes of the organization. The second component is job satisfaction, which means that employees should be satisfied and happy with their jobs because this will improve an organization's success in a variety of ways. Finally, the third component is work performance, which is related to job satisfaction because motivated and satisfied employees can perform well and contribute more to the organization.

CHAPTER 3

PROFILE AND WORK ENVIRONMENT, LEADERSHIP AND MOTIVATION OF POSTS AND TELECOMMUNICATIONS DEPARTMENT

This chapter discusses the profile of Posts and Telecommunications Department, Ministry of Transport and Communications, work environment, leadership and motivation of PTD, research design, reliability test and demographic profile of employees who are working at PTD.

3.1 Profile of PTD

The profile of Posts and Telecommunications Department comprises the backgrounds of PTD, objectives of PTD, vision of PTD, mission of PTD, organization structure of PTD and responsibilities of PTD.

3.1.1 Backgrounds of PTD

According to the Government, the development of the Information and Communications Technology (ICT) sector is the foundation for national comprehensive development. Ministry of Transport and Communications is promoting local development of the Information and Communications Technology (ICT) sector through initiatives such as the establishment of communication networks, the provision of high-quality services through the use of modern technologies, and local and international cooperation programs in the ICT sector.

Following Myanmar's independence, two businesses were operated separately until 1960: Postal Services and Telegraph Services. In 1960, these two businesses were reorganized as Departments under the names Department of Posts and Department of Telegraphs. The Department of Posts and Telegraphs was established on January 25, 1960, and Ministry of Transport and Communications took control of the communications sectors. At the time, Postal Services were divided into 11 divisions, Wireless Communications were divided into two divisions, and Telegraphs were divided into three divisions. On March 15, 1972, the Revolutionary Council reorganized the Ministry of Transport and Communications into two organizations: Posts and Telecommunications Department which regulated and supervised with local and

international laws and rules, instructions in ICT sectors and Telecommunications Corporation which carried out Telecommunication services such as postal, telegraphs and telephones.

On January 29, 1992, the State Law and Order Restoration Council was reorganized into three organizations as Ministry of Transport, Ministry of Railway Transport and Ministry of Communications, Posts and Telegraphs from the Ministry of Transport and Communications in order to effectively implement the country's economic growth, comprehensive development, transportations and communications.

The Ministry of Communications, Posts and Telegraphs are comprised of Posts and Telecommunications Department, Department of Meteorology and Hydrology and Myanmar Posts and Telecommunications.

The Ministry of Communications, Posts and Telegraphs transferred the Department of Meteorology and Hydrology to the Ministry of Transportation on August 20, 1999, in accordance with established protocols. In 2010, the State Government established the liberalization process in state-owned enterprises to perform for local and foreign investors. As a result, the Pyidaungsu Hluttaw passed the Telecommunications Law on October 8, 2013. The Ministry of Railways and the Ministry of Communications and Information Technology were merged on March 30, 2016, to form the Ministry of Transport and Communications, which includes (8) Departments, (8) Enterprises, (1) University, (1) College and (1) School.

According to the laws, rules and regulations, Posts and Telecommunications Department is the regulatory body in Myanmar's ICT sectors and serves as the ICT sector's representative at international meetings and conferences hosted by international organizations. The followings are the objective, vision and mission of PTD.

3.1.2 Objective of PTD

The objective of PTD is to regulate and supervise the Information and Communication Technology (ICT) sectors in accordance with the rules and regulations.

3.1.3 Vision of PTD

The vision of PTD are as follows:

- (a) To collect the spectrum fees and license fees according to international standards, Telecommunications Law and Rules, local and international companies compete in telecommunication services.

- (b) To sustain the telecommunications market as a competitive market, and to get access to good quality telecommunications services for the public with a fair price.
- (c) To enable to protect the telecommunications service providers and users in accordance with the laws.
- (d) To monitor telecommunications sector effectively and establish Myanmar Communications Regulatory Commission.
- (e) To establish a Universal Service Fund (USF) for implementation of universal service plans.
- (f) To enable the telecommunications network to cover more than 90% of the population.
- (g) To manage the utilization of the scarce and limited resources of the nation such as frequency spectrum, telecommunications numbering and electronic addressing effectively.

3.1.4 Mission of PTD

The mission of PTD are as follows:

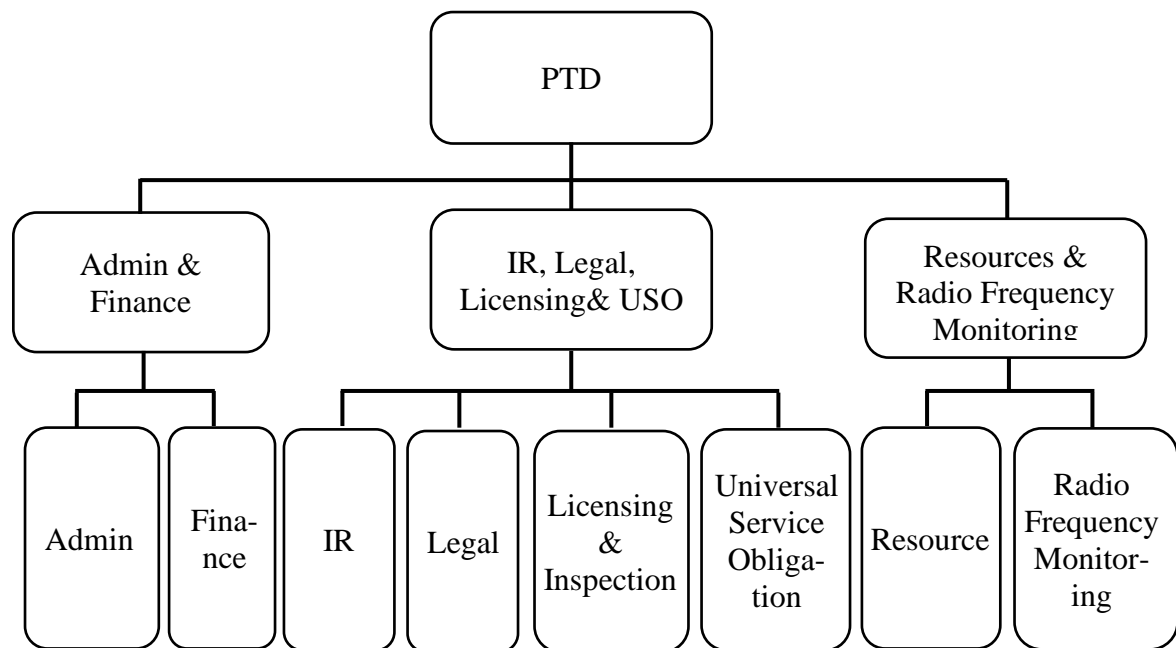
- (a) Carrying out frequency spectrum monitoring in order not to be frequency interference by purchasing the necessary monitoring equipment.
- (b) Checking and monitoring to telecommunications services licensee who perform or not in accordance with the terms of license agreement and carrying out quality of service (QoS) and drive test concerned with service coverage.
- (c) Implementing the pilot project to fulfill universal service for the public.
- (d) Drafting the law to organize Myanmar Communications Regulatory Commission.
- (e) Processing to get full access of spectrum fees, numbering fees and license fees.
- (f) Hiring the necessary consultants for the Department.
- (g) Implementing capacity building program.
- (h) Implementing networks of the office to do the office's work effectively.
- (i) Implementing and designing the Department's website for the public to know the information and how to apply the telecommunications licenses and related licenses.

3.1.5 Organization Structure of PTD

Posts and Telecommunications Department was established on March 15, 1972. It was established with a level (3) department with a total of (49) posts, including official (9) and staff (40) positions. Posts and Telecommunications Department was reorganized as a level (2) department by the State Peace and Development Council on February 11, 1999, with official (16) posts, staff (61) posts and total (77) posts.

According to the Telecommunications Law (2013), the Union Government has upgraded Posts and Telecommunications Department to the level (1) department, which includes official (196) posts, staff (623) posts and a total of (819) posts to monitor local and international operators. Posts and Telecommunications Department was established as a level (1) department on January 15, 2015, with official (163), staff (566) and total (729) positions, and the current structure is as follows:

Figure (3.1) Organization Structure of PTD



Source: <https://www.ptd.gov.mm>,2022

Posts and Telecommunications Department (PTD) is located in Office Building No. 2, Zayya Htarni Road, Naypyitaw. PTD has a functional organizational structure that follows Figure (3.1). The Department's head and person at the very top of the organizational chart is the Director General (DG). Three Deputy Director Generals (DDGs) who are in charge of several departments assist the DG. The Directors who support the DDGs are in charge of 8 divisions and 2 branch offices in Yangon and Mandalay.

A management committee that includes DG and three DDGs exists in PTD. For discussion and decision-making about the implementation of the operations, Directors bring their conclusions and issue analyses from their various meetings to Management Committee meetings. As of May 26, 2022, there are a total of 205 employees. There are eight divisions in the head office including the Administration Division, Finance Division, International Relation Division, Legal Division, Licensee and Inspection Division, Universal Service Obligation Division, Resources Division and Monitoring Division.

3.1.6 Responsibilities of PTD

The responsibilities of PTD are as follows:

- (a) To supervise post and telecommunication services and radio communication services by laws and regulations
- (b) To develop telecommunications and post industry in the country.
- (c) To publicize, amend laws and procedures concerning radio communication services, telecommunication services and postal services.
- (d) To regulate and supervise telecommunication services and radio communication services in accordance with the rules and regulations of ITU.
- (e) To regulate and supervise postal services in accordance with the rules and regulations of APPU.
- (f) To communicate with the following international organizations affiliated to the United Nations and regional organizations such as International Telecommunication Union (ITU), Asia Pacific Telecommunication Partnership (APT), Universal Postal Union (UPU), Asia and Pacific Postal Union (APPU)
- (g) To issue license and collect tax for telecommunications services licenses and telecommunications equipment licenses.
- (h) To issue international standard radio operator certificates in accordance with rules and regulations of the International Telecommunication Union (ITU).
- (i) To assign and supervise the radio frequencies of communication equipment in accordance with ITU rules and regulations.

3.2 Work Environment, Leadership and Motivation of PTD

Posts and Telecommunication Department is responsible for the development of the ICT sector and is the regulator of the ICT sector. The technology is rapidly

developing every second, therefore the employees of PTD need to know the knowledge of the new technology. Employees are valuable assets for an organization and PTD encourages employees for capacity building for human resources development.

During COVID-19 pandemic, several work-related transitions need to be made, for example, work from home, digital workplace, etc. The pandemic spreads throughout the world in every second and prevention plays crucial importance for society. In Myanmar, the COVID-19 pandemic was confirmed to have reached on March 23, 2020. Therefore, to reduce the spread of the COVID-19 virus, At PTD, employees need to work from home using digital devices and are assigned two or more groups to attend work weekly or biweekly.

Work environment and job aids are important to high quality performance and output. The Department supports a pleasant work environment with the necessary job aids for employees to perform the job effectively and efficiently. PTD supports the necessary job aids, for example office devices, such as computers, printers, scanners and copiers. PTD is in charge of the ICT sector and has numerous collaborations with regional and international Telecommunication organizations, such as the Asia Pacific Telecommunity - APT and the International Telecommunication Union - ITU, in order to keep up with the rapidly advancing modern technologies. Therefore, the rules and regulations, procedures need to be in line with the international standards, and PTD publishes the necessary directives, practices and procedures and updates them regularly.

Leaders in PTD are professional with full technical knowledge, considerate and support employees for high work performance. The local and international capacity building programs with short term and long term are available for development of human resources in PTD. The outstanding employees from the training program are awarded to increase motivation. The Department also takes care of the family members of employees by supporting their needs, such as giving the books and clothes for children of employees when the school is open, and giving the food, such as eggs to employees especially during the COVID-19 pandemic.

As PTD is serving as the ICT sector's representative, employees at PTD attend the international meetings, conferences and workshops. Employees have a great chance to attend international meetings and conferences to keep in touch with the new technology and to get international experiences. Employees of PTD also have the opportunities to

study abroad with the help of the international scholarship program. In conclusion, PTD supports a pleasant work environment with good leadership to motivate employees.

3.3 Research Design

The primary focus of this study is the effect of work environment, leadership and motivation on job satisfaction and the effect of job satisfaction on work performance during the COVID-19 pandemic in PTD, MOTC. Simple surveys were used to collect the necessary data for these studies. A structured questionnaire with three main parts was used as a survey instrument. The first section includes questions about the general backgrounds of employees, such as gender, age, marital status, educational background, position, number of subordinates, working experience, frequency of work from home before COVID-19 and frequency of work from home after COVID-19. The second section involved analyzing the work environment, leadership style and motivation. The final section describes job satisfaction and work performance of employees at PTD. These last two sections are comprised of a five-point Likert scale (5 is strongly agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree). In this study, 134 employees are chosen at random by simple random sampling method during the sampling process. The selected employees were asked to complete an online questionnaire. The questionnaires were completed by all 134 employees. After gathering the necessary information, the data was analyzed using the Statistical Package for Social Sciences (SPSS) software version 25.

3.4 Reliability Test

A reliability test is performed to ensure that the measurement scales are consistent and accurate. Cronbach's alpha reliability testing is used to ensure reliability. In general, an alpha value close to 1.0 indicates high internal consistency reliability; less than 0.60 is considered poor; and 0.60 to 0.80 is considered acceptable and good. To analyze the reliability test, the questionnaire in this study is divided into five sections. The first section discusses the factors that influence the work environment. The second section focuses on the influencing factors of leadership, while the third section focuses on the influencing factors of motivation. The fourth component is job satisfaction, and the final component is work performance of employees at PTD.

First, the study divided the work environment into three factors: job aids, physical work environment and supervisor support, with five questions for each factor used to

assess the influencing factors on the work environment in PTD. Second, leadership consists of four factors: individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. Leadership styles in PTD were measured using 5 questions for each factor. Third, there are extrinsic and intrinsic factors in motivation and 5 questions were used to identify each factor on the motivations of the study's respondents. The fourth and final sections each contain 6 questions designed to assess job satisfaction and work performance of employees who are working at PTD. The reliabilities (alpha values) of the variables are described in Table (3.1).

Table (3.1) Reliability Analysis of the Study

Sr. No	Variables	Cronbach's Alpha	No. of Items
1	Work Environment		
	Job aids	0.732	5
	Physical work environment	0.818	5
	Supervisor support	0.906	5
2	Leadership		
	Individualized consideration	0.916	5
	Intellectual stimulation	0.869	5
	Inspirational motivation	0.958	5
	Idealized influence	0.932	5
3	Motivation		
	Extrinsic factors	0.871	5
	Intrinsic factors	0.898	5
4	Job Satisfaction	0.887	6
5	Work Performance	0.919	6

Source: Survey Data (2022)

According to Table (3.1), the Cronbach's Alpha coefficients for these sub-dimensions ranged from 0.732 to 0.958. This indicates that the questionnaire has a good and acceptable level of internal consistency for the scale and that it can be considered acceptable. The results show that the Cronbach's alpha values for each variable is acceptable, indicating that the questionnaire scale items are acceptable and reliable. As a result, the internal consistency of the measure used in this study can be interpreted to

explain why the results of the respective constructs are expected to be the same in different situations and the data is considered reliable and valid.

3.5 Demographic Profile of Employees

The simple random sampling method is used to collect data in this study. The study uses five-point Likert scale questionnaires to analyze work environment, leadership, motivation, job satisfaction and work performance of employees at PTD. A questionnaire survey was conducted with 134 PTD employees. All participants were informed that the information gathered during the survey would be kept strictly confidential and used only for academic purposes. The demographic characteristics of employees include gender, age, marital status, educational background, position, number of subordinates, working experience, as well as frequency of work from home before to COVID-19 and frequency of work from home after COVID-19. The background information of the survey participants is presented in Table (3.2).

Table (3.2) Demographic Profile of Employees

Sr. No.	Demographic factors	Frequency	Percentage
	Total	134	100.0
1	Gender		
	Male	44	32.8
	Female	90	67.2
2	Age		
	30 years and under	36	26.9
	Between 31-40 years	52	38.8
	Between 41-50 years	23	17.2
	50 years and over	23	17.2
3	Marital Status		
	Single	92	68.7
	Married	42	31.3
4	Educational Background		
	High School	5	3.7
	Diploma	8	6.0
	Bachelor Degree	98	73.1
	Master Degree or Higher	23	17.2

Sr. No.	Demographic factors	Frequency	Percentage
5	Position		
	Officer	34	25.4
	Non-Officer	100	74.6
6	No. of Subordinates		
	0-5 people	90	67.2
	6-10 people	21	15.7
	11-20 people	19	14.2
	21 people and above	4	3.0
7	Working Experience		
	0-5 years	65	48.5
	6-10 years	37	27.6
	11-15 years	12	9.0
	16 years and over	20	14.9
8	Frequency of Work from Home before COVID-19		
	Never	88	65.7
	1 day per week	19	14.2
	2 days per week	11	8.2
	3 days per week	3	2.2
	4 days per week	3	2.2
	5 days or more per week	10	7.5
9	Frequency of Work from Home after COVID-19		
	Never	31	23.1
	1 day per week	7	5.2
	2 days per week	39	29.1
	3 days per week	27	20.1
	4 days per week	7	5.2
	5 days or more per week	23	17.2

Source: Survey Data (2022)

This study included a total of 134 employees. Table (3.2) illustrates the gender distribution of 44 male and 90 female employees, indicating that the majority of PTD employees are female. The majority of employees 38.8% are between the ages of 31 and 40 years old. 26.9% are under 30 years old, and 17.2% are between the ages of 41 and 50. The majority of employees 68.66% are single, while 31.34% are married. This means that the respondents, who are PTD employees, are middle-aged.

In order to understand the respondents' backgrounds, the education of the respondents is also considered an important factor in this study. In terms of educational background, 73.1% of employees are graduates, while 17.2% hold Master's degrees. Respondents with a diploma and those with a high school diploma account for 6% and 3.7% of the total. The majority of the employees have graduated, as can be seen. The positions of the participants are also a major source of concern in this study. There are two distinct groups formed: non-officers and officers. In terms of occupation level at PTD, the majority 74.6% are non-officer positions. Officer positions account for the remaining 25.4%. The majority 67.2% of respondents have between 0 and 5 people reporting to them. 15.7% have six to ten people reporting to them. Only 14.2% have 11-20 people reporting to them, and only 3% have 21 or more people reporting to them.

Table (3.2) demonstrates their work experiences distributed across four groups. The majority 48.5% have less than 5 years of work experience, implying that the majority of the employees are new. 27.6% have 6-10 years of experience, while 9% have 11-15 years of experience. 14.9% have been with the same company for more than 16 years, which may indicate loyalty. Before to the COVID-19 outbreak, 65.7% of respondents had never worked from home or were unable to work from home, while 10% worked 5 days or more from home. 14.2% of respondents work one day per week at their workplace, implying that they can work a day away from their workplace. The remaining 12.6% (8.2% + 2.2% + 2.2%) are those who have the possibility, flexibility, or need to work from home.

Table (3.2) indicates the percentage of workdays spent at home during the COVID-19 outbreak/lockdown. Surprisingly, the number of people who work from home has increased. Those who need to be at work or have worked closely with the firm have decreased to 23.1%, down from 65.7% before the outbreak. 17.2% work from home 5 days or more per week, up from 7.5% previously. There is a decrease for respondents who never work from home and one day per week, but an increase for respondents working two days or more from home. The respondents may still need to be at their

workplace due to paperwork and other office-related subjects that cannot be completed from home.

In conclusion, the majority of respondents are female and the majority of employees are single. According to the age analysis, the majority of the employees are middle aged people. The majority of employees are bachelor degrees holders. The majority of employees are non-officers. The majority of employees have at most 5 subordinates. The majority of employees are new employees with a few years working experience. In addition, employees are working from home during COVID-19 pandemic more than before the pandemic. The results of the demographic factors show that PTD empowers human resources and values the organizational culture that affects job satisfaction and work performance of employees at PTD.

CHAPTER 4

ANALYSIS ON THE EFFECT OF JOB SATISFACTION ON WORK PERFORMANCE IN POSTS AND TELECOMMUNICATIONS DEPARTMENT

This chapter examines the effect of job satisfaction on work performance among PTD employees. This chapter is categorized into four sections. The first part investigates the effect of work environment on job satisfaction; the second part investigates the effect of leadership on job satisfaction of employees at PTD. The third section examines the effect of motivation on job satisfaction of employees. The final section examines the effect of job satisfaction on work performance of employees who are working at PTD, MOTC. The structured questionnaire includes different number of items which are measured with five-point Likert scale (5 is strongly agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree).

4.1 Analysis on the Effect of Work Environment on Job Satisfaction in PTD

Regarding the analysis on the effect of work environment on job satisfaction in PTD, the surveyed employees answered questionnaires using five-point Likert scale. The 134 employees have been recently surveyed. The mean values of the items on the five-point Likert scale are interpreted as follows, according to Best (1977):

- (a) A score of 1.00 to 1.80 indicates a strong disagreement.
- (b) A score of 1.81 to 2.60 indicates disagreement.
- (c) A score of 2.61 to 3.40 indicates a neutral position.
- (d) A score of 3.41 to 4.20 indicates agreement.
- (e) A score of 4.21 to 5.00 indicates a strong agreement.

4.1.1 Employee Perception on Work Environment in PTD

To analyze the work environment, three important factors must be considered: job aids, physical work environment and supervisor support. The surveyed employees responded to five statements for each factor on a five-point Likert scale regarding their perception of the work environment. Table (4.1) displays the findings of employees perception on their work environment in PTD.

Table (4.1) Employee Perception on Work Environment

Sr.No	Statements	Mean	Standard Deviation
	Job Aids		
1	Spending time with computer.	4.06	0.792
2	Ability to do tasks from home.	3.26	1.117
3	Availability of all the tools and materials for job.	3.59	1.028
4	Establish consistent, usable work practices.	3.45	0.930
5	Opportunities to learn and grow.	3.67	0.972
	Overall Mean	3.61	
	Physical Work Environment		
6	Capabilities of work from home.	3.55	1.015
7	Overall office environment.	3.58	0.968
8	Atmosphere between home and work.	3.35	1.057
9	Saving normal transportation time.	3.80	0.940
10	Focusing on work without interruptions.	3.50	1.129
	Overall Mean	3.56	
	Supervisor Support		
11	Trusting in employees.	3.95	0.798
12	Helping improvement of employees.	3.72	0.872
13	Giving clear instructions.	3.82	0.916
14	Availability of advice.	3.87	0.830
15	Making decisions effectively.	3.95	0.816
	Overall Mean	3.86	

Source: Survey Data (2022)

According to the above Table (4.1), the average total mean value for job aids is 3.61, indicating that employees have a positive attitude toward job aids. The mean values range from 3.26 to 4.06. Each statement's standard deviation is also displayed. The highest mean scores are 4.06 for spending time with employees with computers to perform tasks and 3.67 for the chances of learning opportunities in PTD. As a result,

employees at PTD are satisfied with job aids of PTD. The rules, regulations, directives and standard operating procedures (SOP) are established to follow and published on PTD website www.ptd.gov.mm for your convenience.

As shown in same Table (4.1), the average total mean value for the physical work environment is 3.56, indicating that employees have a positive attitude toward the physical work environment. The mean values range from 3.58 to 3.80. Each statement's standard deviation is also displayed. The highest mean scores are 3.80 for saving transportation time to go to the office and 3.58 for the satisfaction of the overall office environment in PTD. As a result, employees at PTD are satisfied with the physical work environment. Employees need to stay at home to prevent the spread of the virus during the COVID-19 pandemic outbreak, and they may save time on transportation by working from home. Furthermore, employees can work from home using ICT, and the majority of work is completed at home without interruption from others.

According to Table (4.1), the average total mean value for the supervisor support is 3.86, indicating that employees have a positive attitude toward supervisor support. The mean values range from 3.72 to 3.95. Each statement's standard deviation is also displayed. The highest mean scores are 3.95 for the supervisor's trust and for the effectiveness of the supervisor's decisions. As a result, employees at PTD are pleased with the supervisor support. One of the possible reasons is that the supervisor trusts employees and works with them to improve their ability and competency. The supervisor are skilled and can give clear instructions for the respective tasks and make effective decisions to improve work performance and quality.

4.1.2 Job Satisfaction of Employees at PTD

Job satisfaction plays a vital role to meet the organizational objectives. To analyze the job satisfaction of employees who are working at PTD, the surveyed employees responded to the following six statements and the results are shown in Table (4.2).

Table (4.2) Job Satisfaction of Employees

Sr.No	Statements	Mean	Standard Deviation
1	Interesting enough to keep me from getting bored.	3.51	0.847
2	Satisfaction and rewarded with present job.	3.30	1.111
3	Enthusiastic to go to work.	3.49	0.820
4	Happiness in work than other people.	3.49	0.856
5	Enthusiastic about work.	3.49	0.820
6	During these (COVID-19) times, more demanding work than normal.	3.31	1.147
	Overall Mean	3.43	

Source: Survey Data (2022)

According to the above Table (4.2), the average total mean value for job satisfaction is 3.43, indicating that employees have a positive attitude toward job satisfaction. The mean values range from 3.31 to 3.51. Each question's standard deviation is also displayed. The highest mean scores are 3.51 for level of interest in a job and 3.49 for enthusiastic in going to work, happiness in work, and enthusiastic about work. As a result, employees at PTD are satisfied with the nature of their interesting job as a civil servant who is respected by the organization.

4.1.3 Effect of Work Environment on Job Satisfaction in PTD

A multiple linear regression model performed with the independent variable of work environment and the dependent variable of job satisfaction to examine the effect of work environment on job satisfaction in PTD. Table (4.3) shows the results of running the statistical model.

Table (4.3) Effect of Work Environment on Job Satisfaction

Dependent Variable: Job Satisfaction	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.063	0.239		0.262	0.794	
Job Aids	0.521***	0.100	0.467	5.238	0.000	2.771
Physical Work Environment	0.302***	0.070	0.312	4.326	0.000	1.814
Supervisor Support	0.107	0.085	0.102	1.263	0.209	2.286
R	0.792					
R Square	0.627					
Adjusted R Square	0.618					
F value	72.708***					
Durbin Watson	1.994					

Source: Survey Data (2022)

Notes: *** = Important at 1% level, ** = Important at 5% level, * = Important at 10% level

Table (4.3) shows that the effect of work environment on job satisfaction and the result is 0.792, which falls between 0 and 1. It indicates that the level of job satisfaction reported by employees and the work environment situation are affected. The value of R squared is 0.627. As a result, the linear regression model in this analysis can predict the effect of the independent variables of work environment (work environment factors: job aids, physical work environment and supervisor support) on the dependent variables of job satisfaction with 62.7% accuracy. The adjusted R Square value is 0.618, and the F value test indicates that the model is highly significant in two variables at the 99% level. As a result, the specified model is said to be valid. Because the Durbin Watson value is between 1.5 and 2.5, the sample is sufficient and not auto correlated. Because all the variance inflation factors (VIFs) are less than 10, there is no problem with multicollinearity among independent variables.

According to the regression results, there is a positive effect of job aids on job satisfaction at the 90% significant level, as well as the effect of physical work environment on job satisfaction at the 99% significant level. However, there is no effect of supervisor support on job satisfaction. In summary, the results show that the standard coefficient (Beta) of job aids has the highest value of 0.467 among the three explanatory

variables, indicating that job aids have the greatest contribution to job satisfaction and employees are satisfied with the support of job aids in PTD.

As a result, job aids and the physical work environment have a significant effect on job satisfaction of employees who are working at PTD. Meanwhile, the supervisor support has no significant effect on employee job satisfaction. The jobs aids in PTD are available for employee with ease and the Department supports the office equipment such as computer, printer, scanner and copier in every section. The physical work environment is peaceful and the working area for each employee is sufficient. However, supervisors are weak in supporting employees and trusting employees.

4.2 Analysis on the Effect of Leadership on Job Satisfaction

To analyze the effect of leadership on job satisfaction in PTD, the surveyed employees responded to five statements for each leadership factors on a five-point Likert scale on leadership.

4.2.1 Employees Perception on Leadership in PTD

Among the various leadership styles, the transformational leadership style encourages and motivates followers by providing a compelling vision, developing and promoting creativity, and empowering and sharing responsibility with followers to achieve high goals. There is usually a sense of purpose and a sense of family in a transformational style. Leaders and followers have mutual interests as well as a sense of fate and interdependence. They put the good of the team and the organization ahead of their own self-interests or expected rewards.

Individualized consideration, intellectual stimulation, inspirational motivation and idealized influence are four factors to consider when analyzing leadership in PTD. The surveyed employees responded to five statements for each factor a five-point Likert scale in the analysis of employees perception on leadership in PTD. Table (4.4) shows the results.

Table (4.4) Employees Perception on Leadership

Sr. No	Statements	Mean	Standard Deviation
Individualized Consideration			
1	Caring employees.	3.66	0.949
2	Helping employees in difficulties.	3.72	0.929
3	Recognition and/or rewards to achieve difficult or complex goals.	3.23	1.103
4	Consideration towards employees.	3.43	0.977
5	Supporting and helping of superiors.	3.62	0.956
Overall Mean		3.53	
Intellectual Stimulation			
6	Breaking down complex ideas.	3.61	0.996
7	Challenging employees for new ideas.	3.41	1.197
8	Asking questions to think.	3.39	1.207
9	Guiding to achieve goal.	3.64	0.921
10	Looking at new and complex ideas or concepts in new ways.	3.51	0.907
Overall Mean		3.51	
Inspirational Motivation			
11	Relationship of current work to the real world.	3.41	1.221
12	Talking enthusiastically about future career.	3.26	1.297
13	Explaining the necessary of dull work.	3.02	1.198
14	Telling inspirational stories.	3.01	1.312
15	Communicating an exciting vision to achieve.	3.24	1.215
Overall Mean		3.19	
Idealized Influence			
16	Providing examples of people to learn from.	3.25	1.284
17	Setting an example to copy by working hard.	3.66	0.927

18	Giving an example of somebody to learn from.	3.38	1.279
19	Setting role models for employee.	3.62	1.024
20	Setting an example to follow.	3.67	0.972
	Overall Mean	3.52	

Source: Survey Data (2022)

According to Table (4.4), the average total mean value for the individualized consideration is 3.43, indicating that employees have a positive attitude toward the individualized consideration. The mean values range from 3.23 to 3.72. Each statement's standard deviation is also displayed. The highest mean scores are 3.72 for the helping hands and kindness of leaders and 3.66 for caring of leaders for employees in PTD. As a result, employees at PTD are pleased with the leaders' idealized consideration. One of the possible reasons is that the leaders' fondness and care about each and every employee and are considerate and kind to them.

According to same Table (4.4), the average total mean value for the Intellectual stimulation is 3.51, indicating that employees have a positive attitude toward the Intellectual stimulation. The mean values range from 3.39 to 3.64. Each statement's standard deviation is also displayed. The highest mean scores are 3.64 for receiving sufficient guidance of leaders to achieve goals and 3.61 for the ability of leaders of breaking down complex ideas. As a result, employees are pleased with the supervisor's intelligence because leaders are highly intelligent, compassionate and humble in their desire to improve the Department and its employees.

According to Table (4.4), the average total mean value for the inspirational motivation is 3.19, indicating that employees have a neutral attitude toward the inspirational motivation. The mean values range from 3.01 to 3.41. Each statement's standard deviation is also displayed. The highest mean scores are 3.41 for the realisticness of the work with the world and 3.26 for motivation about their work and careers. As a result, employees are pleased with the leaders' inspiration and motivation because leaders are encouraging employees to strive for a better future, discussing future career opportunities, and inspiring with an exciting vision to achieve.

As shown in Table (4.4), the average total mean value for the idealized influence is 3.52, indicating that employees have a positive attitude toward the idealized influence. The mean values range from 3.25 to 3.67. Each statement's standard deviation is also

displayed. The highest mean scores are 3.67 for the good example for the followers and 3.66 for leaders' hard work.

As a result, employees are satisfied with leaders' idealized influence because leaders are the role model and a good example for employees. Employees emulate leaders' hardworking and skillfulness.

4.2.2 Effect of Leadership on Job Satisfaction in PTD

A multiple linear regression model was performed with the independent variable of leadership and the dependent variable of job satisfaction to examine the effect of leadership on job satisfaction in PTD. Table (4.5) shows the results of running the statistical model.

Table (4.5) Effect of Leadership on Job Satisfaction

Dependent Variable: Job Satisfaction	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.349	0.210		6.424	0.000	
Individualized Consideration	0.231**	0.107	0.261	2.163	0.032	4.087
Intellectual Stimulation	0.064	0.127	0.072	0.503	0.616	5.774
Inspirational Motivation	0.208**	0.081	0.319	2.528	0.011	4.290
Idealized Influence	0.107	0.099	0.139	1.081	0.282	4.673
R	0.735					
R Square	0.541					
Adjusted R Square	0.527					
F value	37.994***					
Durbin Watson	1.918					

Source: Survey Data(2022)

Notes: *** = Important at 1% level, ** = Important at 5% level, * = Important at 10% level

According to Table (4.5), the effect of leadership on job satisfaction is 0.735,

which falls between 0 and 1. It suggests that the level of job satisfaction reported by employees and leadership styles are affected. The value of R squared is 0.541. As a result, the linear regression model in this analysis can predict the effect of the independent variables of leadership (leadership factors: individualized consideration, intellectual stimulation, inspirational motivation and idealized influence) and the dependent variables of job satisfaction 54.1% of the time. The adjusted R Square value is 0.527, and the F value test indicates that the model's overall significance is highly significant at the 95 % level. As a result, the specified model is said to be valid. Because the Durbin Watson value is between 1.5 and 2.5, the sample is sufficient and not auto correlated. Because all the variance inflation factors (VIFs) are less than 10, there is no problem with multicollinearity among independent variables.

According to the regression results, there is the significant positive effect of individualized consideration and inspirational motivation on job satisfaction at the 95% significant level. However, because the effect of intellectual stimulation and idealized influence on job satisfaction is insignificant, there is no effect. To summarize, the results show that the standard coefficient (Beta) of inspirational motivation has the highest value of 0.319 out of the four explanatory variables, indicating that inspirational motivation contributes the most to job satisfaction and leader can inspire employees to increase job satisfaction and their work performance.

As a result, leaders of are professional with good working experiences and can inspire the employees with the trust worthiness characteristics. Leaders are caring and considering each and every employees with kindness and support them according to their needs and difficulties. Leaders are ready to help and support not only for employees but also for the family members of employees. Leaders motivate employees by inspiring the reality visions and good opportunities for capacity building of employees. As leaders are role model for employees, leaders show the good example for employees in all aspects.

4.3 Analysis on the Effect of Motivation on Job Satisfaction in PTD

To analyze the effect of motivation on job satisfaction of employees who are working at PTD, the surveyed employees responded to five statements for each motivation factors on a five-point Likert scale on job satisfaction.

4.3.1 Employees Perception on Motivation in PTD

Motivation in this study includes both extrinsic and intrinsic motivation. The

result of employees perceptions of PTD motivation are shown in Table (4.6).

Table (4.6) Employees Perception on Motivation

Sr. No	Statements	Mean	Standard Deviation
	Extrinsic Factors		
1	Opportunity to make money.	2.57	1.277
2	Co-operation, friendliness and the spirit of co-workers.	3.61	0.866
3	Providing for a secure future.	3.15	1.295
4	Technical “know-how” of supervisor.	3.85	0.938
5	Training styles for development of employees.	3.54	0.955
	Overall Mean	3.34	
	Intrinsic Factors		
6	Opportunity to do many things on the job.	3.50	0.994
7	Pride in a job done.	3.85	0.790
8	Recognition for the work done.	3.44	0.922
9	Meeting the expectations.	3.46	0.955
10	In general, affection to job.	3.65	0.920
	Overall Mean	3.58	

Source: Survey Data (2022)

According to Table (4.6), the average total mean value for the extrinsic factors is 3.34, indicating that employees have a positive attitude toward the extrinsic factors. The mean values range from 2.57 to 3.85. Each statement’s standard deviation is also displayed. The highest mean scores are 3.85 for the good example for the followers and 3.85 for the technically knowledgeable of leaders and 3.61 for the co-operation, friendliness and spirit of coworkers in PTD. However, as a civil servant, the job is about passion and love, not money. As a result, employees are satisfied with extrinsic motivation for the job because of the leaders' high competency and knowledge, and the pleasant friendliness atmosphere at work.

According to same Table (4.6), the average total mean value for the intrinsic factors is 3.58, indicating that employees have a positive attitude toward the intrinsic factors. The mean values range from 3.44 to 3.85. Each statement’s standard deviation is

also displayed. The highest mean scores are 3.85 for the pride of being a civil servant and 3.65 for the strong attachment and affection to their jobs.

As a result, employees are satisfied with the intrinsic motivation of the job in PTD. Employees also satisfied with cooperation, friendliness of colleagues. Moreover employees are fond of their job because employees feel that civil servants are more valuable than ever before, and have the knowledge and passion to serve the public sincerely.

4.3.2 Effect of Motivation on Job Satisfaction in PTD

A multiple linear regression model was performed with the independent variable of motivation and the dependent variable of job satisfaction to examine the effect of motivation on job satisfaction in PTD. Table (4.7) shows the results of running the statistical model.

Table (4.7) Effect of Motivation on Job Satisfaction

Dependent Variable: Job Satisfaction	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.575	0.167		3.451	0.001	
Extrinsic factors	0.292***	0.076	0.339	3.860	0.000	3.556
Intrinsic factors	0.525***	0.086	0.539	6.125	0.000	3.556
R	0.846					
R Square	0.715					
Adjusted R Square	0.711					
F value	164.451***					
Durbin-Watson	1.875					

Source: Survey Data(2022)

Notes: *** = Important at 1% level, ** = Important at 5% level, * = Important at 10% level

According to Table (4.7), the effect of motivation on job satisfaction is 0.846, which falls between 0 and 1. It shows that employee job satisfaction and motivation are affected. The value of r squared is 0.715. As a result, the linear regression model in this analysis can predict the effect of the independent variables of motivation (motivation factors: extrinsic and intrinsic factors) on the dependent variables of job satisfaction with 71.5% accuracy. The adjusted R Square value is 0.711, and the F value test indicates that

the model's overall significance is highly significant at the 99% level. As a result, the specified model is said to be valid. Because the Durbin Watson value is between 1.5 and 2.5, the sample is sufficient and not auto correlated. Because all the variance inflation factors (VIFs) are less than 10, there is no problem with multicollinearity among independent variables.

According to the regression results, there is significant positive effect of motivation (extrinsic and intrinsic factors) on job satisfaction at the 99% significant level. To summarize, the results show that intrinsic motivation has the highest standard coefficient (Beta) value of 0.539 out of two explanatory factors, indicating that intrinsic motivation has the greatest contribution to job satisfaction.

As a result, employees are satisfied with both extrinsic and intrinsic motivation factors in PTD, The collaboration, coordination and cooperation are good among employees with friendliness working environment. Employees can discuss their difficulties to leaders because of the technical know-how of leaders in PTD. Employees have the change to do their jobs with high ability and can proud to their work-done. Employees are satisfied to be civil servants and serve the public sincerely.

4.4 Analysis on Effect of Job Satisfaction on Work Performance in PTD

To analyze the effect of job satisfaction on work performance of employees who are working at PTD, the surveyed employees responded to six statements on a five-point Likert scale on job satisfaction.

4.4.1 Work Performance of Employees at PTD

Professional development of employees is used to assess their work performance. To analyze the work performance of employees who are working at PTD, the surveyed employees responded to six statements on a five-point Likert scale on work performance. Table (4.8) displays the results.

Table (4.8) Work Performance of Employees

Sr.No	Statements	Mean	Standard Deviation
1	Over-perform in job.	3.70	0.776
2	Quality of work.	3.62	0.839
3	Concentration on work.	3.89	0.732
4	Effort to achieve high-quality work performance.	3.87	0.770
5	Supervisor's recommendation.	3.49	0.882
6	Familiar with digital tools for work.	3.80	0.924
	Overall Mean	3.73	

Source: Survey Data (2022)

According to the above Table (4.8), the average total mean value for work performance is 3.73, indicating that employees have a positive attitude toward work performance. The mean values range from 3.49 to 3.89. Each question's standard deviation is also displayed. The highest mean scores are for the level of concentration on work 3.89 and the effort to achieve high-quality work performance 3.87. As a result, it can be concluded that employees at PTD perform well and with sufficient concentration to deliver high-quality results.

4.4.2 Effect of Job Satisfaction on Work Performance in PTD

A single linear regression analysis was performed with the independent variable of job satisfaction and the dependent variable of work performance to investigate the effect of job satisfaction on work performance in PTD. Table (4.9) shows the results of running the statistical model.

Table (4.9) Effect of Job Satisfaction on Work Performance

Dependent Variable: Work Performance	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.332	0.183		7.263	0.000	
Job Satisfaction	0.698***	0.052	0.759	13.380	0.000	1.000
R	0.759					
R Square	0.576					
Adjusted R Square	0.572					
F value	179.022***					
Durbin-Watson	1.500					

Source: Survey Data(2022)

Notes: *** = Important at 1% level, ** = Important at 5% level, * = Important at 10% level

According to Table (4.9), the effect of job satisfaction on work performance is 0.759, a value between 0 and 1. It demonstrates that there is an effect of job satisfaction on work performance. The value of R squared is 0.576. As a result, the linear regression model in this analysis can predict the effect of the independent variable of job satisfaction and the dependent variable of work performance with 57.6% accuracy. The adjusted R Square value is 0.752, and the F value test indicates that the model's significance is highly significant at the 99% level. As a result, the specified model is said to be valid. Because the Durbin Watson value is between 1.5 and 2.5, the sample is sufficient and not auto correlated. Because all the variance inflation factors (VIFs) are less than 10, there is no problem with multicollinearity among independent variables.

According to the regression results, there is a positive effect of job satisfaction on work performance, with a 99% significant level. To summarize the findings, the standard coefficient (Beta) of job satisfaction is 0.759, indicating that job satisfaction contributes to work performance.

As a result, employees are familiar with the advanced digital tools and they have enough time to concentrate to their job. Employees, who satisfied with their job, perform their job with high effort. The organization respects all employee to their ability and performance. Transparency improves the job satisfaction and work performance. The organization gives employees the same opportunities for their development.

Employees must become lifelong learners committed to updating their professional knowledge, skills, values and experience in order to provide higher competency and capacity building. Work performance includes all of the activities that employees engage in, both formally and informally, to maintain, update, develop and enhance their professional skills and knowledge, as well as to advance their career development, the combination of which has a positive effect on both personal and the Departmental success. As a result, increasing the factors to improve employee job satisfaction by PTD's management will result in improved work performance, which will consequently lead to improved experiences and positive outcomes for the public.

CHAPTER 5

CONCLUSION

This chapter is divided into three sections: findings and discussions, suggestions and recommendations, and needs for further research. The primary goal of this study is to analyze the effect of work environment, leadership and motivation on job satisfaction and to analyze the effect of job satisfaction on work performance of employees who are working at PTD.

5.1 Findings and Discussions

The COVID-19 pandemic has had both positive and negative effects on organizations and businesses. In an unusual crisis like the COVID-19 pandemic, the difference between a company's survival and extinction can, among other things, be determined by work performance. Work performance can mean different things to different businesses depending on the context. Work performance is defined in this study as how well an employee performs a job and the resulting work output.

In terms of demographic factors, the nature of government organizations represents females over males. The majority of employees are single, with only a few married. According to the age analysis, the majority of the employees are middle aged people and this demonstrates that the majority of the employees in this Department are mature with relevant experienced. According to the nature and standard of the Government organizations, the majority of employees are bachelor degrees holders. The majority of employees are non-officers. The majority of employees have at most 5 subordinates. The majority of employees are new employees with a few years working experience. Moreover, employees need to work from home during COVID-19 pandemic more than before. The results of the demographic factors shows that PTD employees thoroughly understand and value the importance of empowerment, team orientation, capability development, and collaboration and integration practices of the organizational culture, which have positive effects on job satisfaction, which leads to their higher work performance.

The results of all of the average mean values show that employees mostly have a positive attitude towards work environment, leadership, motivation, job satisfaction and work performance. According to the average mean value of job aids, physical work

environment and supervisor support, employees agree with them. It shows that employees have a positive attitude and are satisfied with the work environment factors of PTD. Employees are pleased with the job aids and the rules, regulations, directives and standard operating procedures (SOP) are well established. Employees are pleased with their physical working conditions and during the COVID-19 pandemic outbreak employees can work from home using ICT that saves time on transportation. The supervisor trustfully works with employees to improve their ability and competency. The supervisor is knowledgeable to make effective decisions and to improve work performance and quality.

Concerning the four leadership factors, employees agree with the individualized consideration, intellectual stimulation and idealized influence, although employees are neutral in inspirational motivation. It shows that employees are mostly satisfied with leadership factors in PTD. The leaders care and considerate every employee with kindness and employees appreciate the intelligence and compassion of leaders in the improvement of the Department and its employees. Leaders encourage employees to strive for a better future by inspiring and discussing future career opportunities to achieve. Leaders set a good example for employees and employees model their leaders' hard work and skill.

According to the averages mean value of extrinsic and intrinsic motivation factors, employees are neutral in extrinsic motivation, while agreeing in intrinsic motivation. The employees are satisfied with intrinsic motivation factors for the job because of the leaders' high competency and knowledge, and the pleasant friendliness atmosphere at work. Employees are proud to be a civil servant and desire to serve the public with integrity. However, employees are neutral in extrinsic motivation because Government organizations have fewer incentives than other organizations. By the average mean value for job satisfaction and work performance, employees agree with them. Employees have a positive attitude toward job satisfaction and work performance. Employees enthusiastically perform their job which increases the organizational productivity.

This study includes four objectives to study. The first objective of this study is to analyze the effect of work environment on job satisfaction. According to the first section of the study, only job aids and the physical work environment have a significant effect on job satisfaction of employees who are working at PTD. Meanwhile, the supervisor support has no significant effect on employee job satisfaction. As a result, the supervisors

should improve their supervision of subordinates in order to foster a meaningful relationship between the supervisor and the employees.

The second section of the study investigates the effect of PTD leadership on job satisfaction of employees at PTD. According to the findings, the two independent variables, individualized consideration and inspirational motivation, have a positive and significant effect on employee job satisfaction in leadership. However, intellectual stimulation and idealized consideration have no significant effect on job satisfaction. Organizations have increased their productivity by utilizing transformational leadership and remote facilitation skills. It is also important to note that, as a result of the COVID-19 pandemic, the workplace has infiltrated into homes. Among the various leadership styles, transformational leadership is the most desirable and suitable for the transformation time like COVID-19 pandemic. Employees are more satisfied with their jobs when their leaders are transformational. As a result, PTD leaders should fulfill their professional knowledge, skills, values, experience and competency so that employees can follow in the footsteps of their role model. Good leadership is highly valued by both followers and the organization. Transformational leadership has a high pay-off because it improves job satisfaction, which is critical to an organization's success and growth.

The third section of the study looks at the effect of motivation on job satisfaction among employees of PTD. According to the findings, both extrinsic and intrinsic factors play a significant role in increasing job satisfaction. This indicates that these variables have a high ability to influence workforce perceptions of active and satisfying work. Interestingly, this means that the higher the level of employee motivation, the easier it will be for employees to increase their job satisfaction. Employees have been shown to be more satisfied with their jobs when they are motivated. Employees who successfully complete difficult tasks may also experience increased job satisfaction. As a result, management should focus on factors that can accommodate different characteristics of individual employees, such as providing opportunities for employees to learn new skills, creating a more conducive working environment, meeting basic needs, and maintaining better working conditions.

The final section of the study looks at the effect of job satisfaction on work performance of employees who are working at PTD. The findings of this study show that job satisfaction has a positive and significant effect on work performance. This means that job satisfaction can have an effect on improving work performance. This means that the more satisfied an employee, the better their work performance. This results in an

organization's output and profit being maximized. Employees who are satisfied with their jobs are more productive and perform better at work. As a result, management should pay close attention to employee job satisfaction. Employees who are happy with their jobs and their surroundings will be more motivated to improve their skills, which will lead to better work performance.

Finally, work environment, leadership and motivation are all significantly and positively affected to higher levels of job satisfaction among PTD employees. Job satisfaction and work performance are strongly and positively affected. Finally, it has been discovered that work performance is strongly affected to their job satisfaction at work, which is the result of work environment, leadership and motivation in PTD.

5.2 Suggestions and Recommendations

The average mean value of the work environment, leadership, motivation, job satisfaction and work performance are mostly satisfied by employees who are working at PTD. The Department should support the ability and the facilities to work from home effectively and efficiently to be a better working environment. Leadership is a vital role of any organization. Good leaders should praise and recognize employees for a job well done, take time to coach and train them to improve in work performance. Motivation increases employee physical and mental development. The Department should make the employees passionate about their job because civil servants are more valuable than ever before, and have the knowledge and passion to serve the public sincerely. Effective rewards systems, such as promotion for outstanding employees, should introduce to increase employee motivation and job satisfaction. And finally leaders should recognize and recommend the ability and achievement of employees according to their work performance.

This study focuses on the four objectives. The first objective of the study is the effect of work environment on job satisfaction of employees at PTD. According to results, job satisfaction is primarily determined by the quality of the work environment, which includes job aids, physical work environment and supervisor support factors. Work performance is primarily dependent on the supervisor's support, but in some cases, the supervisors failed to support and motivate their employees. As a result, supervisors should support and create a positive and pleasant work environment so that employees can be more productive, efficient and happy in their roles.

The second objective is focus on the effect of leadership on job satisfaction of employees at PTD. The finding shows there is an effect of leadership on job satisfaction. Leadership is critical in any organization, and effective transformational leadership results in organizational performance that exceeds expectations. In its most basic form, transformational leadership is a process that changes and transforms people. To be a good leader, leaders should encourage employees to change and transform into good followers. Because leaders serve as role models for their organizations, employees can rely on and respect them to make good decisions for the organization. Furthermore, leaders should encourage the innovation and creativity of employees by challenging conventional beliefs or points of view of employees.

The third objective is the influence of motivation on job satisfaction. The results show that there is an effect of motivation on job satisfaction of employees at PTD. Employees are valuable human resources and nowadays, human resources play crucial role of the development and succeed of the organization. Therefore, leaders should support the reward system, such as promotion to the outstanding employees, effectively. And also should give the opportunities, such as the scholarship awards, for the development of employees who are working at PTD.

The fourth objective is the effect of job satisfaction to work performance at PTD and the finding shows that there is a positive and significant effect of job satisfaction on work performance of employees at PTD. Higher job satisfaction leads to higher organizational productivity. When an employee has the ability to choose with respect, they are satisfied and motivated to perform the task. Therefore, the organization should treat all employees with respect and with the same opportunities.

To conclude, work performance is the foundation of an organization's overall performance because the overall performance is dependent on the individual performance of its employees. Because of the organization's competitive environment and rapidly changing technological trends, employee development is a critical source for determining the organization's ultimate success. As a result, management should pay attention to job satisfaction because satisfied employees will be more motivated to improve their competencies and capabilities, which will increase their work performance.

5.3 Needs for Further Research

This research looks at the effect of the work environment, leadership and motivation on job satisfaction during the COVID-19 pandemic in Posts and

Telecommunications Department, Ministry of Transport and Communications. As the duration of this study is mainly focus on COVID-19 occurrences and the time frame is limited, a study on job satisfaction and work performance of employees at PTD in normal time should be conducted.

Transformational leadership is only focus in this study, as transformational leadership encourages ability of employee to change, improve and be led, especially in dramatic and rapid changes to our organization. Additional research based on various leadership styles, such as transactional, bureaucratic and laissez-faire, should be studied. This can help better understand the effects of leadership styles on job satisfaction. Future research that investigates the relationship of the aforementioned factors may be worthwhile in order to improve enormous work performance and obtain more comprehensive results.

REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2(1), 267-299.
- Aiken, L., Clarke, S., & Sloane, D. (2002). Hospital staffing, organizational support and quality of care: cross-national findings. *International Journal for Quality in Health Care*, 50(5), 87-94.
- Albion, M.J., & Gagliardi, R.E. (2011). A Study of Transformational Leadership, Organizational Change and Job Satisfaction. *Journal of Organizational Change Management*, 2(1), 23-32.
- Alderfer, C.li. (1969). An empirical test of a new theory of human needs. *Organizational Behavior and Human Performance*, 4(2), 142-175.
- Allen, T. D., Poteet, M. L., & Russell, J. E. (2000). Protege selection by mentors : What makes the different? *Journal of Organizational Behavior*, 21, 271-282.
- Almaaitah, D. A., Majali, T., Alsoud, M., & Almaaitah, T. A. (2021). The Role of Leadership Styles on Staffs Job Satisfaction in Public Organizations. *Journal of Contemporary Issues in Business and Government*, 27(1), 772-783.
- Alswidi, A. K., Nawawi, M. K., & Al-Hosam, A. (2012). Is the Relationship Between Employees' Psychological Empowerment and Employees' Job Satisfaction Contingent on the Transformational Leadership? *Asian Social Science*, 8(10), 130-150.
- Andjarwati, T., Setiono, B. A., Susilo, K. E., Budiarti, E., Sustiyatik, E., Audah, A. K., & Winarno, A. F. (2019). The Effect of Osha, work environment and work discipline on employee satisfaction and employee performance. *Archives of Business Research (ABR)*, 7(11).
- Anwar, B.A., Maupa, H., Muhhamad, A., and Muhammad, I. (2015). The Effects of Work Stress and Compensation on the Employees' Performance through Motivation and Job Satisfaction at the Private Life Insurance Companies in Jakarta, Indonesia. *Scientific Research Journal (SCIRJ)*, 3(9), 33-36.
- Avolio, B. J., & Bass, B. M. (2004). *Multifactor Leadership Questionnaire. Manual and sampler set*. 3rd ed. Redwood City, CA: Mind Garden.
- Bang, H., Ross, S., & Reio, T. G., Jr. (2013). From motivation to organizational

- commitment of volunteers in non-profit sport organizations. *The Journal of Management Development*, 32(1), 96-112.
- Bass, B. M. (1999). Two Decades of Research and Development in Transformational Leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32.
- Bateman, T. S., & Snell, S. A. (2007). *Management Leading and Collaborating in a Competitive World*. 7th ed. NY: McGraw-Hill International Edition.
- Best, J. (1977). The introductory sociology survey. *Teaching Sociology*, 271-276.
- Campbell, J. P. (1990). *Handbook of industrial and organizational psychology*. Palo Alto, CA: Consulting Psychologists Press.
- Chandrasekar, K. (2011). Workplace Environment and Its Impact Organizational Performance in Public Sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
- Chung, H., Birkett, H., Forbes, S., & Seo, H. (2021). Covid-19, Flexible Working, and Implications for Gender Equality in the United Kingdom. *Gender and Society*, 35(2), 218-232.
- Danvila, I., Estévez-Mendoza, C., & Lara, F. J. (2019). Human resources training: A bibliometric analysis. *Journal of Business Research*, 101, 627-636.
- Deci, E. L. (1972). The effects of contingent and noncontingent rewards and controls on intrinsic motivation. *Organizational Behavior and Human Performance*, 8(2), 217-229.
- Dubrin, A. J. (2013). *Principles of Leadership*. Australia: South-Western Cengage Learning.
- Elmasri, A., & Sabzalieva, E. (2020). Dealing with Disruption, Rethinking Recovery: Policy Responses to the COVID-19 Pandemic in Higher Education. *Policy Design and Practice*, 3(3), 312-333.
- Farhad, Abadi, F. E., & Khanzadeh, S. A. (2011). A Study of Influential Factors on Employees' Motivation for Participating in the In-Service Training Courses Based on Modified Expectancy Theory. *International Business and Management*, 2(1), 157-169.
- Farrell, J., Flood, P., McCurtain, S., Hannigan, A., Dawson, J., & West, M. (2005). CEO leadership, top team trust and the combination and exchange of information. *Irish Academy of Management*, 26(1), 22-40.
- Felstead, A., & Reuschke, D. (2020). *Homeworking in the UK: Before and during the 2020 Lockdown*. Wiserd Report, Cardiff: Wales Institute of Social and Economic

Research.

- Granziera, H., & Perera, H. N. (2019). Relations Among Teachers' Self-efficacy Beliefs, Engagement, and Work satisfaction: A social Cognitive View. *Contemporary Educational Psychology, 58*, 75-84.
- Halepota, H. A. (2005). Motivational theories and their application in construction. *Cost Engineering, 47*(3), 14-18.
- Hameed, A., & Waheed, A. (2011). Employee Development and its Effect on Employee Performance: A Conceptual Framework. *International Journal of Business and Social Science, 2*(13), 224-229.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New York: Wiley.
- Hidayah, A. K. (2018). The Influence of Individual Characteristics, and Leadership, through Work Motivation and Job Satisfaction on Employee Performance of East Kalimantan Forestry Agency Office. *International Journal of Accounting, Finance, and Economics, 1*(1), 32-45.
- Hu, B., Liu, J., & Qu, H. (2019). The Employee-focused Outcomes of CSR participation: The Mediating Role of Psychological Needs Satisfaction. *Journal of Hospitality and Tourism Management, 41*, 129-137.
- Hunt, J. M. V. (1965). *Intrinsic motivation and its role in psychological development*. In D. Levine (Ed.), Nebraska symposium on motivation (13, 189-282). Lincoln, NE: University of Nebraska Press.
- Imran, R., & Anis-ul-Haque, M. (2011). Mediating Effect of Organizational Climate Between Transformational Leadership and Innovative Work Behaviour. *Pakistan Journal of Psychological Research, 26*(2), 183-199.
- Jain, R., & Kaur, S. (2014). Impact of work environment on job satisfaction. *International Journal of Scientific and Research Publication, 4*(1), 1-8.
- Kalimullah, C., & Chowdhury, M. S. (2010). Enhancing Motivation and Work Performance of the Salespeople: The Impact of Supervisors' Behavior. *African Journal of Business Management, 1*(9), 238-243.
- Karimi, S. (2008). Affecting job satisfaction of faculty members of Bu-Ali Sina University, Hamedan, Iran. *Scientific and Research Quarterly Journal of Mazandaran University, 23*(6), 89-104.
- Kaur, A. (2013). Maslow's Need Hierarchy Theory: Applications and criticisms. *Global Journal of Management and Business Studies, 3*(10), 1061-1064.

- Kaye, B., & Evans, S. J. (2000). Retention: Tag, You're It! *Training and Development*, 54(4), 29-33.
- Khan, H., Rehmat, M., Butt, T.H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model. *Future Business Journal*, 6(1), 1-13.
- Li, X., Cui, W., & Zhang, F. (2020). Who was the First Doctor to Report the Covid-19 Outbreak in Wuhan, China? *Journal of Nuclear Medicine*, 61(6), 782-783.
- Luthans, F. (2005). *Organisational behaviour*. 10th ed. Boston, MA: McGraw Hill.
- Maemunah, S., & Cuaca, H. (2021). Influence of Epidemic COVID-19 on Business Strategy, Information Technology and Supply Chain Agility to Firm Performance in Medical Device Industry. *Linguistics and Culture Review*, 5(S1), 661-669.
- Magny, O. (2012). *Intrinsic and extrinsic factors that influence job satisfaction in police officers relative to Frederick Herzberg's motivation/hygiene theory*. Ann Arbor: University of La Verne.
- Maslow, A.H. (1943). A theory of human motivation. *Psychological Review*, 370-396.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace toward a general model. *Human Resource Management Review*, 11(3), 299-326.
- Newstrom, J.W., Davis, K. (1993). *Organizational Behavior: Human Behavior at Work*. New York, NY: McGraw-Hill.
- Nhat, N.C., & Nguyen, D. V. (2013). Effects of motivation and job satisfaction on employees' performance at Petrovietnam Nghe An Construction Joints Stock Corporation (PVNC). *International Journal of Business and Social Science*, 4(6), 212-217.
- Nijman, D. (2004). *Supporting transfer of training: Effects of the supervisor*. Enschede: University of Twente.
- Noermijati, N., & Primasari, D. (2015). The effect of job stress and job motivation on employees' performance through job satisfaction (A study at PT. Jasa Marga (Persero) Tbk. Surabaya-Gempol branch). *Journal of Economics, Business, & Accountancy Ventura*, 18(2), 231-240.
- Novitasari, D., Goestjahjanti, F. S., & Asbari, M. (2020). The Role of Readiness to Change between Transformational Leadership and Performance: Evidence from a Hospital during COVID-19 Pandemic. *APMBA (Asia Pacific Management and Business Application)*, 9(1), 37-56.
- Nurak, L., & Riana, G. (2017). Examine the effect of organizational justice on job

- satisfaction and employee performance. *Journal of Management and Marketing Review (JMMR)*, 2(3).
- Octaviannand, R., Pandjaitan, N. K., & Kuswanto, S. (2017). Effect of Job Satisfaction and Motivation towards Employee's Performance in XYZ Shipping Company. *Journal of education and practice*, 8(8), 72-79.
- Oliveira, H. H., & Honório, L. C. (2020). Human resources practices and organizational commitment: connecting the constructs in a public organization. *RAM. Revista de Administração Mackenzie*, 21(4).
- Papouli, E., Chatzifotiou S., & Tsairidis, C. (2020). The use of Digital Technology at Home During the COVID-19 Outbreak: Views of Social Work Students in Greece. *Social Work Education*, 39(8), 1107- 1115.
- Raineri, A. (2017). Linking human resources practices with performance: the simultaneous mediation of collective affective commitment and human capital. *The International Journal of Human Resource Management*, 28(22), 3149-3178.
- Raziq, A., & Raheela, M. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Reena,A., Ali, R., & Ahmad, M. S. (2009). The Impact of Reward and Recognition Programs on Employee's Motivation and Satisfaction: An Empirical Study. *International Review of Business Research Papers*, 5(4), 270-279.
- Riana, I.G., Wiagustini, NLP, Dwijayanti, KI, & Rihayana, IG (2018). Managing Work-Family Conflict and Work Stress through Job Satisfaction and Its Impact on Employee Performance. *Journal of Industrial Engineering*, 20(2), 127-134.
- Riana, I.G. (2015). Effects of Motivation on Business Performance: The Mediation Role of Job Satisfaction and Leadership (A Study in Village Credit Institutions). *European Journal of Business, Economics and Accountancy*, 3(2), 1-11.
- Rizaldi, M.Y. (2017). The Effect of Motivation on Employee Performance of PT. Prime rate is Beautiful with Job Satisfaction as a Mediation variable. Thesis Journal. Susanto, Y.
- Robbins, S.P., & Sanghi, S. (2006). *Organizational Behavior*. 11th ed. India: Dorling Kindersley.
- Robbins, S.P., & Judge, T.A. (2017). *Organizational Behavior*, 12th ed. Jakarta: Salemba Empat Publisher.
- Rossett, A., & Downes, G. (1991). *Handbook of Job Aids*. SF: Pfeiffer.
- Rukh, L., Choudhary, M. A., & Abbasi, S. A. (2015). Analysis of factors affecting

- employee satisfaction: A case study from Pakistan. *IOS Press*, 52(1), 137-152.
- Rustiarini, N. W., Sutrisno, S., Nurkholis, N., & Andayani, W. (2019). Fraud Triangle in Public Procurement: Evidence from Indonesia. *Journal of Financial Crime*, 26(4), 951-968.
- Saif, S.K., Nawaz, A., Jan, F.A., & Khan, M.I. (2012). Synthesizing the theories of job satisfaction across the cultural/attitudinal dimensions. *Interdiscilinary Journal of Contemliorary Research in Business*, 3(9), 1382-1396.
- Salunke, G. (2015). Work Environment and Its Effect on Job Satisfaction in Cooperative Sugar Factories in Maharashtra, India. *Abhinav International Monthly Refereed Journal of Research in Management and Technology*, 4(5), 21-31.
- Sanuddin, F. D. P., & Widjojo, A. R. (2016). *Pengaruh Kepuasan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Semen Tonasa*. Fred
- Sardar, S.M. (2017). Job Satisfaction of Public and Private Sectors of Manufacturing Industry in Lahore, Pakistan. (Ph.D dissertation, Cardiff Metropolitan University).
- Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries? *Journal of Human Resources in Hospitality and Tourism*, 19(3), 1-25.
- Springer, G. J. (2010). *Job motivation, satisfaction and performance among bank employees: A correlational study*. Ann Arbor: Northcentral University.
- Stone, R. J. (2005). *Human Resource Coronavirus Disease 2019 (COVID-19): Epidemiology, Pathogenesis, Diagnosis, and Therapeutics*, 9-21. Management. Australia: John Wiley and Sons Australia, Ltd.
- Tran, C.M., & Idodo, P. (2022). Employee work performance during the COVID-19 pandemic: Effects of transformational leadership and employee work environment. (Master dissertation, Blekinge Institute of Technology).
- Vroom, V. H. (1964). *Work and motivation*. Hoboken: Wiley
- Wolor, C. W., Solikhah, S., Fidyallah, N. F., & Lestari, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work-Life Balance on Employee Performance during COVID-19. *The Journal of Asian Finance, Economics and Business*, 7(10), 443-450.
- Woolliscroft, J. O. (2020). Innovation in response to the COVID-19 pandemic crisis. *Academic Medicine*, 95(8), 1140-1142.
- Yukl, G. (2010). *Kepemimpinan dalam organisasi*. Edisi Kelima. Jakarta: Indeks.

Yuliandi, R. T. (2019). Work Discipline, Competence, Empowerment, Job Satisfaction, and Employee Performance. *International Journal of Recent Technology and Engineering (IJRTE)*, 8(3), 7209-7215.

Websites

Coggan, P. (2020). Firms will need to find new ways to bring employees together.

Retrieved from <https://www.economist.com/the-world-ahead/2020/11/17/firms-will-need-to-find-new-ways-to-bring-employees-together>

Srivastava, N., Baxi, P., Ratho, R. K., & Saxena, S. K. (2020). Global Trends in Epidemiology of Coronavirus Disease 2019 (COVID-19). *Coronavirus Disease 2019 (COVID-19): Epidemiology, Pathogenesis, Diagnosis, and Therapeutics*, 9-21.

Retrieved from https://doi.org/10.1007/978-981-15-4814-7_2

APPENDICES

APPENDIX (1) Questionnaire

Survey Questionnaire

Dear Participants,

You are invited to participate in a survey. The purpose of this questionnaire is to help understand what factors affect work performance due to the Covid-19 pandemic in Posts and Telecommunications Department (PTD), Ministry of Transport and Communications (MOTC). Information obtained using this questionnaire will be treated anonymously. This questionnaire should take between 6 to 10 minutes to complete. I am highly appreciated for your participation.

Best Regards,

Yu Yu Naing

Roll No.EMBAIL-25

EMBA 18th BATCH (NPT)

Section (A)

General Questions

1. What is your gender?

Male

Female

2. What is your Age (years)?

30 years and under

31-40 years

41-50 years

50 years and over

3. What is your Marital Status?

- Single
- Married

4. What is your highest level of education?

- High School
- Diploma
- Bachelor Degree
- Master Degree or Higher

5. What is your current position?

- Officer
- Non-Officer

6. How many people, if any, report to you in your current role?

- 0-5 people
- 6-10 people
- 11-20 people
- 21 people and above

7. How long have you worked in Posts and Telecommunications Department, Ministry of Transport and Communications?

- 0-5 years
- 6-10 years
- 11-15 years
- 16 years and over

8. How many days per week, on average, did you work full-time from home before the outbreak of the Covid-19 virus?

- I have never worked from home before
- 1 day per week

- 2 days per week
- 3 days per week
- 4 days per week
- 5 days or more per week

9. How many days per week, on average, did you work full-time from home after the outbreak of the Covid-19 virus?

- I have never worked from home before
- 1 day per week
- 2 days per week
- 3 days per week
- 4 days per week
- 5 days or more per week

Section (B)

Statements for Work Environment, Leadership and Motivation

The next statements are about your work environment. Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No.	Statements	1	2	3	4	5
	Job Aids					
1	I feel tied to my computer to a greater extent than at my workplace.					
2	I am concerned that there are work tasks I want to do but cannot do from home.					
3	I have all the tools and materials to do my job optimally.					
4	My department has consistent, usable work practices.					
5	The Department provides me with sufficient opportunities to learn and grow.					

	Physical Work Environment					
6	I can work from home.					
7	I can complete my daily tasks easily due to overall office environment.					
8	I like the atmosphere in my home better than at work.					
9	I save the normal transportation time to my workplace.					
10	I get time to focus on my work without interruptions from other people.					
	Supervisor Support					
11	I can work from home.					
12	I can complete my daily tasks easily due to overall office environment.					
13	I like the atmosphere in my home better than at work.					
14	I save the normal transportation time to my workplace.					
15	I get time to focus on my work without interruptions from other people.					

The next statements are about leadership in your place of work. Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No.	Statements	1	2	3	4	5
	Individualized Consideration					
1	Leader cares about me.					
2	Leader helps me if I have difficulties.					
3	I ensure that colleagues/ employees get recognition and/or rewards when they achieve difficult or complex goals.					
4	Leader is considerate towards me.					

5	I am satisfied with the support of my superiors and the help they offer me.					
	Intellectual Stimulation					
6	Leader breaks down complex ideas for me.					
7	Leader challenges me to come up with new ideas.					
8	Leader asks me questions that make me think.					
9	I receive guidance if I cannot achieve my goal.					
10	I help others with new ways of looking at new and complex ideas or concepts.					
	Inspirational Motivation					
11	Leader shows me how my work relates to the real world.					
12	Leader talks enthusiastically about what my future career could be like.					
13	Leader explains why seemingly dull work is necessary.					
14	Leader tells me inspirational stories.					
15	Leader communicates an exciting vision that I can achieve.					
	Idealized Influence					
16	Leader provides examples of people for me to learn from.					
17	Leader sets an example for me to copy by working hard.					
18	Leader gives me an example of somebody that I can learn from.					
19	Leader is role models for me.					
20	Leader sets an example for me to follow.					

The next statements are about your motivation. Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No.	Statements	1	2	3	4	5
	Extrinsic Factors					
1	I have the chance to make as much money as my friends.					
2	I am satisfied with the friendliness and the spirit of co-operation among my co-workers.					
3	I like the way my job provides for a secure future.					
4	I like the technical “know-how” of my supervisor.					
5	I like the way my superiors train employees.					
	Intrinsic Factors					
6	I have the chance to do many things on the job.					
7	I am able to take pride in a job done.					
8	I am satisfied with the recognition I get for the work I do.					
9	My job in this organization has met my expectations.					
10	In general, I like my job.					

Section (C)

Statements for Job Satisfaction and Work Performance

The next statements are about your job satisfaction. Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No.	Statements	1	2	3	4	5
1	My job is usually interesting enough to keep me from getting bored.					
2	I feel well satisfied and rewarded with my present job.					
3	Most of the time, I am enthusiastic to go to work.					
4	I feel that I am happier in my work than most other people.					

5	Most days I am enthusiastic about my work.					
6	During these (Covid-19) times, my work is more demanding than normal.					

The next statements are about your work performance. Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No.	Statements	1	2	3	4	5
1	I tend to over-perform in my job by doing more than asked.					
2	The quality of my work is higher than it should be.					
3	I concentrate enough on my work.					
4	I put in the effort needed to achieve high-quality work performance.					
5	My supervisor has regularly recommended me for my outstanding performance.					
6	I am confident in the use of digital tools for my work.					

The End

APPENDIX (2) STATISTICAL OUTPUTS

Model (1) Regression Analysis Results for the effect of Work Environment on Job Satisfaction in PTD

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	.792 ^a	.627	.618	.4664	.627	72.708	3	130	.000	1.994

a. Predictors: (Constant), Work Environment Supervisor Support Mean, Work Environment Physical Environment Mean, Work Environment Job Aids Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.456	3	15.819	72.708	.000 ^b
	Residual	28.283	130	.218		
	Total	75.739	133			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Work Environment Supervisor Support Mean, Work Environment Physical Environment Mean, Work Environment Job Aids Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.063	.239		.262	.794	-.410	.535		
	Work Environment Job Aids Mean	.521	.100	.467	5.238	.000	.324	.718	.361	2.771
	Work Environment Physical Environment Mean	.302	.070	.312	4.326	.000	.164	.441	.551	1.814
	Work Environment Supervisor Support Mean	.107	.085	.102	1.263	.209	-.060	.274	.438	2.286

a. Dependent Variable: Job Satisfaction Mean

Model (2) Regression Analysis Results for the effect of Leadership on Job Satisfaction in PTD

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	.735 ^a	.541	.527	.5192	.541	37.994	4	129	.000	1.918

a. Predictors: (Constant), Leadership Idealized Influence Mean, Leadership Individualized Consideration Mean, Leadership Inspirational Motivation Mean, Leadership Intellectual Stimulation Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.966	4	10.242	37.994	.000 ^b
	Residual	34.773	129	.270		
	Total	75.739	133			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Leadership Idealized Influence Mean, Leadership Individualized

Consideration Mean, Leadership Inspirational Motivation Mean, Leadership Intellutual Stimulation Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
		1	(Constant)	1.349			.210		6.424	.000
	Leadership Individualized Consideration Mean	.231	.107	.261	2.163	.032	.020	.442	.245	4.087
	Leadership Intellutual Stimulation Mean	.064	.127	.072	.503	.616	-.187	.315	.173	5.774
	Leadership Inspirational Motivation Mean	.208	.081	.319	2.582	.011	.049	.368	.233	4.290
	Leadership Idealized Influence Mean	.107	.099	.139	1.081	.282	-.089	.303	.214	4.673

a. Dependent Variable: Job Satisfaction Mean

**Model (3) Regression Analysis Results for the effect of Motivation
on Job Satisfaction in PTD**

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	.846 ^a	.715	.711	.4058	.715	164.451	2	131	.000	1.875

a. Predictors: (Constant), Motivation Extrinsic Mean, Motivation Intrinsic Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.165	2	27.083	164.451	.000 ^b
	Residual	21.574	131	.165		
	Total	75.739	133			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Motivation Extrinsic Mean, Motivation Intrinsic Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.575	.167		3.451	.001	.246	.905		
	Motivation Intrinsic Mean	.525	.086	.539	6.125	.000	.355	.695	.281	3.556
	Motivation Extrinsic Mean	.292	.076	.339	3.860	.000	.142	.441	.281	3.556

a. Dependent Variable: Job Satisfaction Mean

**Model (4) Regression Analysis Results for the effect of Job Satisfaction
on Work Performance in PTD**

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	.759 ^a	.576	.572	.4543	.576	179.022	1	132	.000	1.500

a. Predictors: (Constant), Job Satisfaction Mean

b. Dependent Variable: Work Performance Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.951	1	36.951	179.022	.000 ^b
	Residual	27.246	132	.206		
	Total	64.197	133			

a. Dependent Variable: Work Performance Mean

b. Predictors: (Constant), Job Satisfaction Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
		1	(Constant)	1.332			.183		7.263	.000
	Job Satisfaction Mean	.698	.052	.759	13.380	.000	.595	.802	1.000	1.000

a. Dependent Variable: Work Performance Mean