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Letter from the Editor-in-Chief

Myanmar and Korea have many similarities and are complementary relationship. Therefore, we believe that research exchange will expand mutual understanding between Myanmar and Korea, and will be the cornerstone for mutual development.

KOMYRA and YUE have co-published The Myanmar Journal since August 2014. So far, many scholars have published numerous papers through the journal, and We are sure that this journal has helped many people understand Myanmar and Korea more clearly and closely.

The Myanmar Journal covers various issues in Myanmar and Korea. It covers various topics that can promote bilateral development and mutual understanding, not limited to specific topics such as economy, industry, society, education, welfare, culture, energy, engineering, healthcare, and agriculture.

We hope that this journal will continue to promote understanding of the current status and potential capabilities of Myanmar and South Korea and promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and YUE and KOMYRA for their valuable support in The Myanmar Journal publication.

February 28, 2022

Youngjun Choi *yj choi*

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INFORMATION ABOUT The Myanmar Journal

The Myanmar Journal (ISSN 2383-6563) is the official international journal co-published by Yangon University of Economics (YUE) and Korea Myanmar Research Institute (KOMYRA).

This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire field of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage (http://www.komyra.com/bbs/board.php?bo_table=articles).

Effect of Organizational Support on Job Satisfaction of Employees during Covid-19 Pandemic in Myanmar

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ABSTRACT : This study analysis the effect of organizational support on job satisfaction and consequently on organizational commitment during the covid-19 pandemic in Myanmar. The primary data were collected from 384 employees of the various organization by using structured questionnaire. The framework are based on organizational support theory. The simple random sampling method was used in collecting data. Descriptive method was used to analyze respondent's demographic data and person correlation coefficient analysis was used to analyze independent and dependent variables for examining the relationship between the two variables. The person correlation coefficient analysis results shows that organizational support and job satisfaction have positive correlation, and job satisfaction and organizational commitment are also correlate positively. Thus, this study contribute important implications for theory and practice.

Key words : *Organizational Support, Job Satisfaction, Organizational Commitment, Covid-19 Pandemic*

I. Introduction

COVID-19 is a global health emergency that has shook the entire world, causing widespread dread and uncertainty. It has had a significant impact on economies, cultures, employees, and businesses. During challenging times, it is more important for companies to value and support their employees. According to Haas et al., (2020) employers need to support the workforce in term of organization support. There are numerous restrictions on corporate and workplace operations (such as work

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from home, 6ft apart working place). Organizations need to navigate their employee's job satisfaction during social distancing, remote working, and shelter in place orders while facilitating the safe and healthy. During pandemic most of the employees have stressful environment which will affect organization effectiveness such as poor performance task, problem solving skills, poor commutation, uncertainty career, poor pay and salary cut and non-supportive between careers since they are working work from home or 6ft apart working (Funk, 2000). In addition, there are variety of affects which can influence the employees' job which was organization support during pandemic such as employees' retention, training and development, commitment on organization.

During this time, job satisfaction of all employees are very important for businesses since happy and satisfied employees contribute to the organization's effectiveness in term of long-term success. An individual who is happy in his job will do a good job and will be dedicated to his job and to his company. It is critical for employers to understand the elements that can affect their employees' job satisfaction, as this had an impact on the organization's performance (Awang, Ahmad, & Zin, 2010).

Based on the organizational support theory (OST) (Eisenberger, Huntington, Hutchison, & Sowa, 1986), this study investigates the effect of organizational support on employees (specifically, management's support of health initiatives, staff retention, and staff training) and subsequently on employee job satisfaction and organizational commitment. This study investigate in all private sectors employees in Myanmar, seeking to contribute by highlighting the link between organizations' support for their employees, and their employee job satisfaction and organizational commitment during the COVID-19 pandemic.

1. Objectives of the Study

The specific objectives of this study are as follows:

- (i) To examine the relationship between organizational support and job satisfaction of employees
- (ii) To analysis the relationship between job satisfaction and employee commitment

2. Scope and Method of the Study

This study emphasize on the organizational support, job satisfaction and organizational commitment of employees during covid-19 pandemic in Myanmar.

Primary data is collected from survey with structured questionnaire. Employees who are working in various private organization are population of this study. Thus, the specific population cannot be calculated. The probability sampling method would consider only a subset of the entire population available. According to Saunders et al., (2009), the larger the sample size, the lower the error when generalizing the population. However, the sample size is dictated by the confidence level, margin of error that can be tolerated in the study, type of statistical analyses, and the total population size. In the most of social science studies, researchers are content to estimate the population's characteristics at 95% confidence to between 3 – 5 % of margin error. Confidence Level set up 95%, and Margin of Error is 5% for (N) is infinite population. By referring to the target population, a total of 384 survey questionnaires were distributed. Descriptive research method and Pearson Correlation analysis are conducted in this study. Secondary data are collected from relevant books, journals, previous research and internet web sites.

II. Literature Review of the Study

The conceptual framework is based on the assumptions of the organizational support theory. According to organizational support theory, employees tend to assign human-like characteristics to organization and thus encourage the development of Perceived Organizational Support (POS) (Eisenberger et al., 1986). When the organization gives resources to employees in a voluntary manner rather than under circumstances beyond their control, employees will view such aid as being genuinely valued and respected by the organization. Base on this principle, POS will be effectively enhanced if employees view organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies as voluntary behaviors of organizations (Eisenberger et al., 1986). Since supervisors are often viewed as organizational agents, favorable treatment from supervisors should enhance employees' POS, however, this relationship is mediated by employees' perception of the degree to which supervisors' actions are designated by organizations, as opposed to their own.

Effective human resource management (HRM) practice focuses primarily on human resource managers and people in charge to attract employees and increase employee satisfaction (Armstrong, 2009). Human resource practices refer to the management of people in the internal environment of organizations, including the activities, policies, and practices associated with planning, acquiring, developing, using, evaluating, maintaining, and maintaining appropriate activities and skills of employees. be

successful and have organizational goals (Jeet & Sayeeduzzafar, 2014). HR practices are activities performed as part of the implementation of HR policies and programs, including rehabilitation, learning and development, performance and reward management, employee relationships, and administration (Armstrong & Taylor, 2014). There are several key HRM practices that should support the company's business strategy: job analysis and job design, identifying the number of employees with specific knowledge and skills (human resource planning), acquiring the skills of the staff (hiring), selecting employees, teaching employees, to do their job and prepare them for the future (training and development), evaluate their performance (performance management), reward employees (remuneration) and a positive work environment (employee relationships). An organization works best when all of these practices are well managed (Bell et al., 2016).

Training refers to the efforts made by the company to facilitate the acquisition of job skills, knowledge, skills, and behaviour by the employees. The purpose of the training is to impart knowledge-based knowledge, skills, and attitudes in the training of the employees and to implement their daily activities. Developmental training, as well as education, refers to formal education, work experience, relationships, and assessment of personality, skills, and abilities that help prepare employees for future jobs or positions (Bell et al., 2016). Training and development refer to the systematic development of knowledge, skills, and attitudes through which employees are required to perform a particular task or task properly (Olaniyan & Ojo, 2008).

Employees are the most valuable resource of every business and their contribution to the organization is very essential tools for organization success. Retention of the employees is implementing seriously for a satisfied outputs of their customers with their employees (Bisht, Chubey & Thapliyal, 2016). The retention of the employees is associated directly with the policies made and implemented by the HR Department of the company.

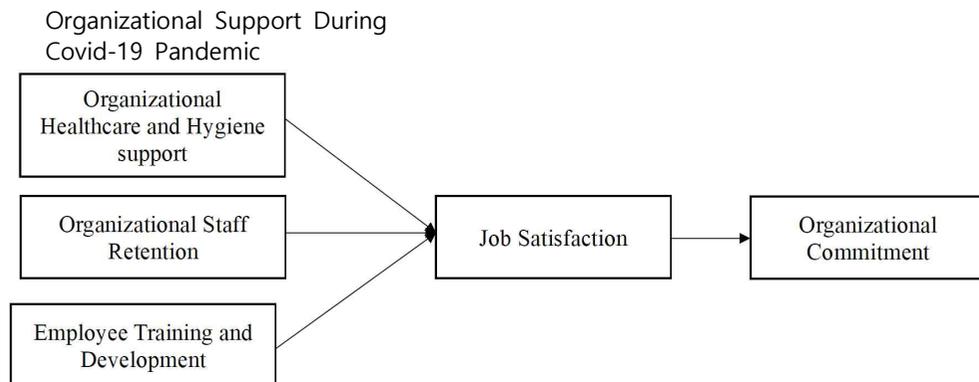
Many workplaces have features that, if handled incorrectly, can endanger the safety and health of employees. Human resource (HR) practices take place in physical and social work environments that strongly affect the safety, health, and well-being of workers and businesses. Safety protects employees from work injuries. The definition of safety includes aspects related to muscle disorders, stress injuries, and violence at work and in the family. Health means that the employee does not suffer from physical or mental illness. These areas can seriously affect productivity and quality of life. They can drastically reduce a company's productivity and employee morale. In fact, work-related injuries and illnesses occur more often than most people. Employment analysis information can help identify safety and health issues.

Positive feelings about one's job are best described as job satisfaction. Job satisfaction, in theory, is the best predictor of positive work-related outcomes such as

increased performance (Mumtaz et al., 2016). Employees who are satisfied with their jobs are more likely to be productive and perform well, while employee turnover and absenteeism are reduced. According to Jeet and Sayeeduzzafar (2014), job satisfaction refers to an employee's level of satisfaction with his or her job. They also stated that job satisfaction is an important indicator of how employees feel about their jobs and describes how satisfied they are with their jobs. Employee satisfaction is also related to an increase in the organization's output. Employee job satisfaction is critical to an organization's success.

To face the challenges during covid-19 pandemic period, the role of the individual in the organization is the most important resource for all organization. Implementation of strategies, policies, and programmes by the organization can create commitment of the employee and this increasing organizational competitiveness (Neves & Caetano, 2009). The term organizational commitment refers to the degree to which an employee is devoted to their employer and turnover, productivity, and satisfaction were found to have a substantial link with organizational commitment (Mathieu & Hamel, 1989). The conceptual framework of the study is illustrated in Figure 1 to test the relationship between organizational support during covid-19 pandemic and job satisfaction.

Figure 1. Conceptual Framework of the Study



Source: Adapted from Salem, Elbaz, Elkhwesky, & Ghazi (2021)

III. Data Analysis

For data analysis, descriptive and correlation analysis are used. As descriptive method, mean value calculation is presented, and correlation analysis is used to examine the relationship between organizational support during covid-19 pandemic and job satisfaction. Reliability test is also calculated. The results of the data are shown in following tables.

Table 1. Reliability Test

No.	Factor	No. of Items	Cronbach's Alpha
1.	Organizational Healthcare and Hygiene Support	10	0.893
2.	Organizational Staff Retention	12	0.786
3.	Employee Training and Development	7	0.941
4.	Job Satisfaction	7	0.932
5.	Organizational Commitment	6	0.926

Source: SPSS Output

Table (1) shows the Cronbach's Alpha values of all selected variables have greater than 0.70 of Cronbach's Alpha value. This means all variables are consistency and reliable to conduct the research.

IV. Findings from Descriptive Analysis

Descriptive analysis has been conducted to present the demographic variables of employees and their perception on dependent and independent variables. The results are shown in the following tables.

Table 2. Descriptive Analysis of the Study

Demographic Factors		No. of Respondents	Percentage (%)
Total		384	100
Gender	Male	154	40.1
	Female	230	59.9
Age (years)	Under 24	81	21.1
	25 - 31	163	42.4
	32 - 38	91	23.7
	39 - 45	33	8.6
	46 and above	16	4.2
Position Level	Junior Staff	104	27.1

	Senior Staff	73	19.0
	Supervisor	36	9.4
	Manager	109	28.4
	Executives	43	11.2
	Others	19	4.9
Services Years in Current Organization	Below 1 year	18	4.7
	1 – 3 years	205	53.4
	3 – 5 years	66	17.2
	5 – 7 years	30	7.8
	7 – 9 years	24	6.3
	9 years and above	41	10.7
Department	Human Resource	21	5.5
	Administration	18	4.7
	Operation	46	12.0
	Finance	84	21.9
	Sales	100	26.0
	Marketing	87	22.7
	Others	28	7.3
Types of Organization	Heavy Machinery	5	1.3
	Banking	39	10.2
	Education	50	13.0
	Advertising	12	3.1
	Construction	6	1.6
	Distribution	3	0.8
	Electronics	5	1.3
	Financial Service	4	1.0
	FMCG	65	16.9
	Health Care	6	1.6
	Hotel	2	0.5
	IT	10	2.6
	NGO	11	2.9
	Manufacturing	5	1.3
	Logistics	1	0.3
	Medical Equipment	3	0.8
	Pharma	12	3.1
	Telecommunications	7	1.8
	Tourism	5	1.3
	Trading	6	1.6
Others	127	33.1	

Source: Survey Data (2021)

According Table (2), the participants are included from the varieties of industry and most of them are middle age. Employees from the variety of position are also collected but most of them possess management positions. Most of the participants are from sales and marketing department.

Table 3. Employees Perception on Organizational Support Factors, Job Satisfaction, and Organizational Commitment.

Sr. No.	Description	Mean Value
1.	Organizational Healthcare and Hygiene Support	3.45
2.	Organizational Staff Retention	3.25
3.	Employee Training and Development	3.25
4.	Job Satisfaction	3.39
5.	Organizational Commitment	3.27

Source: Survey Data (2021)

Based on the results of the above Table (3), most of the respondents are satisfied on their organizational support factors especially on organizational healthcare and hygiene support during covid-19 pandemic period in Myanmar. They are also satisfied on their jobs and they want to stay at the current organization and show loyalty to their organization.

To test the relationship of independent variables and dependent variable correlation analysis is calculated in this study. The associations of variables are shown in Table (4) and Table (5).

Table (4) Correlation between Organizational Support and Job Satisfaction

		1	2	3	4
Organizational Healthcare and Hygiene Support (1)	Pearson Correlation	1			
	Sing. (2-tailed)				
Organizational Staff Retention(2)	Pearson Correlation	.769**	1		
	Sing. (2-tailed)	.000			
Employee Training and Development (3)	Pearson Correlation	.743**	.687**	1	
	Sing. (2-tailed)	.000	.000		
Job Satisfaction (4)	Pearson Correlation	.780**	.709**	.735**	1
	Sing. (2-tailed)	.000	.000	.000	

** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data (2021)

According to Table (4), the three factors of organizational support variable have significant and positive correlation with job satisfaction. Among the three factors of organizational support, organizational health and hygiene support have strongest positive correlation with job satisfaction.

Table 5. Correlation between Job Satisfaction and Organizational Commitment

No.	Description	Pearson Correlation Coefficient	P value
1.	Job Satisfaction	0.846**	0.000

** Correlation is significant at the 0.01 level (2-tailed).

Dependent variable: Organizational Commitment

Source: Survey Data (2021)

According to Table (5), job satisfaction has the correlation with organizational commitment at 0.01 levels (2 tailed). Pearson correlation value is 0.846.

V. CONCLUSION

This study findings give the positive impact of organizational support on job satisfaction and organizational commitment during the Covid-19 pandemic. There was two objectives in this study. The first one is to examine the relationship between organizational support and job satisfaction of employees during Covid-19 pandemic. From the analysis, it is found that there are strongly relationship between these two variables.

The research showed that the more support to organizational healthcare and hygiene support, organizational staff retention, and employee training and development, the more satisfied to employees during this time in Myanmar. Health related support are the most important variables to the job satisfaction during Covid-19 pandemic in Myanmar. So, organization should have been supported all necessary healthcare support for Covid-19 to get job satisfaction for employees. Moreover, appropriate training should be provided to adapt and flexible for changing work practices during this time. The second objective is to analysis the relationship between job satisfaction and employee commitment. Based on the study, there is statistical positive relationship between job satisfaction and employee commitment. Findings of the study suggest that organizations should practice some factors to increase on organizational commitment and contribute them in employees' development programs to improve their attitude in the workplace.

During this crisis, organization needs to support in term of emotional and physically to the employee for their lost. Greater employee job satisfaction, organizational commitment can be achieved. By giving more organizational support for employees to be healthy and happy, every business can maintain and develop competitiveness during this time.

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