

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
ONLINE MBA PROGRAMME

EFFECT OF JOB INVOLVEMENT ON JOB
SATISFACTION AND EMPLOYEE PERFORMANCE AT
BUMBLE BEE PROFESSIONAL CLEANING SERVICE
CO., LTD

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OMBA - 200201

ONLINE MBA

OCTOBER, 2023

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ACADEMIC YEAR (2020 - 2023)

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CO., LTD**

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

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Job Involvement on Job Satisfaction and Employee Performance of Bumble Bee Professional Cleaning Service (Yangon)**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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OCTOBER, 2023

ABSTRACT

The main objectives of this studies are to examine the effect of job involvement on job satisfaction at Bumble Bee Professional Cleaning Service Co., Ltd and to analyze the effect of job satisfaction on employee performance at Bumble Bee Professional Cleaning Service Co., Ltd. This study obtained data from employees of the Bumble Bee Professional Cleaning Service Co., Ltd. There are 230 employees working at Bumble Bee Professional Cleaning Service. 146 employees are randomly selected as sample and determined by using Yamane's Formula through margin error of 0.05. Structured questionnaires are distributed to those 146 employees are using simple random sampling method and complete data are received from only 109 employees. Primary data are collected from the respondents by structured questionnaires. Secondary data are obtained from relevant text books, previous research papers, international journals and internet web search. The data are analyzed by descriptive statistics and multiple linear regression analysis. The analysis shows that the support from team leaders (group support) and mutual beneficial relationship among tasks (task interdependence) have positively significant effect on job satisfaction and job satisfaction has positively significant effect on employee performance. Thus, the top management needs to keep their good and adequate support with advices, materials, services to employee and they also should educate their employees to understand the job nature of interdependence.

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TABLE OF CONTENTS

		Page
ABSTRACT		i
ACKNOWLEDGEMENTS		ii
TABLE OF CONTENTS		iii
LIST OF TABLES		v
LIST OF FIGURES		vi
CHAPTER 1	INTRODUCTION	1
	1.1 Rationale of the Study	2
	1.2 Objectives of the Study	3
	1.3 Scope and Method of the Study	3
	1.4 Organization of the Study	4
CHAPTER 2	THEORETICAL BACKGROUND	5
	2.1 Human Resource Management Practices	5
	2.2 Job Satisfaction	7
	2.3 Employee Performance	8
	2.4 Empirical Studies	9
	2.5 Conceptual Framework of the Study	13
CHAPTER 3	PROFILE AND JOB INVOLVEMENT OF BUMBLE BEE PROFESSIONAL CLEANING SERVICE CO., LTD (YANGON)	14
	3.1 Profile of Bumble Bee Professional Cleaning Service Co., Ltd	14
	3.2 Vision, Mission and values	15
	3.3 Organization Structure	16
	3.4 Job Involvement Practices of Bumble Bee Professional Cleaning Service Co., Ltd	17

CHAPTER 4	ANALYSIS ON JOB INVOLVEMENT, JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN BUMBLE BEE PROFESSIONAL CLEANING SERVICE CO., LTD	19
	4.1 Demographic Profile of Respondents	19
	4.2 Reliability Test	21
	4.3 Employee Perception on Job Involvement	23
	4.4 Job Satisfaction	26
	4.5 Employee Performance	28
	4.6 Analysis on Job Involvement, Job Satisfaction and Employee Performance of Respondents	29
CHAPTER 5	CONCLUSION	35
	5.1 Finding and Discussions	35
	5.2 Suggestion and Recommendations	36
	5.3 Needs for Further Research	37
REFERENCES		
APPENDICES		

LIST OF TABLES

Table No.	Particulars	Page
Table 4.1	Demographic Profile of Respondents	20
Table 4.2	Reliability Results	22
Table 4.3	Employee Perception on Group Support	23
Table 4.4	Employee Perception on Decision Making	24
Table 4.5	Employee Perception on Task Interdependence	25
Table 4.6	Employee Job Satisfaction	27
Table 4.7	Employee Performance	29
Table 4.8	Effect of Job Involvement on Employee Satisfaction	30
Table 4.9	Effect of Satisfaction on Performance	31

LIST OF FIGURES

Figure No.	Particulars	Page
Figure 2.1	Conceptual Model of Khan and Akbar	10
Figure 2.2	Conceptual Framework of Ocran	12
Figure 2.3	Conceptual Framework of the Study	13
Figure 3.1	Organization Chart of Bumble Bee Professional Cleaning Service Co., Ltd	16

CHAPTER 1

INTRODUCTION

Job involvement is a descriptive belief of the present job and tends to be a function of how much the job can satisfy one's current needs (Kanungo, 1982). Paullay et al. (1994) conceptualized job involvement as the degree to which individuals are cognitively preoccupied with, engaged in, and concerned with their present job. It has positive organizational implications, influencing the degree to which an employee supports the organizational goals, and thus leads to better productivity (Brown, 1996). Good management of an organization can be accomplished if the organizational priorities have been properly implemented as planned. One of the goals is placing the right workers in the right roles. This can be achieved by observing employees' job involvement in certain tasks and putting them in a suitable position, so that they may reach full level of success. Because of this significance, work involvement and its outcomes such as job satisfaction or job performance are among the areas of organizational behavior and human resource management research that are studied most.

Job involvement is related to managing behavior at work which is a part of the life cycle of a company in achieving its goals. Employees who have been involved in work will consider that the work brings certain meaning and show better performance associated with the job (Orgambidez- Ramos & Almeida, 2017). In addition, having an involved workforce is recognized as a significant advantage to the success of a company, because maintaining employee involvement contributes to increased productivity and lower turnover rates (Srivastava, 2013) as cited in (Abdallah et al., 2017). According to Scott et al. (2003), employee job involvement concerns to the nature of the tasks performed by employees, employee relationships with work groups, and the nature of the decision-making process. These factors are identified by (Scott et al., 2003) as task interdependence, group support, and participation in decision-making. These three factors will influence employees to be involved in work, improve performance and increase job satisfaction. Because according to Setiawan et al. (2020) employee job satisfaction is very important to make an employee bring out the maximum ability in the job.

Job satisfaction is one of the topics most under scrutiny. It's considered central to the psychology of work and organization since it acts as a mediator between working conditions

and individual / organizational outcomes Dormann & Zapf, (2001). Other meanings include (Locke, 1976) who believed that work satisfaction is an optimistic emotional state arising from one 's job (Abdallah, et al., 2017). Job satisfaction is related to how someone likes their job. Employees who have high job satisfaction look upon their jobs positively. But on the contrary, those with low job satisfaction will have negative sentiments upon their work (Demir, 2018). According to Spector, (1997), job satisfaction is an observable expression of an affective reaction to a particular work that is the satisfaction of a person with the employment.

Employee job performance has continuously been a major challenge for both human resource managers and professionals (Gu & Chi, 2009). It embraces compelling ways to persuade workers to accomplish and provide higher job performance. Employees are the basic source of benefits and competitive advantage in any organization. The viability and efficiency of an organization is credited to the viability and productivity of employee 's performance (Ahmadi, 2009). Thus, employee performance is instrumental to organizational development and productivity (Inuwa, 2016). The concept of employee performance is key to the understanding of the organization. Though it can be determined by many factors, the level of effectiveness and efficiency can be measured in a given organization via employees 'performance.

1.1 Rationale of the Study

In the cleaning industry, the employee can break a commercial or industrial cleaning business which their unprofessional behaviors. In the cleaning process, the employees not only know how to use cleaning techniques, tools & equipment professionally. But also, proper handle clients' needs and wants.

When the employees who directly work with clients are more important because they are represent the image of the company. If they are not performing to the customer's expectations, the business will be struggle with so many complains and not to be sustainable.

At the Bumble Bee Company, the employees are important determinants of the growth, development and productivity of the company. Bumble Bee is more concerned about improving worker welfare and employee satisfaction. It is the company duty to build the highest levels of job involvement and job satisfaction among all employees.

1.2 Objectives of the Study

The aim of the study is to identify and examine job involvement on Job satisfaction and employee performance. Specially this research is to ascertain the relationship between job involvement on job satisfaction among employees in Bumble Bee organization which lead to employee performance. The specific objectives are:

- i. To analyze the effect of job involvement on job satisfaction in Bumble Bee Professional Cleaning Service Co., Ltd
- ii. To analyze the effect of job satisfaction on employee performance in Bumble Bee Professional Cleaning Service Co., Ltd

1.3 Scope and Method of the Study

This study mainly focuses on the effect of job involvement on job satisfaction and employee performance of Bumble Bee Professional Cleaning Service Co., Ltd. There are 230 employees in Bumble Bee Company. In this study, 146 employees are randomly selected as sample. Structured questionnaires are distributed to those 146 employees. Sample size is calculated with Yamane's Formula. Complete data are received from only 109 employees. Secondary Data are obtained from textbooks, previous research papers, internet websites of Bumble Bee Company, journals and international thesis. Data collection period was during September, 2023. For data analysis, both descriptive method and multiple linear regression and sampling method are applied.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one begins with the introduction of this paper which includes the rationale of the study, the objectives of the study, the scope and methodology of the study, and the organization of the study. Chapter two provides the theoretical background on concept of Human Resource Management related with job involvement on job satisfaction and employee performance. Chapter three discusses the profile of Bumble Bee company limited and identifies the Bumble Bee company practices concerning the organization. Chapter four focuses on the analysis of the effect of job involvement on job satisfaction and the analysis of the effect of job satisfaction on employee

performance. Lastly, the fifth chapter is the conclusion of this research, which includes the findings, discussion, suggestions, and recommendations, as well as the need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter explains the theoretical underpinnings of all the variables that were put

into practice for the purpose of this research. It describes the significance of job involvement in the workplace, provides definitions of independent variables linked with job satisfaction and employee performance at Bumble Bee Professional Cleaning Service Co. Ltd., as well as practices and dimensions associated with Job Involvement. This points in the book, we have reached the part where we discuss the conceptual framework of the investigation.

2.1 Human Resource Management Practices

Human Resources Management practices is a form of system in which a set of distinct but interrelated activities, functions and processes are directed at attracting, developing and maintaining or disposing firms 'human resources for that matter employees (Lado & Wilson, 1994). Human resource management is the way organizations manage their staff and help them to develop in order to be able to execute organizations' missions and goals successfully (McCourt & Eldridge, 2003).

2.1.1 Job Involvement

Job involvement defines the extent of psychological interest in a given job and also indicates that an individual's psychological condition is cognitively occupied, active and concerned about the current work (Lambert et al., 2016). It is also supported by a statement from Fernández-Salinero et al., (2020) that job involvement can represent the work value perceived by employees. Mudrack quoted by Fernández-Salinero et al., (2020) claimed that job involvement in a company is correlated with individual growth. This involvement refers to the psychological fact that a person is interested in the career, profession and company. Moreover, it is understood that in recent times job participation has become increasingly relevant due to the economic downturn, globalization and increased competition.

Notwithstanding this, there is no consensus on the definition or operationalization of job involvement (Demir, 2018). Job involvement can also represent a type of attitude towards work and is usually defined as the extent to which a person identifies psychologically with their job, that is, how important someone places on their job (Ćulibrk et al., 2018). It is known that work involvement can be identified through the following factors:

2.1.2 Group Support

A support can refer to connections with other individuals who can provide assistance and support for someone (Lambert et al., 2016). Bishop et al. (2000) stated that group support is the level where employees perceive that the work group concern about their existence and appreciates their contribution. Additionally, a support can provide resources for people to overcome stressors more effectively, and ultimately reduce work stress. Lack of co- worker support can also be a tried-and-true experience, increasing the level of frustration encountered in the workplace (Lambert et al., 2016). In addition, a support group is considered to make members feel more competent and valued (Pohl & Galletta, 2017).

2.1.3 Participation in Decision-Making

Participation in decision-making is characterized as a decision-making process between supervisors and their underlings. In this process, employees play a specific role in decision-making, and this management style is called participatory management. (Ding & Shen, 2017). Participation in decision-making has a positive influence on psychological ownership since this process causes employees to feel recognized and respected which eventually increases a sense of ownership in the organization. Participation in decision-making also implies that each team member has equal opportunity to participate in decision making. This participation can increase employee support for educational change and contribute to improved performance (Bouwman et al., 2017).

2.1.4 Task Interdependence

According to (Pearce and Gregersen, 2001), task interdependence is the extent of employees' observation on their interactions and dependencies with other employees to complete their tasks. Interdependent tasks are characteristic of work teams and, in many cases, one of the reasons teams are formed. Employees with a high degree of task interdependence will involve a higher sort of interaction with other group members and will experience a more complicated decision-making process than workers with low task interdependence level. In (Welbourne & Sariol, 2017) task interdependence is defined as a condition for an employee who must interact, coordinate, and depend on colleagues so that the employee can complete their work.

2.2 Job Satisfaction

The consolidated view of job satisfaction, for purposes of this study is that the concept represents employee's general attitude and feelings about their job, and that these attitudes and feelings are determined by a wide variety of factors relating to the person, the job, the organization and most significantly the compensation associated with the job (Ostroff, 1992). More recent research has, however, indicated that among all the major job satisfaction areas, satisfaction with the nature of the work itself, which includes job challenge, autonomy, variety, and scope, best predicts job satisfaction among employees at the worksite (Saari & Judge, 2004).

Job satisfaction reflects the feelings of workers while working at the company (Setiawan et al., 2020). As'ad (2004), defines job satisfaction as how employees feel about their work. They said that these feelings can be "favorable" and "unfavorable" depending on how employees rate aspects of job satisfaction. Job satisfaction will greatly depend on individual conditions because each individual has an aspect in assessing the level of job satisfaction with himself. Therefore, the more elements of work that follow personal desires, the higher the level of job satisfaction. In addition, Diana et al. (2020) stated that job satisfaction is a product of employees' perceptions of how well their jobs provide things that are considered important and in general job satisfaction is defined as emotional responses, verbal expressions, and employee cognitive evaluations for work. they. This is related to the affective (emotional) response by an individual regarding his work resulting from a comparison of actual results with those that are expected, desired, and needed (Lambert et al., 2018). Job satisfaction may also be described as an affective state arising from evaluating one's personal experience of work. It can also only be detected through human actions (Demir, 2018).

These components contribute toward one single dimension from which one can obtain an indication of the general level of job satisfaction at the worksite. Job characteristic has been defined to include the content and nature of the job task itself. According to Fried and Ferris, (1987), alongside task identity, task significance, and job scope, autonomy, skill variety and job feedback are factors exerting the most powerful impact on job satisfaction.

In summary, job satisfaction is an elusive concept, which is defined within its intrinsic and extrinsic values (Cowin, 2002). Extrinsic values encompass the tangible aspects of the job, including wages, benefits and bonuses, whereas intrinsic values include

status, recognition, personal and professional development opportunities, and other similar factors.

2.3 Employee Performance

HR professionals were optimistic about the possibility of defining and measuring job performance. In due course, they started to realize that determining the dimensions of a job and its performance requirements was not a straightforward process (Wanyama & Mutsotso, 2010). They got to know that job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment. Consequently, there have been several attempts to define the concept of employee performance. These definitions may be categorized into three: (a) as a function of outcomes, (b) as a function of behavior and (c) as a function of personal traits. The complications surrounding the definition of employee performance emerged because job performance may be measured at the individual, group, unit or the organizational level according to quantity or quality of output, creativity, flexibility, dependability, or anything else desired by the organization.

Performance at the individual level does not only depend on the amount of time the individual is physically seen doing the work but also the amount of mental concentration that is made available during the performance of the work (Wanyama & Mutsotso, 2010). Consequently, the definitions of job performance range from general to specific and from quantitative to qualitative dimensions. Aldag and Stearn, (1987) defined individual job performance as the accomplishment of some organizational goal by a single person. Campbell, (1990) defined individual job performance as those actions or behaviors under the control of the individual that contribute to the goal of the organization, and can be measured according to the individual's level of proficiency (Campbell, 1990). While there are many definitions of employee performance, one definition which is often used in most of the studies is the definition proposed by (Griffin, et al., 2007). They believed that by addressing the issue of performance through cross-classification of three levels at which role behaviors can contribute to effectiveness (individual, team, and organization), and the three different forms of performance behaviors (proficiency, adaptivity, and proactivity) into sub-dimensions of work role performance, the individual performance of employees can be measured with some level of accuracy than the traditional task and contextual performance methods (Griffin, et al., 2007). The preceding review has revealed that there are three variables which are very important in assessing employee job performance: (a) the

requirements of the job itself; (b) the goals and objectives of the organization; and (c) the behaviors that are most valued by management in performing the job Motowildlo & Schmitt, (1999 as cited in Murphy & Shiarella, 1997).

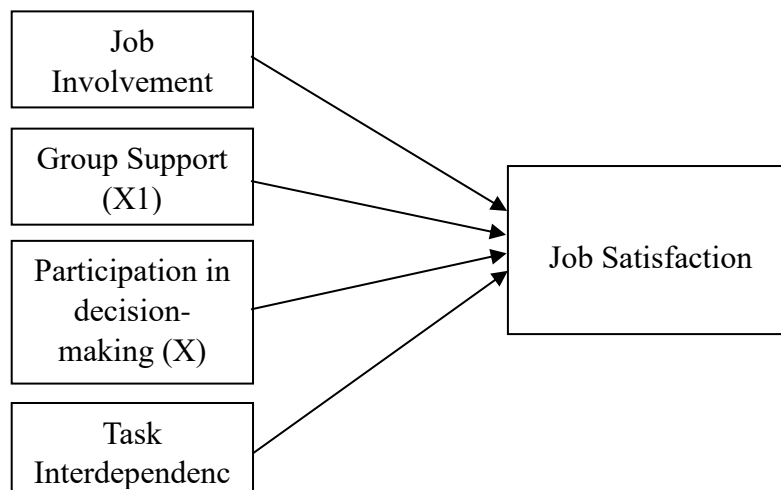
2.4 Empirical Studies

In this study, the empirical studies are grouped into two relationships between job involvement on job satisfaction and job satisfaction on employee performance.

2.4.1 Relationship of Job Involvement on Job Satisfaction

In study of Khan and Akbar, (2014), employee job involvement is positively related to employee job satisfaction is supported by results and found that job involvement has significant positive relationship with job satisfaction. Organizations can enhance the job performance and potentials of employees in place of work by making atmosphere of involvement and motivation which may play an important role for gaining competitive edge in business world. This clearly indicates that by initiating different types of activities, individual productivity and job satisfaction have inconsistent relationship, most of the time it is positive. Job performance has positive relationship with job satisfaction and has significant effect on satisfaction of employee. A lot of research work was done on the relationship between job performance and role stress. Yuspahrudin, et al. (2020) also presented the effect of job involvement on job satisfaction with the conceptual model shown in the Figure (2.1).

Figure (2.1) Conceptual Model of Khan and Akbar



In this research the group support show that the results of the path coefficient, has the second greatest influence on job satisfaction. The analysis results show that the employees of the operation and also obtained additional resources in the long term through group support that can support the relationship between organizational constraints and their job satisfaction.

In this research the participation in decision-making show that the results of the path coefficient, as the greatest influence on job satisfaction. The results of the analysis show that the participation in decision- making of employees of the operation can properly control many issues regarding diversity in work groups that can influence them to be involved in participation in decision-making and ultimately participation in decision-making in these employees has a significant positive impact on job satisfaction.

In this research model it is known that the task interdependence shows that the results of the path coefficient, has the lowest effect on job satisfaction. When employees of the operations involved in task interdependence conditions, it is known that they can interact, coordinate and depend on their co-workers appropriately that they can complete their work successfully and can simultaneously increase employee job satisfaction because it can affect a person's behavior in working appropriately.

Therefore, employees of the operations can increase positive job satisfaction while working because the influence of job involvement can make them well involved in group support conditions, participation in decision-making, task interdependence.

In this study, it can be concluded that Work Involvement (Group Support, Participation in Decision-Making, Task Interdependence) has a significant effect on employee job satisfaction in the operations division. Thus, in increasing job satisfaction, operation team must be involved in their work which will also make them well involved in conditions of group support, participation in decision- making, task interdependence. Therefore, when an organization let employees of the operation is involved in participation in decision-making, indicating the importance of itself for a company which shows that the employee feels that they recognized and can increase a sense of ownership in the organization. Thus, they can increase their job satisfaction.

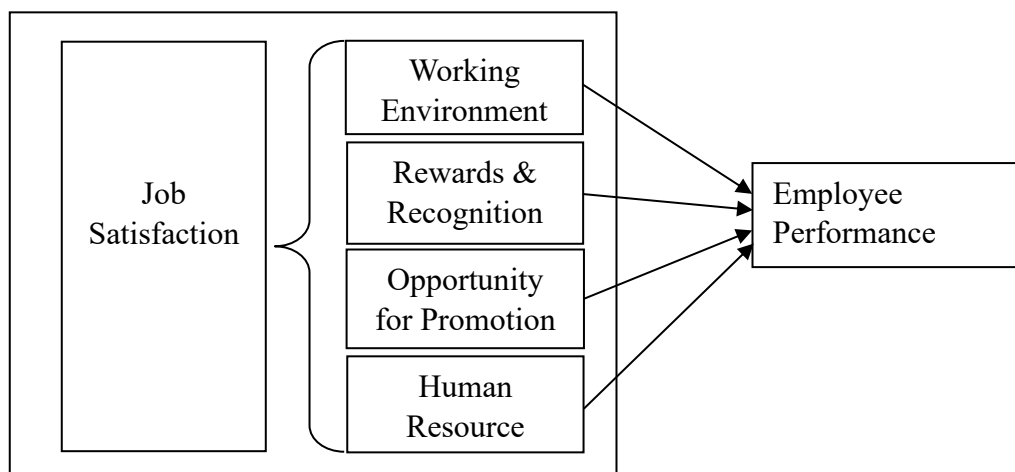
2.4.2 Relationship of Job Satisfaction and Employee Performance

The research done by Jinyevu, (2013), on the relationship between employees; job satisfaction and their performance: there is a positive consistent relationship between employees' satisfaction and their performance. Not only a positive correlation between job satisfaction dimensions and employees' performance, but also positive influence of job satisfaction on job performance thus satisfied employees are highly motivated, have higher job morale and perform better than those who are dissatisfied.

Christen, et al. (2005), in a study entitled: Job satisfaction, Job performance and effort, revealed that job performance is related to job satisfaction. Positive effect of job satisfaction on job performance has important implications for a firm that wants to motivate and retain talented employees.

Agwu et al. (2005), on their study entitled: An assessment of teacher's job satisfaction and job performance in three selected secondary schools of Borno State, Nigeria. Revealed job dissatisfaction of teachers led to poor performance of students in the recent year examinations. The situations suggest that teachers might not be satisfied with their jobs thus affecting their performance. Cook, (2008), The relationship between satisfaction and performance is partly spurious; meaning that part of the relationship is actually due to common causes of satisfaction and performance rather than a substantive causal relationship between the two. (Ocran, 2019) also supported to this relationship with model shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Ocran



Source: Ocran, 2019

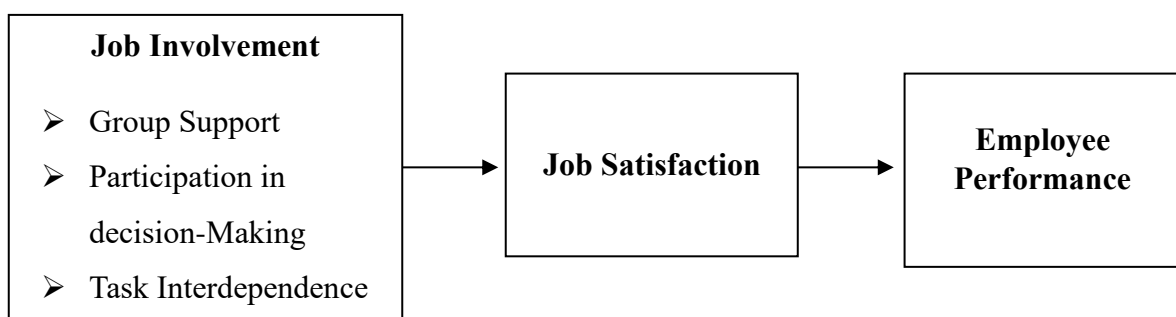
The study found that majority of the respondents indicated that working environment improve staff performance. The results further showed that mentioned rewards and employee recognition as determinants of job satisfaction of the respondents indicated good leadership as one of the determinants of employees' performance, mentioned salary and bonuses as determinants of employee satisfaction, said job security also determined the satisfaction and employee performance. This observation that pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work; affect the job satisfaction and performance. The literature confirms that satisfied employees do perform better and contribute to the overall relationship working environment, opportunities for promotion, recognition / rewards for the work accomplishment and employee employees. The study shown that the apart from working environment, opportunities for promotion, recognition / rewards for the work accomplishment, there are other factors that play a significant role in the employee performance.

This study has contributed to the existing theory of organizational behavior and is useful for research purpose. The findings are also very informative in explaining and solving problems related to behavioral aspects of organizations particularly factors that contribute towards job satisfaction and employee performance. This dissertation has thus contributed to empirical knowledge on the job satisfaction and employee performance.

2.5 Conceptual Framework of the Study

The purpose of the study is to investigate how the concepts of Job Involvement on Job Satisfaction and Employee Performance of Bumble Bee Cleaning Service in Yangon. The conceptual framework of the study is illustrated in Figure (2.3)

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation Based on References, 2023

This study examines Job Involvement practices in group supports, participation indecision making and task interdependence to job satisfaction and employee performance. This study expects job involvement practices will affect on job satisfaction and employee performance. Based on the above theoretical explanation and empirical findings, the framework was compiled to investigate in this study. According to this framework, in organization it is expected that independent variables such as group support and decision making and interdependence can influence on job satisfaction and also there is relationship between job satisfaction and job performance.

CHAPTER 3

PROFILE AND JOB INVOLVEMENT PRACTICES OF BUMBLE BEE PROFESSIONAL CLEANING SERVICE CO., LTD

This chapter contains the profile of Bumble Bee and the job involvement practices of Bumble Bee Professional Cleaning Service Co., Ltd.

3.1 Profile of Bumble Bee Professional Cleaning Service Co., Ltd

Bumble Bee Cleaning Services Co., Ltd. is a cleaning service company established in 2010 at Yangon. The company provide quality cleaning service for commercial, residential and industrial areas which include houses, apartments, condominiums, hotel, offices, warehouses, factories, etc. Bumble Bee offers a wide range of professional cleaning services such as complete clean, regular clean, custom clean and special clean in Yangon. The company provide regular or one-time cleaning for special occasions, moving, and seasonal deep cleaning service as well.

Many of the people will work with Bumble Bee management and support team are long term Bumble Bee employees who have worked within a range of roles within the business. Bumble Bee promotes internal promotion and works to support personal employee development. These people know and understand what's involved in all areas of the business.

Bumble Bee is a full-blown cleaning service company in Myanmar. The company passionate individuals promising to deliver quality and reliable cleaning services with our well-trained professional staff to lessen the workload and provide that peace of mind. Bumble Bee provide office cleaning, commercial, residential and industrial cleaning services such as regular or one-time cleaning, moving out cleaning, deep cleaning, pre and post cleaning of events, daily cleaning of site sheds & amenity areas, brick cleaning, abseiling, carpet steam cleaning, ride-on floor sweeping & scrubbing & line marking and sealing.

Bumble Bee is operating with over 230 manpower to supply quality cleaning service to all customer types. All the employees of the company are well-trained by qualify licensed trainers before they commerce any project. And then, Bumble Bee has not only training program for new employees but also development program for existing employees to polish their skills regarding the latest cleaning techniques, and chemical usage. Therefore, Bumble Bee is well known for the fast-growing company because of its cleaning quality and professionalism in the cleaning service industry.

3.2 Vision, Mission and Values

The company vision is to become the No.1 trustworthy and professional cleaning service provider in Myanmar.

The company mission is to provide exceptional cleaning service to our customers through professional and trustworthy staff with caring mentality

1. Solution-focused: Goal-directed approach to problems and search for solutions rather than focusing on problems.
2. Caring & Team Work: The company strive to listen and care for the staff, customers and the environment.
3. Coping & Adapting with Changes: Be openminded and adapt changes to maintain consistent quality in dynamic environments.

4. Integrity: Keep highest standards of accountability, honesty & openness.
5. Professionalism: Maintain appropriate professional appearance, use of correct manners and etiquette, appropriate personal behavior & effective communications (short, simple and professional)

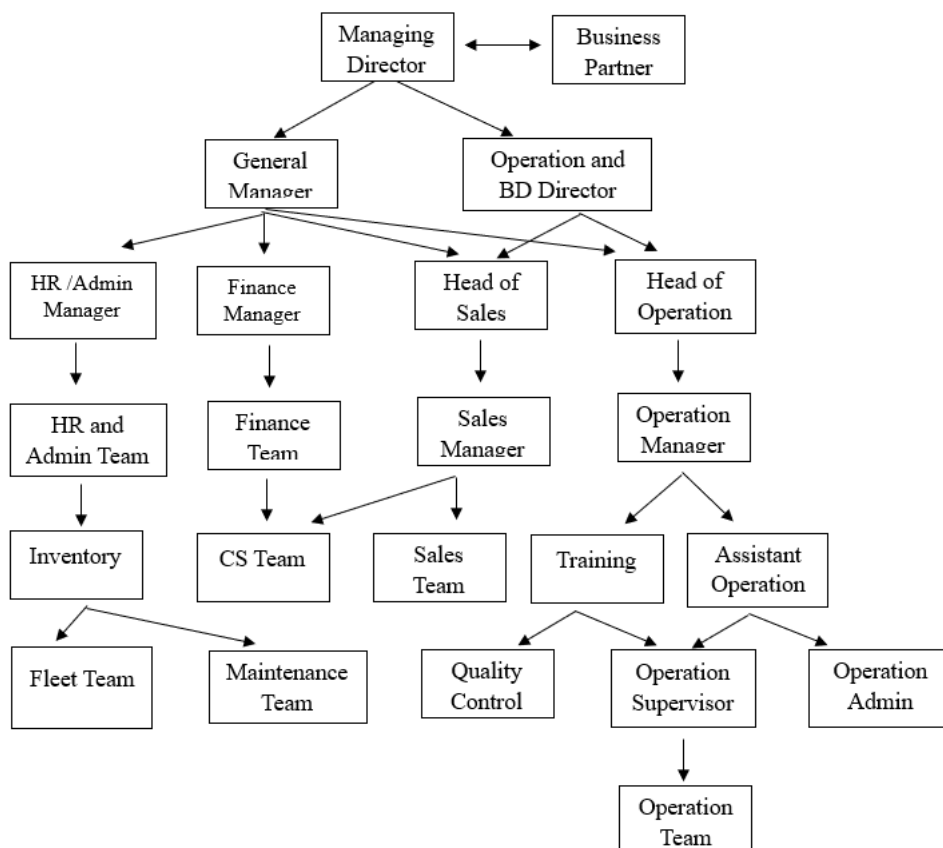
The Standards of the company are:

- To maintain Health, Hygiene, Safety and Environment
- To preserve surfaces, finishes and fittings
- To maintain appearance and personal hygiene
- To enhance the image of the clients' organization through Bumble Bee's work, people and attitudes

3.3 Organization Structure

The organizational Structure of Bumble Bee is shown in Figure (3.1).

Figure (3.1) Organization Chart of Bumble Bee Professional Cleaning Service Co., Ltd



Source: Bumble Bee Professional Cleaning Service Co. Ltd., 2023

In Bumble Bee Company, there are Managing Director (Owner), Business Partner (Owner), Director level, the manager level, and the operational level. There are 230 employees in this company. There are two owners and make decision together. Managing Director is involved in the company operations. There are two parts in top management that general management and operation management. Human resource management, finance, sales and operation departments are under general management. Operation and business development are under head of operation management. Each departments have relevant managers and their teams.

3.4 Job Involvement Practices of Bumble Bee Professional Cleaning Service Co., Ltd

This study introducing the trends within the cleaning sector in Myanmar and how this affects the job involvement on job satisfaction and employee performance of the cleaners. Employee job involvement is the degree to which employees are recognized from their work, actively participate in it, and consider employee performance important to their self-esteem. Employee job involvement consists of group support, participation in decision-making and task interdependence.

(a) Group Support

Employees are the most valuable asset at the Bumble Bee cleaning service. They perform their daily tasks so that the business can thrive and delight the Bumble Bee's customers. In today's highly competitive business world, the company need to get every advantage from the employees. Supporting team at workplace can help boost morale, increase productivity and create a happier and healthier work culture. Bumble Bee management team support by the employees often is more confident in their abilities and return the support to others, which will be beneficial to the entire company.

Bumble Bee management support team communicate to help employees connect and clarify expectations. The company management are using a primary communication method, such as a group chat or email, zoom and also encourage face-to-face communication. Another way to ensure communication is to host meetings for everyone to express ideas and concerns and update others on the status of their work by weekly. The employees know they can go to their supervisor or manager with questions concern about their job. Management

team help to provide answers, try to only offer advice on that area of expertise and accurate and helpful solutions to their problems with sense of trust and ease their concerns.

(b) Participation in Decision-Making

In Bumble Bee company, decision-making is often left to those in the highest leadership roles of a business, however the smallest decision by an employee can have a ripple effect throughout the company, proving workplace decision-making. Effective decision-making can save the company both time and money. Manager must decide how to allocate resources within the business such as using manpower, operating time, using chemical, tools, equipment and right cleaning method. It's can support a specific project could help to meet client demands such as save the time and energy and it could also help to make more sales and budget saving.

Bumble Bee managers are responsible for listen and work with the employees to find a solution, if there is an issue. Everyone must be considering the opinions and deciding on a solution that suits all parties involved can improve relationships, employee satisfaction, and overall respect in the workplace. Management team help employees to understand their contribution helps to improve in time management and work ethic. Safety manager making-decide whether employees must use safety harnesses on scaffolding to properly in clients' sites. The employee's safety, the manager can reduce workplace liability and ensure their decision positively impacts everyone.

(c) Task Interdependence

Bumble Bee training team train to strengthen their skills by teaching them how to do something or guiding them through a new task. Providing these learning opportunities can challenge professionals to develop their skills and encourage them to strive for success. The employees are working toward the same goal, many of the operation employees have different tasks and their tasks are more importance than others. Let the cleaner know to prioritize tasks leading to a more productive work environment. If a cleaner is struggling to complete a task, the manager support to help and solve the problem together. This can help everyone achieve Bumble Bee company goals in a timely manner and show management support for them. Cleaning service is a cooperative work and help each other. Bumble Bee teams are creating happy working environment and employees are managed to work independently and complete the tasks. Bumble Bee offering consistent praise and feedback to the team members for their self-esteem and motivate them to continue performing well.

Recognizing the employees' talents can also set a standard for positive work culture and encourage others to do the same.

CHAPTER 4

ANALYSIS ON JOB INVOLVEMENT, JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN BUMBLE BEE PROFESSIONAL CLEANING SERVICE CO., LTD

This chapter is divided into three sections. The first section looks at demographic background of the respondents. Second section deals with the actual presentation of the research result. The result was obtained from descriptive survey that assessed reliability and the perception of respondents toward group support, participant decision making, task interdependence, and job satisfaction and employee performance. The last section deals with inferential statistics in which correlation among variables and relationship among variable by regression method was analyzed.

4.1 Demographic Profile of Respondents

This section of the study contains background information of the respondents. The background variables include gender, age, educational level, and income level. The variables are presented using frequency tables, starting with gender of participants. Table (4.1) shows the demographic profile of respondents.

Table (4.1) Demographic Factors of Respondents

No.	Category	Groups	Frequency	Percentage (%)
		Total	109	100
1.	Gender	Male	43	39.4
		Female	66	60.6
2.	Education	High school	106	97.2
		Undergraduate	3	2.8
3.	Age Group (Year)	18-25	89	81.7
		26-36	16	14.7
		36-45	4	3.7
4.	Income	Under 200,000	74	67.9
		Ks 200,000 to Ks 300,000	28	25.7

		Ks 300,000 to Ks 500,000	6	5.5
		More than Ks 500,000	1	.9
5.	Working Experience	Five years above	6	5.5
		3 - 5 years	6	5.5
		1 - 3 years	29	26.6
		Less than one year	68	62.4

Source: Survey Data, 2023

From the data, the respondent demographic profiles are categorized into five factors such as gender, age, educational qualification, length of services and job level. All of the factors are summarized as Table 4.1. According to Table 4.1, a profile of respondents, there are total of 109 respondents who were surveyed with the structural questionnaire, the majority of respondents were female as represented in Table (4.1) For instance, 60.6% while male respondents were 39.4 %. According to education result, it shows that the majority of respondents were high school level 97% while others were undergraduate 2.8%. Therefore, it can be concluded that most of employees are low education. the finding shows revealed that majority of employees are 18-25 years old 81.7%, second most group is 26-36 years old 14.7%, minority of employees are 36-45 years old 3.7% respectively. Thus, it can be concluded most of employees are young. In terms of income level, the result shows that Most of employees get under 200,000 Ks 67.9 %, Second most employees get 200,000 to 300,000 Ks 25.7%, followed by employees with 300,000 to 500,000 Ks 5.5% and employees with more than 500,000 Ks 0.9%, respectively. Therefore, it can be concluded that majority of respondents get under 200,000 Ks and 200,000 to 300,000 Ks. According to result of working experience shown in the table, most of employees have less than one year 62.4%, second most have less than 3 years 26.6% and employees less than five years and more than five years are equal 5.5%, respectively. Therefore, it can be concluded that most of employees have not much of work experience.

4.2. Reliability Test

Reliability analysis is carried out to determine the internal consistency of the variables in the questionnaire. There are several different reliability coefficients. One of the most commonly used is called Cronbach's Alpha. Cronbach's Alpha is based on the average correlation of items within a test if the items are standardized. The value of Cronbach's alpha ranges from 0 to 1. The closer Cronbach's alpha coefficient to 1.0, the greater the internal consistency of the items in the scale (Sekaran, 2000). For internal reliability (consistency of the research instrument), reliability test for involvement factors, satisfaction and employee performance was done.

Table (4.2) Reliability Results

Factors	No. of Items	Cronbach's Alpha Level
Group support	6	0.866
Participation In Decision-Making	5	0.835
Task Interdependence	4	0.763
Job satisfaction	19	0.862
Employee Performance	9	0.901

Source: Survey Data, 2023

According to (Hair et al. 2016) stated Cronbach's alpha's value <0.6 is considered poor ,0. 7 to 0.8 is good, 0.8 to <0.9 is very good, and 0.9> is excellent. And (Sekaran and Bougie, 2010) stated that Cronbach's alpha value 0.6 or less than 0.6 is considered poor, 0.7 is acceptable, 0.8 is good. The instrument has 43 questions which are distributed as 6 questions for group support, 5 questions for participant in decision making, 4 questions for task interdependence, 19 questions for job satisfaction and 9 questions for employee performance. Table (4.2) shows the overall reliability of the scale which indicates the acceptability of the items.

4.2.1 Mean Value Range Identification

In this study, the three variables (group support, participant decision making and task interdependence) are regarded as the independent variables and job satisfaction is regarded as mediating variable and employee performance is the dependent variable of this study. Perception of respondents toward such variables were analyzed and presented by mean and standard deviation. According to (Best, 1977) the mean values of five-point likert scale items are interpreted as follows:

The score among 1.00-1.80 means strongly disagree.

The score among 1.81-2.60 means disagrees.

The score among 2.61-3.40 means neither agree nor disagree.

The score among 3.41-4.20 means agrees.

The score among 4.21-5.00 means strongly agree.

4.3 Employee Perception on Job Involvement

In this study, the job involvement is measured with three variables: group support, participation in decision-making and task interdependences.

4.3.1 Group Support

As revealed in Table (4.3), the average score resulted with a mean of 4.78 and the standard deviation is 0.43, indicating that the majority of respondents was inclined positively toward Group support. The highest mean value for group support was for item “Work groups concern about general employee satisfaction in the workplace” and “Work groups are willing to cooperate each other.” with the mean score of 4.83. The second highest mean value was for item “Work groups provide assistance when employees experience problems at work.” is 4.78. The lowest mean value 4.67 was for, “Work groups value employee contributions to the work”, respectively.

Table (4.3) Employee Perception on Group Support

No	Items	Mean	SD
1	Work groups value employee contributions to the work completion.	4.67	0.770
2	Work group is concerned general employee satisfaction in the workplace.	4.83	0.373
3	Work group is concerned the opinions of employees at work.	4.83	0.448
4	Work groups are proud of employees' achievements at work.	4.77	0.587
5	Work groups provide assistance when employees experience problems at work.	4.78	0.583
6	Work group is willing to cooperate each other.	4.83	.500
	Overall Mean	4.78	0.434

Source: Survey Data,2023

In the Bumble Bee company, to provide good cleaning service to customers, not only the team work of employees (especially the cleaners) but also the support and supervision from team leader, supervisors and managers are very important. Team leaders are ready to take negotiator role when cleaners face problems with clients. They are also ready to provide the required chemical, tools and equipment to cleaners for their task accomplishment. For the repair and maintenance on machines and equipment, team leader immediately reports to

the head office and ask for the immediate action from the top. Thus, all in all, employees perceive that they are receiving excellent support for the groups (they strongly agreed with the facts that they are receiving the group support).

4.3.2 Participation in Decision-Making

As revealed in Table (4.4), the average score resulted with a mean of 4.87 and the standard deviation is 0.25, indicating that the majority of respondents was inclined positively toward Participation in decision making. The highest mean value for participation in decision making was for item “Employees have participation in group decision making” with the mean score of 4.91 and. The second highest mean value 4.90 was for item “Supervisors are willing to listen to employees' ideas and suggestions.”. The lowest mean value 4.85 was for, “Employees participate in providing advice for planning of group.” respectively.

Table (4.4) Employee Perception on Decision Making

No	Items	Mean	SD
1	Employees have participation in group for operations.	4.87	.363
2	Employees have participation in group decision making.	4.91	.290
3	Employees participate in providing advice for planning of group.	4.85	.356
4	Supervisors are willing to listen to employees' ideas and suggestions.	4.90	.303
5	Supervisors are willing to provide equal opportunities to employees for participation.	4.86	.346
	Overall Mean	4.87	0.253

Source: Survey Data, 2023

In the Bumble Bee company, management team delegated the authority and responsibility to team leaders. In other words, the team leaders have decision making authority for their respective team. Thus, on the morning of working days, team leaders normally assign tasks to team members. Then, team members (Cleaners) can manage their ways and place to accomplish respective tasks quickly without wastes. One of the significant resources of Bumble Bee is having well trained and trustable employees. When customers use Bumble Bee service, customers can be dependable on the Bumble Bee staff that the cleaners have to decide the timing, properties materials, using chemicals and all must be presentable. They do not have to worry about loss of their property, and they can be assured on cleaning quality as well. Bumble Bee team will fully take responsibility and accountability on any issue occurred in cleaning operation. Supervisors are listening to the cleaners' suggestion and ideas and negotiate with the teams and give opportunities to make decisions in daily operations. The employees perceive that they are strongly agreed with the facts that participating for the decision making.

4.3.3 Task Interdependence

As shown in Table (4.5) the average score resulted with a mean of 4.91 and the standard deviation is 0.23, indicating that the majority of respondents perceived positively toward task interdependence. The highest mean value for task interdependence was for item "Employees work closely with other employees to accomplish the tasks." with the mean score of 4.94. The second highest mean value 4.93 was for item "Employees often have to coordinate with other employees for their group success.". The lowest mean value 4.89 was for, "Operational support activities in the work of employees require to consult with other employees.", respectively. All items were above 4.0. Thus, most of respondents agreed positively with task interdependence items.

Table (4.5) Employee Perception on Task Interdependence

No	Items	Mean	SD
1	Operational support activities in the work of employees require to consult with other employees.	4.89	.314
2	Employees work closely with other employees to accomplish the tasks.	4.94	.246

3	Employees often have to coordinate with other employees for their group success.	4.93	.262
4	Work itself requires interaction among employees.	4.90	.384
	Overall mean	4.91	0.234

Source: Survey Data, 2023

The respondents (Cleaner or employees) understand well that they have to discuss everything for group tasks. They also know that they will face the customer complaints if one member breaks the standards of their service or if one member neglects the quality matters in cleaning works. The cleaning work itself requires team support and will be able to complete tasks. Thus, Bumble Bee team members work closely with each other and coordinate with other departments. However, there can be a variance in the degree to which members are task interdependent on each other. Thus, they perceived that their tasks are highly interdependent each other. They strongly agree that tasks are interdependent each other.

4.4 Job Satisfaction

Satisfaction is divided into two sections: organizational and job related. In organization, as shown in Table (4.6) the average score resulted with a mean of 4.7 and the standard deviation is 0.3, indicating that the majority of respondents were satisfied with nature of organization. The highest mean value for organization was for item “Leadership style (e.g., friendly approach) and attitude of the manager towards day off, leave and shift changes.” with the mean score of 4.93. The second highest mean value 4.92 was for item “Autonomy (independency). The lowest mean value 4.20 was for, “Basic Salary”, respectively. All items were above 4.0. Thus, most of respondents strongly agree with organization items.

For job related factor, the average score resulted with a mean of 4.8 and the standard deviation is 0.3, indicating that the majority of respondents were satisfied with job nature. The highest mean value for organization was for item “Clarity of job description and information about expectation of the management” with the mean score of 4.88. The second highest mean value 4.86 was for item “Self-respect by management. The lowest mean value 4.80 was for, “Approach of managers in front of staff.”, respectively. All items were

above 4.0. Thus, most of respondents are strongly agreed positively with job nature. And total mean of satisfaction is 4.8. Therefore, it can be concluded respondents were satisfied and strongly agree in overall.

Table (4.6) Employee Job Satisfaction

No	Items	Mean	SD
1	Working hours and shift work system	4.85	.427
2	Clarity of the departmental objectives and guidelines to perform the job	4.72	.815
3	Clarity and transparency in hierarchy of authority.	4.83	.518
4	Basic Salary	4.20	1.282
5	Policies and procedures with regard to salary increment and promotion.	4.61	.980
6	Policies and procedures with regard to grievances.	4.87	.363
7	Availability of resources (Chemical, Tools, Equipment and manpower) to perform routine functions smoothly.	4.88	.353
8	Working environment (adequate space, ventilation and lighting facilities, adequate hygiene)	4.89	.369
9	Leadership style (e.g. friendly approach) and attitude of the manager towards day off, leave and shift changes.	4.93	.262
10	Autonomy (independency)	4.92	.277
11	Job Security	4.83	.448
12	Workload	4.77	.521
13	Nature of supervision (monitoring) and control of the management.	4.83	.518
14	Clarity of job description and information about expectation of the management.	4.88	.353
15	Self-respect by management	4.86	.481

16	Approach of managers in front of staff.	4.80	.590
17	Opportunity to meet managers at emergency situations to clear doubt	4.83	.606
18	Safety in the workplace	4.83	.441
	Overall Mean	4.83	.301

Source: Survey Data, 2023

In Bumble Bee Company, employees are satisfied on working hour, shift work system, policies and procedures have been explained since they joined to the company. cleaners are hired and appointed two selection criteria: attitude towards cleaning job and their home address (near or not to the workplace). Management supports the resources of cleaning chemical, tools and equipment for the workplace and managers are checking and warning about the workplace safety. Thus, they value their job and they like the working condition (family type working environment). Thus, the general mean value responsibility their satisfaction with job related factors is extremely high (4.83) and strongly agree on their job satisfaction.

Since the company group support and delegation to participate in decision making are adequate for task accomplishment, respondents are satisfied with organizational factors mean value 4.77.

4.5 Employee Performance

As shown in Table (4.7), the average score resulted with a mean of 4.8 and the standard deviation is 0.2, indicating that the majority of respondents are strongly agree toward employee performance items. The highest mean value for task interdependence was for item “I talk about the organization in positive ways” with the mean score of 4.94. The second highest mean value 4.89 was for item “I ensure that my tasks are completed properly” and “I defend my organization if others criticize it”. The lowest mean value was 4.85 for, “I always complete my core tasks well”, respectively. All items were above 4.0. Thus, most of respondents strongly agreed with their job performance.

Table (4.7) Employee Performance

No	Items	Mean	SD
1	Completing core tasks well	4.85	.487
2	Completing tasks properly	4.89	.416
3	Copying well with changes in the way to do core tasks	4.88	.326
4	Having acquired new skills to adapt to changes in core tasks	4.91	.290
5	Helping to other staffs when asked or needed	4.86	.372
6	Developing new and improved methods to help department perform better	4.86	.372
7	Presenting a positive image of organization to others	4.86	.346
8	Defending my organization if others criticize it	4.89	.343
9	Talking about the organization in positive ways	4.94	.229
	Overall Mean	4.80	0.260

Source: Survey Data, 2023

The company well founded the worker compensation procedures. Employee promotion and salary increment are directly connected with individuals' performance. All employees realize that they can take advantages on their own efforts and quality. As a result, employees are motivated, and managers gain manageable workforce. Due to good support by materials and equipment, allowing to make decision making, and through hiring system,

employees have high satisfaction with their jobs. When employees have job satisfaction, the job performance of employees are also increased. This high satisfaction leads them to do their tasks properly, initiate new ideas, learn new skills with high morale about their company.

4.6 Analysis on Job Involvement, Job Satisfaction and Employee Performance of Respondents

Multiple linear regression was applied to investigate relationship between independent variables and dependent variable. In this study, to check relationship between group support, participation in decision making, task interdependence, satisfaction and organizational performance, this method is appropriate because all variables are in scale.

4.6.1 Analysis on Effect of Job Involvement on Job Satisfaction

In investigation on relationship between independent and mediating variable, linear regression was employed by multiple linear regression in this study, independent variable are group support, participation in decision making, task interdependence and mediation is satisfaction. However, as first step, relationship between group support, participation-in decision making, task-interdependence and satisfaction as dependent variable was analyzed. The result shows that there is positive relationship between group support and satisfaction ($P=0.000$) and there is also positive relationship between Task-interdependence and satisfaction ($P=0.001$). However, there is not any relationship between participation –in decision making and satisfaction ($P=0.655$). Adjusted R square shows that there is 4.86% variance that can explain in influence of independent variables on job satisfaction. Table (4.8) shown in the regression results for effect of job involvement on employee satisfaction.

Table (4.8) Effect of Job Involvement on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Standard error	B		
(Constant)	.836	.463		1.807	.074
Group support	.317***	.061	.443	5.174	.000
Participation- in decision making	.058	.130	.049	.448	.655
Task-interdependence	.441***	.132	.335	3.355	.001
R square	.500				
Adjusted R Square	0.486				
F-value	35.025***				
Durbin-Waston	1.839				

Source: Survey Data, 2023

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

The management support from team leaders (group support) and mutual beneficial relationship among tasks (task interdependence) have positively significant effect on job satisfaction. The cleaners are receiving excellent support from the management and supervisors are listening to the cleaners' suggestion, ideas and negotiate with the teams and give opportunities to make decisions in daily operations. The cleaner value their job and they like the working condition like family type working environment. They also value the cooperation and coordination of their peers. These two factors create their job satisfaction. According to the nature of cleaning job, they do not need to make significant decisions. They have to just follow the job assignments instructed by their team leaders. Thus, their

satisfaction is not directly relating to the right to make decisions by themselves. The analysis shows that the support from team leaders (group support) and mutual beneficial relationship among tasks (task interdependence) have positively significant effect on job satisfaction at Bumble Bee Professional Cleaning Service Co., Ltd. However, the right to participate in decision making has no effect on their satisfaction.

4.6.2 Effect of Job Satisfaction on Employee Performance

In investigation on relationship between satisfaction and employee performance, The result shows that there is positive relationship between group support and satisfaction (P=0.000) adjusted R square shows that there is 44.3% variance that can explain in influence of independent variables on employee performance. Table (4.9) shows the effect of satisfaction on employee performance.

Table (4.9) Effect of Job Satisfaction on Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Standard error	B		
(Constant)	2.097	.303		6.929	.000
Satisfaction	.580***	.063	.666	9.231	.000
R square	.443				
Adjusted R Square	.438				
F-value	85.211***				
Durbin-Waston	1.860				

Source: Survey Data, 2023

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

Job satisfaction has positively significant effect on employee performance. In Bumble Bee Company, employee have high satisfaction level and with this satisfaction, they perform their tasks well, they are good committed to their company. Management good to support by materials and equipment, allowing to make decision making, and through hiring system, employees have high satisfaction with their jobs. Employee promotion and salary

increment are directly connected with individuals' performance. All employees realize that they can take advantages on their own efforts and quality. As a result, employees are motivated, and managers gain manageable workforce. They tried hard to improve their performance.

CHAPTER 5

CONCLUSION

This chapter consists of three main parts. The first part is findings and discussions from previous chapters. The second part is suggestions and recommendations according to the findings of the study. The third part is the limitations and needs for further research of the study.

5.1 Findings and Discussions

The objectives of the study are to examine the effective Job Involvement on Job Satisfaction of employees of Bumble Bee Company and to analyze the effect of Job Involvement on job Performance of employees of Bumble Bee Company in Myanmar. In this study, primary data was collected from 109 employees out of 150 employees working in Bumble Bee Company by using structured questionnaires.

According to the survey result, the respondent demographic profiles are categorized into five factors such as gender, age, educational qualification, length of services and income level. Regarding the demographic profile of the respondents, the working environment is female dominant. The majority of the respondents are young age group between 18 to 25 years, single, high school level, low education and mostly working in general service roles. Working experience is mostly less than 1 year and only a minority of the respondents has job experience more than 5 years.

In the study, it can be concluded that Job Involvement (Group Support, Participation in decision making, Task Interdependence) has a significant effect on employee satisfaction in the operation of Bumble Bee Company. Group Support positive perception on group support is noted among the respondents. As the survey result for group support, work groups can cooperate with the employees and satisfaction in the workplace. Secondly, work groups can assist to the employees when they are having difficulties at the workplace. Work groups weak at the value of employee contributions to the work.

The results of the analysis that participation in decision-making is positive perception of employee on participation in decision making in workplace is noted. Employees have participation in group decision making and Supervisors are willing to listen

to employees' ideas and suggestions are involved in the decision-making process in the work place.

As the positive perception in task interdependence, Employees are work closely with other departments to accomplish the tasks and have to coordinate with other employees for their group success. Operation supports weak at the consult with other departments employees' for their operations.

On analysis of job satisfaction, there are two main parts that organizational and job related. The majority of respondents were satisfied with nature of organization that the managers' approach to the friendly way and employee can work autonomy. Regarding job related factors, employees are satisfied at clarification of job description and information about expectation and self-respect by management. Most of respondents agreed positively with overall job nature. However no positive perception of employee is noted in basic salary.

Concerning employee performance, positive perception of employee is noted on share the positive way of the organization's information and employees complete the tasks properly. Most of respondents agreed positively with their job performance.

On linear regression analysis of the effect of job involvement on job satisfaction and employee performance, it was found that job involvement has positive effect on job performance. Increase in job performance can increase employee satisfaction.

5.2 Suggestion and Recommendations

Base on the findings, job involvement impacts job satisfaction positively, which in turn positively affect employee performance. Since the employees have positive perception on all indicators of job involvement such as group support, participation in decision making and task interdependence.

Among the indicators of job involvement participation, although the employees have positive perception, on management need to appreciate the cooperation of employees. It is found that sites management slightly weak on the employees participate in providing advice for planning for their group. Also, in operational support still need to consult with the other departments staff.

Moreover, the company should arrange the annual team building trips or other activities to create friendly working environment between employees and their immediate

supervisors. Additionally, monthly or quarterly trainings such as technical training, team building training, are needed for the employees for their personal development and career development. That will also lead to increase employees' satisfactions, encourage to enhance their involvement and their productivity in the workplace. In summary, supporting the basic requirements is no more the solution for employees' job satisfaction especially in the service industry. It is also important that the management let the employees to participate in their work, provide required trainings, and let them involve in decision making will increase employee satisfaction which will result positive employee performance. When the performance of the employees is perfect, the organization will get positive customer feedbacks and increase customer satisfactions.

5.3 Needs for Further Research

This study only collected from 109 employees at the Bumble Bee Professional Co., Ltd. The findings of the research are based on the answers of the respondents in one company and only in cleaning industry. Therefore, the study and results are not directly applicable for other companies and industries.

Moreover, this study only emphasizes the job involvement, employee satisfaction, and employee performance in Bumble Bee Professional Co., Ltd. And further research can consider and take into account other areas such as employee loyalty, employee commitment on their jobs and organizational development. And it also analyzes the variables: group support, participation in decision making and task interdependence. Extended studies necessary to conduct other factors like organizational culture, personal problems, job content, and reward systems are possible to apply.

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APPENDIX I
QUESTIONNAIRES SURVEY ON
EFFECT OF JOB INVOLVEMENT ON EMPLOYEE SATISFACTION AND
PERFORMANCE AT BUMBLE BEE PROFESSIONAL CLEANING SERVICE CO.,
LTD (YANGON)

The information provided in the questionnaire will remain strictly confidential and anonymous. The survey results will be used only for the purposes of the study whose findings will be to assist to meet the requirements of a degree of Master of Business Administration, Yangon University of Economics. Thank you for taking part in this survey. Your participation would be highly appreciated.

Section A:

General Demographic Information

Instructions: Please check on your selected answers.

A1.What is your gender?

- Male
- Female

A2.What is your highest level of education?

- High School
- Undergraduate
- Graduate
- Diploma/Certificates

A3.What is your age group?

- Under 18 years
- 18-25 years
- 26-35 years
- 36-45 years
- Over 45 years

A4.How much is your monthly income?

- Under 200,000
- Ks 200,000 to Ks 300,000
- Ks 300,000 to Ks 500,000
- More than Ks 500,000

A5.What is your working experience?

- More than five years
- 3 – 5 years
- 1 – 3 years
- Less than one year

Section B:

Survey questionnaires for Group Support of Job Involvement

Instructions: Please check on your selected answers.
 (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

Questioners for Job Involvement						
Group Support						
No.	Questions	Agreement Level				
		1	2	3	4	5
1	Work groups value employee contributions to the work completion.					
2	Work group is concerned about general employee satisfaction in the workplace.					
3	Work group is concerned the opinions of employees at work.					
4	Work groups are proud of employees' achievements at work.					
5	Work groups provide assistance when employees experience problems at work.					
6	Work group is willing to cooperate each other.					
Participation in Decision-Making						
No.	Questions	Agreement Level				
		1	2	3	4	5
1	Employees have participation in group for operations.					
2	Employees have participation in group decision making.					
3	Employees participate in providing advice for planning of group.					
4	Supervisors are willing to listen to employees' ideas and suggestions.					
5	Supervisors are willing to provide equal opportunities to employees for participation.					

Section D:

Survey questionnaires for Task Interdependence of Job Involvement

Instructions: Please check on your selected answers.
(1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Task Interdependence						
No.	Questions	Agreement Level				
		1	2	3	4	5
1	Operational support activities in the work of employees require to consult with other employees.					
2	Employees work closely with other employees to accomplish the tasks.					
3	Employees often have to coordinate with other employees for their group success.					
4	Work itself requires interaction among employees.					

Section E:

Survey questionnaires for Organizational Structures and Policy of Job Satisfaction

Instructions: Please check on your selected answers.
 (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

Questioners for Job Satisfaction						
Organization structures and policy related factors of job satisfaction						
No.	Questions	Satisfaction Level				
		1	2	3	4	5
1	Working hours and shift work system					
2	Clarity of the departmental objectives and guidelines to perform the job					
3	Clarity and transparency in hierarchy of authority.					
4	Basic Salary					
5	Policies and procedures with regard to salary increment and promotion.					
6	Policies and procedures with regard to grierances.					
7	Availability of resources (Chemical, Tools, Equipments and manpower) to perform routine functions smoothly.					
8	Working environment (adequate space, ventilation and lighting facilities, adequate hygiene)					
9	Leadership style (e.g. friendly approach) and attitude of the manager towards —off, leave and and shift changes.					
10	Autonomy (independency)					
11	Job Security					

Section F:

Survey questionnaires for Job-Related Factors of Job Satisfaction

Instructions: Please check on your selected answers.
(1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

Job-related factors of job satisfaction						
No.	Questions	Satisfaction Level				
		1	2	3	4	5
1	Workload					
2	Nature of supervision (monitoring) and control of the management.					
3	Clarity of job description and information about expectation of the management.					
4	Self-respect by management					
5	Approach of managers in front of staff.					
6	Opportunity to meet managers at emergency situations to clear doubt					
7	Safety in the workplace					
8	Support of the higher authorities (managers or administrative officer) during crisis situations.					

Section G:

Survey questionnaires for Employee Performance

Instructions: Please check on your selected answers.
(1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

Questioners for Job Performance						
Employee Performance						
No.	Questions	Agreement Level				
		1	2	3	4	5
1	Completing core tasks well					
2	Completing tasks properly					
3	Copying well with changes in the way to do core tasks					
4	Having acquired new skills to adapt to changes in core tasks					
5	Helping to other staffs when asked or needed					
6	Developing new and improved methods to help department perform better					
7	Presenting a positive image of organization to others					
8	Defending my organization if others criticize it					
9	Talking about the organization in positive ways					

APPENDIX II

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.707 ^a	.500	.486	.22132	.500	35.025	3	105	.000

a. Predictors: (Constant), Taskinterdependence, Groupsupport, participation_inDecisionmaking

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.147	3	1.716	35.025	.000 ^b
	Residual	5.143	105	.049		
	Total	10.290	108			

a. Dependent Variable: Satisfaction
 b. Predictors: (Constant), Taskinterdependence, Groupsupport, participation_inDecisionmaking

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)	.836	.463		1.807	.074	-.081	1.754		
	Groupsupport	.317	.061	.443	5.174	.000	.195	.438	.649	1.541
	participation_inDecisionmaking	.058	.130	.049	.448	.655	-.199	.316	.404	2.477
	Taskinterdependence	.441	.132	.335	3.355	.001	.181	.702	.478	2.091

a. Dependent Variable: Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.666 ^a	.443	.438	.20160	.443	85.211	1	107	.000	1.860

a. Predictors: (Constant), Satisfaction
 b. Dependent Variable: Employeeperformance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.463	1	3.463	85.211	.000 ^b
	Residual	4.349	107	.041		
	Total	7.812	108			

a. Dependent Variable: Employeeperformance
 b. Predictors: (Constant), Satisfaction

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.097	.303		6.929	.000	1.497	2.696
	Satisfaction	.580	.063	.666	9.231	.000	.456	.705

a. Dependent Variable: Employeeperformance