

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

**THE EFFECT OF JOB DESIGN ON
JOB SATISFACTION AND JOB PERFORMANCE
IN SCHENKER MYANMAR CO., LTD**

SUBMITTED BY

ZIN PAING OO

OMBA – 200221

OCTOBER, 2023

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF JOB DESIGN ON
JOB SATISFACTION AND JOB PERFORMANCE
IN SCHENKER MYANMAR CO., LTD

Academic Year (2020 – 2023)

Supervised by:

Dr. Than Thu Zar

Professor

Department of Management Studies

Yangon University of Economics

Submitted by:

Zin Paing Oo

OMBA-200221

Online MBA

2020-2023

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF JOB DESIGN ON
JOB SATISFACTION AND JOB PERFORMANCE
IN SCHENKER MYANMAR CO., LTD

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

Supervised by:

Dr. Than Thu Zar
Professor
Department of Management Studies
Yangon University of Economics

Submitted by:

Zin Paing Oo
OMBA-200221
Online MBA
2020-2023

ACCEPTANCE

This is to certify that this thesis entitled “**The Effect of Job Design on Job Satisfaction and Job Performance in Schenker Myanmar Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

October, 2023

ABSTRACT

The objectives of the study are to analyze the effect of job design on job satisfaction and the effect of job satisfaction on job performance in Schenker Myanmar Co., Ltd. The data are collected from 98 out of 140 employees of Schenker Myanmar Co., Ltd by using simple random sampling method. Structured questionnaire with five-point Likert scale is used to collect the primary data. Job design factors such as skill diversity and innovation of job rotation, skill utilization and job diversity of job enlargement and achievement and responsibility of job enrichment are used to conduct the study. Descriptive statistics and regression analysis are used to analyze the collected data. The results of this study indicate that employees in Schenker Myanmar Co., Ltd are more satisfactory with skill utilization and responsibility from job design factors. According to regression analysis, job design factors as skill utilization and responsibility have positive and significant effect on job satisfaction. Moreover, job satisfaction has also significant and positive effect on job performance of employees in Schenker Myanmar Co., Ltd. Therefore, the management of the company should pay attention to importance of job design which increase job satisfaction and job performance of employees in Schenker Myanmar Co., Ltd. As job design is an effective toolset to stimulate employee's interest to work, management should review job design by regular basis to enhance the job performance through job satisfaction of employees.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to Rector, Professor Dr. Tin Tin Htwe, Yangon University of Economics, for allowing me to undertake this study as a partial fulfillment towards the Master Degree of Business Administration.

Secondly, my heartfelt thanks goes to Professor Dr. Myint Myint Kyi, Head of Department, Department of Management Studies for her extensive and constructive suggestions, and comments to complete this thesis.

Furthermore, I also wish to express my sincere gratitude to my supervisor, Professor Dr. Than Thu Zar, Department of Management Studies, for her guidance, advice and encouragement in preparing to complete this study successfully as I would not be able to make this paper finish without her kind supports.

I feel grateful to all of the Professors, Associate Professors and Lecturers from Department of Management Studies, Yangon University of Economics for high guidelines, opinions, and administrative supports during the period of study. I would like to express my gratitude to all teachers who have made their grateful efforts in sharing their knowledge and experiences in MBA Programme during this study.

In addition, I would really appreciate to the entire office including management and staff from Schenker Myanmar Co., Ltd for giving me a great deal of help for my thesis paper and their valuable time in answering to this research survey questions. Without their precious supports, it would not be possible to conduct this thesis.

Finally, I would like to express my gratitude to my family, friends and colleagues for their continuous support and patience throughout the course of my study.

Zin Paing Oo

OMBA-200221

Online MBA

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	4
1.3 Scope and Method of the Study	5
1.4 Organization of the Study	5
CHAPTER (2) THEORETICAL BACKGROUND	
2.1 Human Resource Management	6
2.2 Job Characteristics Model	8
2.3 Job Design	9
2.4 Job Satisfaction	14
2.5 Job Performance	15
2.6 Previous Studies	16
2.7 Conceptual Framework of the Study	18

CHAPTER (3) PROFILE AND JOB DESIGN OF SCHENKER MYANMAR CO., LTD.

3.1 Profile of Schenker Myanmar Co., Ltd.	20
3.2 Job Design Practiced at Schenker Myanmar Co., Ltd.	25
3.3 Research Design	28
3.4 Reliability Test	29
3.5 Demographic Profile of Respondents	30

CHAPTER (4) ANALYSIS ON THE EFFECT OF JOB DESIGN ON JOB SATISFACTION AND JOB PERFORMANCE OF EMPLOYEES IN SCHENKER MYANMAR CO., LTD.

4.1 Analysis of Job Design, Job Satisfaction and Job Performance	34
4.2 Analysis on the Effect of Job Design on Job Satisfaction of Employees	42
4.2 Analysis on the Effect of Job Satisfaction on Job Performance of Employees	44

CHAPTER (5) CONCLUSION

5.1 Findings and Discussions	46
5.2 Suggestions and Recommendations	47
5.3 Needs for Further Research	49

REFERENCES	50
-------------------	----

APPENDICES`	52
--------------------	----

LIST OF TABLES

Table No.	Description	Page
Table 3.1	Reliability Test of the Variables	30
Table 3.2	Demographic Profile of Respondents	31
Table 4.1	Employee Perception on Skill Diversity	35
Table 4.2	Employee Perception on Innovation	36
Table 4.3	Employee Perception on Skill Utilization	37
Table 4.4	Employee Perception on Job Diversity	38
Table 4.5	Employee Perception on Achievement	39
Table 4.6	Employee Perception on Responsibility	40
Table 4.7	Employee Perception on Job Satisfaction	41
Table 4.8	Employee Perception on Job Performance	41
Table 4.9	Analysis on the Effect of Job Design on Job Satisfaction	42
Table 4.10	Analysis on the Effect of Job Satisfaction on Job Performance	44

LIST OF FIGURES

Figure No.	Description	Page
Figure 2.1	Job Characteristics Model	8
Figure 2.2	Conceptual Framework of Tsuma & Omondi	17
Figure 2.3	Conceptual Framework of Perera et al.	18
Figure 2.4	Conceptual Framework of the Study	19
Figure 3.1	Organization Structure of Schenker Myanmar Co., Ltd.	24

CHAPTER 1

INTRODUCTION

Nowadays, organizations emphasize developing on job performance of employees which is one of the key drivers of achieving their goals and objectives. The job performance means the contribution of an individual to the overall success of an organization and how an individual effectively performs jobs assigned by supervisor. Monitoring and developing employees' job performance becomes one of the main responsibilities of Human Resource Management. Management usually utilizes on-job training programs and appropriate job design which are useful methods to develop job performance by enabling job satisfaction. Job design approach is beneficial for both organization and employee when it fits with employee's capabilities and behaviors (Husain et al., 2018).

The job performance of an employee can be largely influenced by job satisfaction because job satisfaction is an essential element of producing effective performance. Job satisfaction is positive, negative, or moderate feelings of employees arising from the result of their job (Perera et al., 2014). Especially in the service industry, organizations' success significantly depends on employees' job performance which creates service qualities delivering to customers. Employee's job satisfaction has positive impact on customer satisfaction because satisfy employees will better serve for customer's requirements.

Job design which consists of job rotation, job enlargement and job enrichment are the main factors to enhance job satisfaction in the organizations. The reason is that job design can support motivation factors for employees such as achievement, recognition, responsibility, opportunity for growth. These motivators from job design are critical to promote job satisfaction and performance. Job rotation means transferring employees from one job to another to provide them with a variety of skills and stimulation. Job enlargement refers to combining a series of tasks into one new, broader job to give employees more challenges. Job enrichment is integrating achievement, recognition, and other high-level motivators into the work (Daft & Marcic, 2015).

The effect of job design on job satisfaction and the effect of job satisfaction on job performance are very important for organizational performance of service companies like Schenker Myanmar Co., Ltd. Schenker Myanmar is a logistics service company, and its core

businesses are warehousing services, transportation services, and freight forwarding services. Approximately 140 employees are working in 2023. Schenker Myanmar is one of the branches of DB Schenker, Germany based global logistics company. It was established since 1999 in Myanmar and it has been operating freight forwarding services for over two decades in Myanmar. According to the corporate strategy, Unleased which had rolled out in 2023 for the entire corporate, job design factors are significantly changing companywide and influencing on job satisfaction and job performance.

As Schenker Myanmar Co., Ltd, it recognizes that the choice of job design has highly impact on employees' job satisfaction and performance within the organization. Management understands how job design relates to job satisfaction which enables to decrease turnover and absenteeism and improve individual and organizational performance (Hackman et al., 1975). Therefore, organizations need to have systematic job design to lead a high level of job satisfaction and to enhance job performance. This study focuses on the effect of job design on job satisfaction and the effect of job satisfaction on job performance in Schenker Myanmar Co., Ltd.

1.1 Rationale of the Study

Organizations recognize that human resources become the most valuable assets for organization thrive. Highly performing employees support organization to meet goals, to deliver quality products and services and to attain competitive advantages (Sonnentag & Frese, 2005). Motowidlo (2003) described job performance as the output arise from based on employee behavior and the job performance is essential for the organizational achievement. Organizations have many challenges in managing job performance of employees to adapt to changes and to meet diverse customer needs in rapidly changing business environment. Particularly, in logistics service companies like Schenker Myanmar Co., Ltd, organizational performance is directly related to employees' job performance. When employees are not able to perform well to meet customer's expectation, it will cause customer defection. As result, expected sales target will decline, and consequently organizational strategic goals will not be achieved. Therefore, organizations encourage more on improvement of job performance in various ways. To measure job performance, HR department tends to lead performance appraisal process of employees by schedule. Department managers are the main role to appraise subordinates' performance in the

appraisal process. Employers attempt to elevate employee's job performance to be effective and efficient output, but employees should not be made feeling overwork (Tsuma & Omondi, 2015).

Employees' performance is positively influenced by job satisfaction. According to Herzberg (1950), job satisfaction is the result of motivation. HR management also needs to review employee's job satisfaction level in monitoring job performance. When employees have high level of satisfaction, they will produce high performance, feeling a positive attitude and optimistic on works which provide organizational performance (Perera et al., 2014). Employee's job satisfaction is effected by internal and external organizational factors. Whether being satisfaction or dissatisfaction is relevant to intrinsic quality of employee nature (Forsyth, 2019). Primary determinant of employee job satisfaction are intrinsic factors which is called motivators such as recognition, achievement, responsibility, advancement, and personal growth (Herzberg et al., 1959).

Job design are largely impact on job satisfaction among many factors effecting job satisfaction. Job designs composed of job rotation, job enlargement and job enrichment enable skill diversity, innovation, skill utilization, job diversity, achievement and responsibility. Job rotation helps employees to gain new skills and knowledge, less bored, job enrichment stimulates employee having sense of achievement and job enlargement makes exploiting of employee's capabilities (Tsuma & Omondi, 2015). If company can set well-designed job for employees, it will generate high performance and contribute to overall growth of the organization. Poorly designed jobs are likely to be discouraging, boring and frustrating to employees which cause difficulty in strategy (Durai, 2010). Therefore, job design has positive effect to enhance employee satisfaction and improve employee performance (Husain et al., 2018).

Nowadays, logistics services market in Myanmar is growing with the economic development of country. Logistics sector is one of the key factors which are supporting economics growth. Completeness of logistics infrastructure such as ports, roads, railroads, and warehouses are significantly influences on development of logistics services industry. Myanmar still needs to invest on logistics infrastructures for efficient and responsive logistics processes. Logistics services companies are essential to fulfill logistics solutions which meet the best to customers' needs. Schenker Myanmar Co., Ltd. is one of the foreign logistics companies which seek opportunities by providing market demand.

Schenker Myanmar provides export and import shipments by sea, air, and land which have integrated networks around the world. Cargo can be sent to and received from everywhere as company has more than 1850 office locations around the world. Customers can store cargo at company's warehouses and cargo can be delivered by company's land transport services around the country. Recent days, market competition is higher because new logistics service providers are entering into the market. For customer choice, Schenker Myanmar highly focus on utilizing advance technologies and premium customer services to attain competitive advantages. As skillful employees are crucial for customer services and applying sophisticated IT system, Schenker Myanmar emphasizes on job performance with satisfaction of employee by developing effective job design. Therefore, job design factors are important to achieve organizational goals. This study focuses on the effect of job design on job satisfaction of employee and the effect of job satisfaction on job performance of employee in Schenker Myanmar Co., Ltd.

1.2 Objectives of the Study

This study is conducted with the following two main objectives.

1. To analyze the effect of job design on job satisfaction of employees in Schenker Myanmar Co., Ltd.
2. To examine the effect of job satisfaction on job performance of employees in Schenker Myanmar Co., Ltd.

1.3 Scope and Method of the Study

This study is conducted to explore the effect of job design on job satisfaction of employee and the effect of job satisfaction on job performance of employee in Schenker Myanmar Co., Ltd. 140 employees are working at the Schenker Myanmar Co., Ltd during 2023. To decide sample size, Raosoft sample size calculator is applied with 5% margin of error, and 95% confidence interval. In this study, sample size results 98 for 140 employees of the company. Simple random sampling method is applied to select 98 from 140 employees.

To achieve the objectives of this study, both primary and secondary data are used. Primary data are collected by questionnaire survey. Secondary data are collected from relevant textbooks,

previous research papers, published journals, international thesis, websites, and company. Both descriptive and regression methods are used for data analysis. All variables collected from employees are measured by using five-point Likert scale ranging 1 (strongly disagree) to 5 (strongly agree).

1.4 Organization of the Study

This paper is organized with five chapters. Chapter (1) presents introduction in which consists of rationale of the study, objectives of the study, scope and method of the study, and organization of the thesis. Chapter (2) describes theoretical background including the concepts and theories, review on previous papers, and conceptual framework of the study. Chapter (3) includes the profile of Schenker Myanmar Co., Ltd, job design practiced at Schenker Myanmar Co., Ltd, research design, reliability test, and demographic profile of respondents. Chapter (4) reveals the analysis on the effect of job design on job satisfaction and the effect of job satisfaction on job performance of employees in Schenker Myanmar Co., Ltd. Chapter (5) is conclusion of the study with the findings and discussion, suggestions and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the concept of job design, job satisfaction and job performance with definitions, perspectives, and ideologies. Furthermore, previous empirical findings relating to each construct are explored. In the last part of this chapter, conceptual framework of this study is presented.

2.1 Human Resource Management

Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees as well as the process of maintaining labor relations, health and safety, and fair treatment (Dessler, 2005). Core activities of HRM are conducting job analysis, planning manpower, recruiting candidates, selecting job candidates, compensating employees, providing benefits, appraising performance, training & development, and building employee relationship. Human resource management is defined as a strategic approach to the management of employees who are the people and contributes to the achievement of the objective (Armstrong, 2006).

The overall purpose of HRM is that organizations achieve its goals through people (Armstrong, 2006). Since the past decade, employers recognized that human resources and intellectual is significant to business success. In recent days, HRM role come to emphasize more on comprehensive and strategic. HRM directly helps organizations in assigning the right position and place, reducing labor turnover, utilizing of employee's skills, selecting of suitable candidate, preventing of unlawful actions, and unfair treatment.

Job analysis is strategically important activity for entire processes of HRM. Job analysis is the procedure through which human resource manager determine responsibilities and tasks of the positions and the characteristics of the potential candidates. Job descriptions and job specifications tends to refer information from job analysis. Job analysis identifies the basis for decisions involving human resource planning, recruitment, training, compensation, performance evaluation, and health and safety of employees (Durai, 2010).

As HR manager, workforce planning is the process to demonstrate strategic management skills. The basic purpose of HR planning is determining the number and nature of employees required by an organization to meet its objectives (Durai, 2010). The human resource planning focus on choosing the required number and types of personnel for appropriate jobs in a cost-effective way.

This research pays attention towards job design which is closely related to job analysis process in human resource management. Job analysis provides essential data and information necessary to make job design decisions. Conversely, job design aims to create roles that are effective and aligned with both the organization's goals and the capabilities of employees. Job rotation, job enlargement, and job enrichment factors of job design are gears and tools to build employee retention which is major function of human resources management. HR managers apply job rotation approach for training and career development of employees.

2.2 Job Characteristics Model

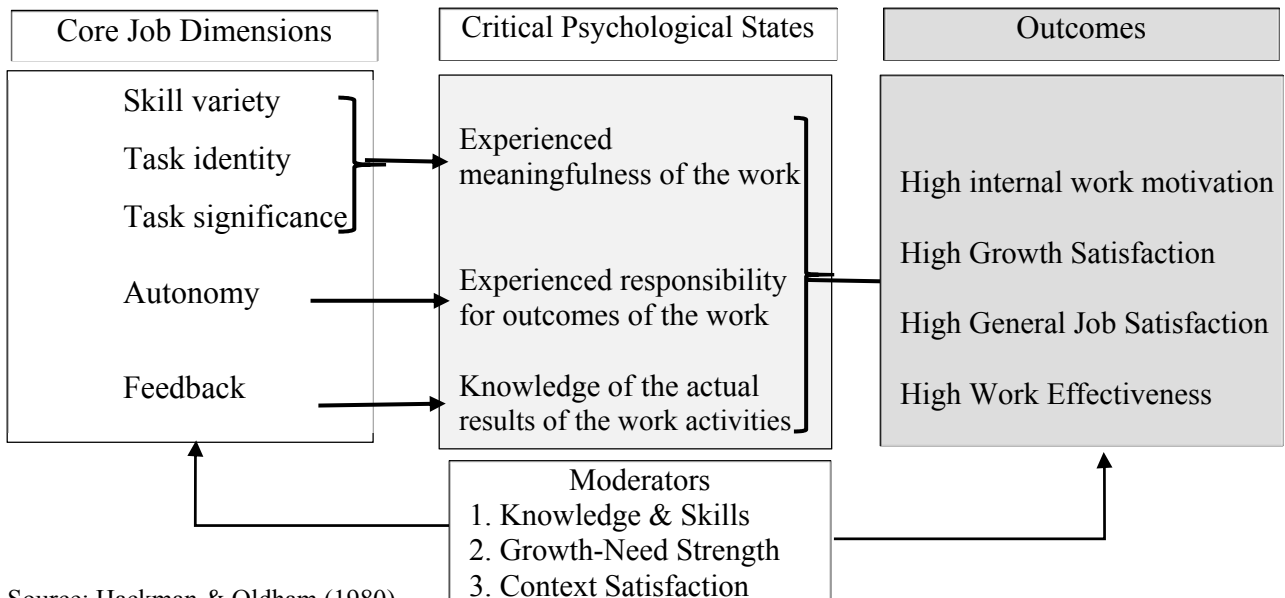
Job characteristics model is a theory of work designed which has a major impact on employee motivation, job satisfaction, commitment to an organization, absenteeism, performance, and career development. The job characteristics model is one of the behavioral approaches to design jobs with increased motivational properties. Job characteristics will lead to high level of work motivation, satisfaction, and performance. It can provide a set of implementation principles for enriching jobs in organizational setting. According to Hackman and Oldham, the model describes five core job dimensions leading to three critical psychological states resulting in work-related outcomes.

Five core job dimensions are skill variety, task identity, task significance, autonomy and feedback which determine a job's motivational potential. Job's motivational potential creates critical psychological states in which employee experienced meaningfulness, responsibility for outcomes of the work and knowledge of the actual results of the work activities. If these core job characteristics are implemented into the job, employee will have high motivation, performance, quality of work, and satisfaction.

According to the Job Characteristics model, when employee responses three critical psychological states by job design with five core job dimensions, they recognize their work is meaningful, responsible for the outcomes, and acquire knowledge of results. These three psychological states in turn are related to positive outcomes. Skill variety, task identity and significance lead to greater experienced meaningfulness of the work by stimulating employees who believe that they possess various capabilities to do the important job from the beginning to end. Autonomy produces experienced responsibility by increasing the degree to which employees feel accountable for their work. Feedback supports knowledge of work results by increasing the degree to which an employee knows and understands how well they are performing their job. By increasing the level of responsibility, meaningfulness, and feedback to the job, the company can enhance motivation and satisfaction to accomplish tasks effectively.

The Job Characteristics model also shows the characteristics-outcomes relationship. Individual knowledge and skill, growth need strength, and satisfaction with the work context are moderators between job characteristics and outcomes. Although job design has settled with five core job characteristics, if employees don't possess sufficient knowledge and skill to fulfil their job requirements, have low desire for personal growth, are dissatisfied with the work environment, there are likely to produce negative outcomes. When employees' skill and growth needs strength are low, core job dimension for the employee are less likely to influence to the meaningfulness, responsibility for outcomes and result from the work activities.

Figure 2.1 Job Characteristics Model



Source: Hackman & Oldham (1980)

2.3 Job Design

Job design is the application of motivational theories to the structuring of employee's work activities. Work designed is defined as altering jobs to increase both the quality of employee's work experience and productivity. The purpose of a job design is to provide job satisfaction to the employees and increase organization's abilities to meet objectives and goals (Durai, 2010). Management needs to understand what kinds of job design can provide motivation and better fit with the organizational goal (Garg & Rastogi, 2006). If formulated job design is suitable with the nature of job, employees aren't required to force or coerce to work hard. Effective job design can reduce stress and boredom and it also can improve employee motivation, job satisfaction, and performance.

Organizations use job design approaches to increase employee's performance which comes out from intrinsic rewards such as satisfaction through personal achievement, empowerment, and accomplishment of work. The effect of job design is largely impact on both employee and employer. If job design fits with employee, organizations will achieve high productivity, effective teamwork, skill employees, and employee engagement. Moreover, employee will attain specific role and autonomy, training for career development, new skills, and job satisfaction (Belias & Sklikas, 2013).

Organizations normally design tasks and activities to be simple, repetitive, and standardized for effective and efficient management. But simplified jobs may become boring and frustrating for long time (Hackman & Oldham, 1976). Therefore, managements redesign these simplified jobs and rotate employee from one job to another in order to reduce absenteeism and boredom lead higher employee performance with satisfaction. If job design is implemented without the involvement of concerned employees, employees are less likely to be a job satisfaction (Pila-Ngarm & Siengthai, 2016).

2.3.1 Job Rotation

Job rotation refers to systematically moving workers from one job to another (Dessler, 2005). Job rotation is one of the techniques of designing job which enable to enhance motivation, satisfaction, organizational performance. Job rotation will help employee to spark innovation, encourage new challenges, develop new skills, understand about other departments, and increase self-efficacy (Tsuma & Omondi, 2015). By rotating job assignments, employees come to possess

diverse skills and capabilities to perform various tasks which stimulate motivation in workplace (Idris & Wahyudi, 2021). Thus, job rotation program is a training for employees to become as generalist (Zin et al., 2013). In addition, employee will bring innovative breakthrough to apply in workplace.

(i) Skill Diversity

Skill diversity is the degree to which a job requires a variety of different activities and involves the use of various capabilities of the employees. Skill diversity resulting from job rotation makes employees more valuable to current employer and more attractive to potential employers. According to Bratton (2007), when a variety of skills are useful to complete a task and those skills are recognized as value to the organization, employees seem the jobs to be more meaningful. Job rotation can lead directly to the highly development of staff performance as it enhances employees' knowledge of the organization and its functions (Bennett, 2003). When employees have diverse skills, employees enable to accomplish a large number of diverse tasks and provide operational resource flexibility (Zin et al., 2013). Employees embrace the wide range of job opportunities when they possess diverse skills.

Skill diversity can increase confidence in abilities and self-esteem. Employees with diverse skills have less stressed when they are transferred to a new department or job as per job requirement. Job rotation is a very effective training method since employee serves in different jobs and can earn diverse job skills. Employees with diverse skills through job rotation are more likely to build new relationships with other employees across the organization (Bennett, 2003) and they can create better cooperation among different business units.

(ii) Innovation

Job rotation can effectively avoid organizational corruption because it is an innovative way to improve management and supervision procedures within an organization. When an employee experiences different roles and responsibilities in organization, this ability reviews organization's capabilities from different perspectives (Bennett, 2003). Job rotation decreases burnout and exhaustion, and these results leads to intellectual development and innovation (Deplasand et al., 2010).

Learning about different areas of the organization stimulates creativity and cooperation. Assigning to different tasks and responsibilities can inspire employees to approach problems from unconventional view. Employees are more likely to think outside the box and propose innovative ideas. Job rotation encourages organization culture in which innovative ideas are welcome and valuable. Repetitious work causes boredom and absenteeism to employees and bored employees can have a substantially negative impact on the level of motivation of other employees. Job rotation has been found as an innovative approach to mitigate boredom and monotony.

2.3.2 Job Enlargement

Job enlargement means assigning workers additional same-level activities (Dessler, 2005). Job enlargement is a useful method of job design to stimulate employee's interest and skill utilization on diverse jobs. Job enlargement should be done when employees feel less challenging, boring on simple activities and lacks diversity (Tsuma & Omondi, 2015). The purpose of job enlargement is to reduce the level of specialization, boredom of works and difficult tasks which result development of new employee skills. In job enlargement, employees are assigned more tasks to existing tasks at the same skill level (Durai, 2010). Job enlargement offers diverse tasks to employee and employee's skills are fully utilized for the interest of organization. Effective job enlargement enables not only employee's job satisfaction but also optimal use of resources.

(i) Skill Utilization

Skill utilization refers to the effective and efficient deployment of employees' skills and abilities in job to achieve expected outcomes. Skill utilization occurs when organizations enlarge tasks and jobs in which employees need to use the knowledge, competencies, and talents in order to perform tasks, solve problems, and contribute to organization. Job enlargement involves giving employees more tasks and increasing their workload (Dessler, 2005). By adding new tasks and responsibilities, employees have more chance to use a wider range of skills and competencies. Employees perceive more meaning in a workplace when they are involved in the whole process rather than being solely responsible for part of the job.

Skill utilization involves delegating tasks to the right people based on their strengths and ensuring that the team's skills are effectively driven to achieve organizational objectives. When

employees are allowed to use different types of skills to implement tasks, employees are likely to push limit of performance by utilizing acquired knowledge and skills. This skill utilization enhances the acceptance and self-fulfillment needs of the employees, involvement in the organization, planning and control of task (Durai, 2010).

(ii) Job Diversity

Job diversity within job enlargement refers to the variety of tasks and activities that are combined into a job to make more dynamic and engaging. The new tasks assigning to employees may be the core responsibilities or may involve cross-functional activities. Job enlargement inherently introduces diversity into an employee's role. Job diversity mitigates the rate of specialization and the monotony of work, the number of challenging tasks (Durai, 2010). Diversifies the daily activities make employees engaged more by reducing boredom, absenteeism and feeling stuck in a repetitive routine.

Job enlargement converts the jobs in which contain more and/or different tasks to stimulate the interest of employee in the job, improving job attraction through doing various tasks and diverse jobs (Durai, 2010). Monotonous work can lead to burnout due to its repetitive nature. Job diversity can help prevent burnout by offering employees a more dynamic and varied work experience. Job diversity allows employees to perform a wide range of tasks, preventing employees from becoming overly specialized in specific area. By doing diverse jobs, employees might need to collaborate more with colleagues from different departments.

2.3.3 Job Enrichment

Job enrichment is a way of redesigning jobs in which increases the opportunities for the employees to perceive responsibility, achievement, growth, and recognition (Dessler, 2005). Job enrichment emphasizes on development of work practices that allows employees to perform better in the workplace with challenging and motivation. Job enrichment enhances empowerment and autonomy to employee to improve operational efficiency of organization (Durai, 2010). Employee are allowed to do the whole job to feel a sense of achievement and encouraged to know the significant of their works in term of its contribution to the accomplishment. Employee are given more responsibility in terms of planning, directing, and controlling their own performance. Job enrichment helps employees to achieve skill improvement, a sense of achievement and accomplishment by taking more responsibility (Tsuma & Omondi, 2015).

(i) Achievement

Achievement refers to something difficult that an individual or a company succeeds after planning and working, and that gives a feeling of satisfaction for accomplishment. The job enrichment increases the self-actualization, self-control, and self-respect of the employees. Employee feels the sense of achievement through the job enrichment plans when the employees are allowed participation in the decision-making process. The employees should be empowered within the controllable limit to create sense of ownership. The job enrichment enhances the motivation level, the performance and tendency to achieve the goals.

Achievements should be examined by the application of suitable performance measures (Armstrong, 2010). The employees should evaluate their performance by self-assessment before involvement of upper-level management of the company. If the result of task that an employee performing has a significant impact on strategic goal of company, then this is perceived as achievement after successfully completed.

(ii) Responsibility

Responsibilities refer to the tasks, duties, and obligations that an individual is expected to fulfill as part of their role within an organization. Responsibilities include being allowed to work without supervision and being responsible for one's own efforts. Job enrichment can increase the level of accountability, autonomy, freedom, and opportunities so that employees can use own judgements and decisions how tasks can be carried out. When a high degree of autonomy is given to employee, the results of the work depend on employee's own efforts, initiatives, and decisions, rather than on orders from superior or a work procedures manual.

Job enrichment is essential procedures that assigns higher responsibility to employees by assembling, organizing, and designing work. The more autonomy the employees possess for job, the more they feel responsibility for successes or failure (Hackman et al., 1975). People are motivated and engaged when their responsibilities are meaningful. If an employee has freedom, independence in setting up the work and in the selection of procedures, they have more responsible to complete assigned tasks. However, employees sometimes see responsibility as a stress factor if it becomes excessive, but no compensation increase as responsibility (Tsuma & Omondi 2015).

2.4 Job Satisfaction

Job satisfaction is the positive feeling of an individual towards the job in the organization. Job satisfaction is the state of mind where an employee loves to do the job assigned at the workplace. The behavior of the employees with job satisfaction is that they put in extra effort, time, and labor to achieve individual goals with the organizational goals. Normally, employees satisfy their job when the job matches their needs and interests, working conditions, reward, relationship with coworkers. Satisfied employees show positive behavior towards their jobs and dissatisfied employees show negative behaviors towards their jobs. Job satisfaction is recognized as the driving forces of the employee loyalty and employee productivity.

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. The key factors influencing job satisfaction are career opportunities, job environment, teamwork, and job challenges. As job satisfaction relatively helps the organization's success, managers emphasize on job satisfaction to keep high motivation and enthusiasm. It is essential to know job satisfaction level at work for retaining human resources and the results of the job satisfaction affect both the employee and the organization.

Herzberg (1950) attempted to explain satisfaction and motivation in the workplace. This theory clarifies satisfaction and dissatisfaction driven by motivation and hygiene factors. These two factors entirely separate intrinsic and extrinsic job dimensions contribute to an employee's behavior at work. It means satisfaction factors can't be considered as opposite of dissatisfaction factors. According to Hackman & Oldham (1976), job satisfaction refers to satisfaction with opportunities for personal growth and development on the job.

Job satisfaction is defined as one of the personal and work outcomes through core job dimension and critical psychological stages. Job satisfaction can be divided into two, which are affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Cognitive job satisfaction is the level of satisfaction a person feels about a facet job, such as compensation, duration of working hours or rewards.

The need-satisfaction model is the theoretical framework applied to understanding job satisfaction and motivation (Salancik & Pfeffer, 1977). It highlights the importance of creating a positive work environment that not only meets basic needs but also provides opportunities for personal and professional growth. Job satisfaction is presumed as the result from the match between the needs to the individual and the characteristics of the job. When the characteristics of the job are compatible with the person's needs, then job satisfaction will appear at the workplace and the person will prefer to perform the job. Job satisfaction has positive impacts on their working relationships in which they perform well for the attainment of goals and objectives.

2.5 Job Performance

Job performance is the degree to which employees help organization to reach its goals. Job performance is the contribution of an individual to the overall success of an organization. Organizations are demanding highly performing employee in order to meet organizational goals. To deliver the best products and services to customers, job performance is a key variable in work and organizational psychology (Sonnentag & Frese, 2005). Employees with good performance will significantly help organizations by actions of their responsibility and duties.

Job performance is classified as performance traits, task performance, and social behavior (Cox & Nkomo, 1986). Task performance as a plan for the target achievement, achieve all organizational goals, optimize the use of resources; social behavior is relations with others, always helpful to others; performance trait is a maximum effort of extension and work in a methodical way. Performance is a multi-dimensional concept and dynamic in nature. Performance initially increases due to spent time more in a specific job and it comes to consistent conditions after a period (Sonnentag & Frese, 2005).

Job performance of an employee should be reviewed as it occurs by the manager by comparing what happened with what should have happened (Armstrong, 2010). Reviews can take place formal and informal. Formal reviews are meetings in which performance is observed more specifically. The overview and analysis of performance are compared with the last review, agreed expectations and plans. The results of job performance review determine the decision on rewards, pay, promotion, training, and development plan (Armstrong, 2010). Achievements should be assessed by the application of appropriate performance measures.

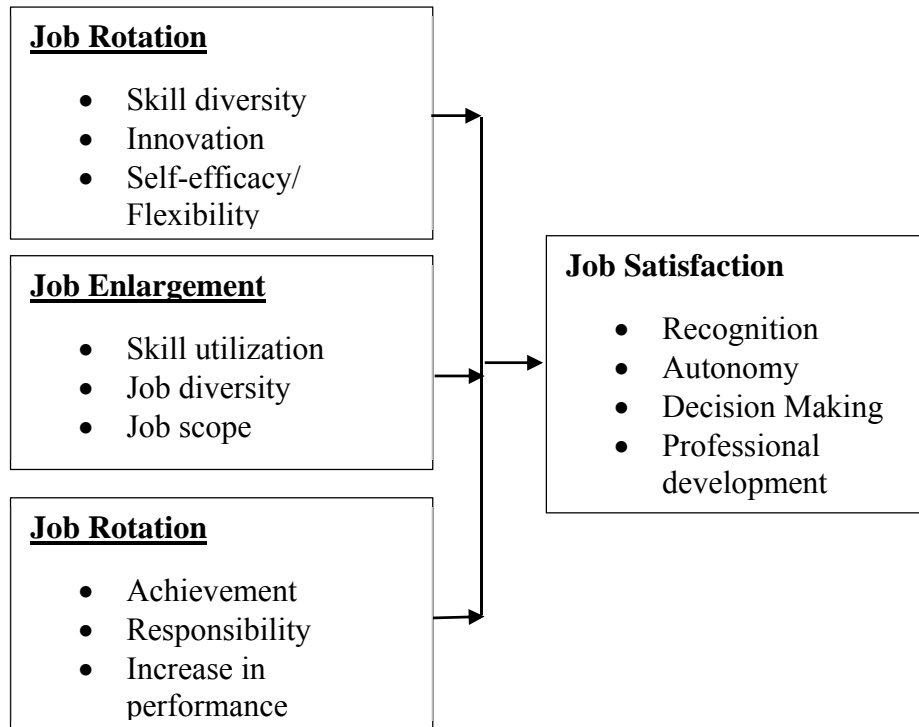
Job performance can be measured by self-assessment process in which individuals review their own performance, using a structured approach in review meetings for discussions with their managers. Self-assessment involves analyzing performance and identifying successes and any problems in achieving goals (Armstrong, 2010). If employees are lack of skill or experience to perform tasks so that a personal development plan can be prepared. The structure for self-assessment can be provided by a self-assessment check list that is given to individuals before the review meeting. Self-assessment produces a more positive and constructive result during the review meeting, which intends on joint problem solving rather than blaming to employee.

Job performance evaluation is feedback given out to improve the level of job performance in which it evaluates an individual strengths and weaknesses. Job performance evaluation is implemented by an organization to reward or punish to employees. Feedback is provided to the employee with the aim of helping them to eliminate performance deficiencies or to continue to perform well (Dessler, 2005). Quality of job performance, productivity of the job, operational speed and amount of effort put on the job are criteria for job performance evaluation. Recent days, most organizations use performance appraisal, key performance, goal setting methods and competency as the indicators to evaluate job performance.

2.6 Previous Studies

The relationship between job design and job satisfaction, and the relationship between job satisfaction and job performance were investigated in previous research. This study based on two closely related previous papers. The first paper is presented by Tsuma & Omondi (2015). Their conceptual model is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Tsuma & Omondi



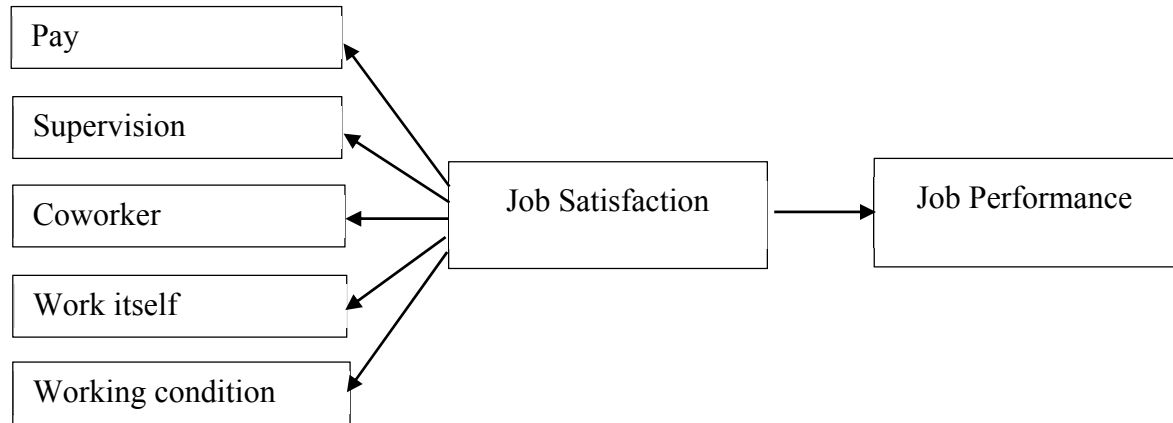
Source: Tsuma & Omondi (2015)

According to Figure (2.2), Tsuma & Omondi (2015) studied the effect of job design on employee satisfaction levels in private universities in Kenya. For the research, sample units were 89 respondents drawn from a total population of 176 employees of Mount Kenya University. The purpose of this study was to determine the role of job design on employee satisfaction levels in private universities in Kenya. The result of finding satisfied the purpose of the study. From the regression results, the study found out that job design influences employee satisfaction levels in Mount Kenya University. The study showed a significant and positive correlation between variable of job design and job satisfaction.

The results of the study have also given some recommendation to university's management in job designing with job rotation, enlargement and enrichment that can positively affect on job satisfaction and performance in the organization. The study recommends that employees should be optimally utilized at the workplace, but employers should consider employees not to overwork. Researcher also recommends that job rotation should be done as a routine and employers should consider giving empowerment to employees for control over their work and more autonomy how it gets done.

The second paper is presented by Perera et al. (2014). Their conceptual model is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of Perera et al.



Source: Perera et al. (2014)

According to Figure (2.3), Perera et al. (2014) focused the effect of the job satisfaction on job performance of factory employees in the Sri Lankan large apparel sector. Sample size was 383 units by using a random sampling method. The purpose of this paper is to reexamine the state of the literature concerning the relationship between job satisfaction and job performance among factory employees in the Sri Lankan apparel sector. The findings showed that job satisfaction has a significant positive effect on job performance. Moreover, these studies established that employees' satisfaction leads to delivering better products for their customers and it also contributes to achieving customers' loyalty, and customer satisfaction within competitive environment.

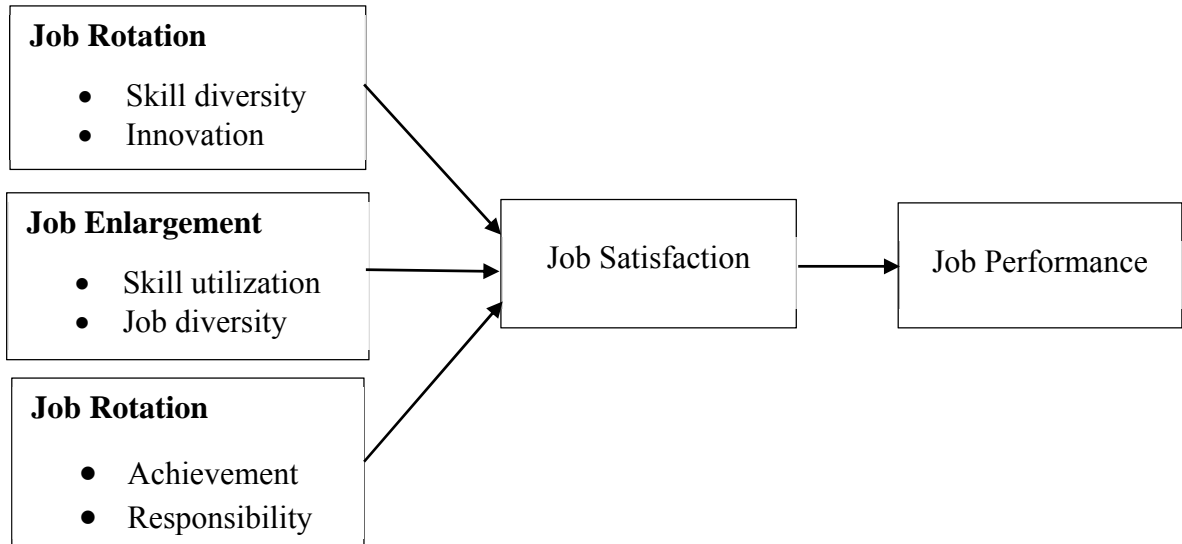
Hence, the current study uses the above literature reviews to provide background concepts of job design, job satisfaction and job performance and to develop the conceptual framework of current study in Schenker Myanmar Co., Ltd.

2.6 Conceptual Framework of the Study

The conceptual framework of the study is adapted by referring the two models of pervious researchers (as mentioned above). The conceptual framework of this study demonstrates how job

design effect on job satisfaction and how job satisfaction effect on job performance of employees at Schenker Myanmar Co., Ltd. The conceptual framework of the study is shown in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2023)

In this study, job design is measured with three independent variables which are job rotation, job enlargement and job enrichment. Each of variables includes sub-variables; job rotation contains skill diversity and innovation; job enlargement involves skill utilization and job diversity, and job enrichment includes achievement and responsibility.

Job satisfaction is measured upon multifactor satisfaction questionnaires and job performance is measured upon productivity and achievement of the goals pertain to Schenker Myanmar Co., Ltd. To examine job design influencing job satisfaction of employees, job design; skill diversity, innovation, skill utilization, job diversity, achievement and responsibility are the independent variables and job satisfaction is the dependent variable. To analyze the effect of job satisfaction on job performance, job satisfaction is the independent variable and job performance is the dependent variable. According to the conceptual framework, this study finds what job design factors make employee to satisfy more and whether job satisfaction is significant to generate high level of job performance.

CHAPTER 3

PROFILE AND JOB DESIGN OF SCHENKER MYANMAR CO., LTD.

In this chapter, firstly the profile of Schenker Myanmar Co., Ltd is presented in detail. Then, the job design practiced by Schenker Myanmar Co., Ltd, research design, and the reliability test are presented. Finally, the demographic profile of the respondents is presented at the last part of this chapter.

3.1 Profile of Schenker Myanmar Co., Ltd.

Schenker Myanmar Co., Ltd is a logistics service company and its core businesses are warehousing services, transportation service, and freight forwarding service. Schenker Myanmar is one of the branches of DB Schenker which is Germany based global logistics company. It was established since 1999 in Myanmar and started operations with freight forwarding services at the time. Schenker Myanmar's mission is to provide value-added cost-effective supply chain solutions that would maximize customer satisfaction, achieve above-market returns, and to become the employer of choice.

In 2013, the company expanded businesses which provide warehousing services to FMCG, telecom, and oil & gas companies. Subsequently, land transportation services are marketed by partnering with local transport service providers after 2017. Business partners are airlines, shipping lines, warehouse owners and truck owners. There are three warehouses located in industrial zones at northern district of Yangon. These warehouses are operated with sophisticated warehousing management system, MHE equipment and skillful employees. Land transport operations reach around the country depend on clients' requirements. Operations offices for land transport department are opened in Yangon and Mandalay.

There are 140 employees working for Schenker Myanmar Co., Ltd in 2023. Human resource is the most crucial factors for service companies like Schenker Myanmar Co., Ltd because the quality of products delivered to customers is largely relied on expertise and attitude of employees. Company's success is significantly influenced by quality and productivity of job performance. Schenker Myanmar Co., Ltd embraces corporate working cultures and values

which is stipulated by parent company. All the job performance factors are linked to cultures and core values. There are six cultures and values that are walk the talk, be one team with one goal, be honest, push limit, take customer further, and play fair with people and planet.

The parent company, DB Schenker has developed the new corporate strategy called Unleashed strategy for head quarter and all its subsidiaries in 2023. This strategy aims the company puts customers at the center of everything company do and empower employees. According to new strategy, job design, empowerment, and organization structure dramatically change within Schenker Myanmar. When it comes to change process, Schenker Myanmar rolls out new vision and strategy and then it prevails among employees by educating and disseminating. Company is providing training to employee to harmonize with changes. Training programs include change management, professional skills, and IT based application training which are delivered through classroom and virtual platform. Schenker Myanmar Co., Ltd strictly complies business code of conducts in accordance with United Nations (UN) Sustainable Development Goals and Labour Organization (ILO) Core Conventions. As organization structure has changed due to new corporate strategy, the company emphasizes on job design for employees to adapt with updated organizational culture and goals.

Schenker Myanmar Co., Ltd is incorporated with five major departments which are HR and admin department, finance and accounting department, sales and marketing department, contract logistics & land transport department and freight forwarding department. All these departments cooperated each other in accomplishing tasks to attain goals.

(1) HR and Admin Department

The HR and admin department are mainly responsible for recruitment, training & development, payroll, labor law compliance, and office administration support. Recruitment functions contains the process of job analysis, sourcing candidates, screening, interviewing, and selection process. Schenker Myanmar Co., Ltd practices fair treatment to all applicants in recruiting process and sets standard procedures to avoid bias and tendency. Training and development functions are training needs analysis, developing training programs, and performance management. Schenker Myanmar Co., Ltd arranges training plan for employee by year basis. Virtual learning platform also formed for most frequent and basic training by utilizing

digital technology. Payroll involves not only salary calculation, and payroll processing but also establishing strategic pay plans and pay as performance.

Labor law compliance of HR functions includes monitoring legal compliance, binding employment contracts, ensuring workplace safety, promotion equal opportunity, and dispute resolution. As Schenker Myanmar Co., Ltd, labor laws and regulations are fully complied and HR & admin department strictly monitors on the workplace health & safety not to against any compliance. Office administration supports refer to facility management, office supply, travel & accommodation, and event planning. Employees are provided high quality facilities, office equipment, and competitive travel packages which is resulting to highly satisfied employees.

(2) Finance and Accounting Department

Finance and account department is responsible for managing the finances and accounts of organization. Main functions of department are financial planning & analysis, financial reporting, accounting & booking, treasury management, and tax compliance. Integrated software and system such as SAP system are used to record and manage finance and accounting data. Accurate financial records with financial regulations are essential for building trust with stakeholders, making correct decisions, and achieving long-term financial success. Finance and accounting department of Schenker Myanmar Co., Ltd become an important supporting department which helps to measure and review business performance and financial health of company.

(3) Sales and Marketing Department

Sales and marketing department is responsible for a wide range of business activities aimed at promoting and selling a company's products or services. Sales section's activities are customer's need assessment, quoting & pricing, proposal & presentation, and customer relationship management. Schenker Myanmar Co., Ltd separates key account management team for sales planning of top customers. Marketing section takes actions for market research, product & service development, marketing strategies, advertising & promotions, and marketing analysis. Marketing team especially seeks new customers and opportunities for business development. Sales and marketing department of Schenker Myanmar Co., Ltd plays a crucial role in driving revenue growth, building brand awareness, and maintaining strong customer relationships.

(4) Contract logistics & Land Transport Department

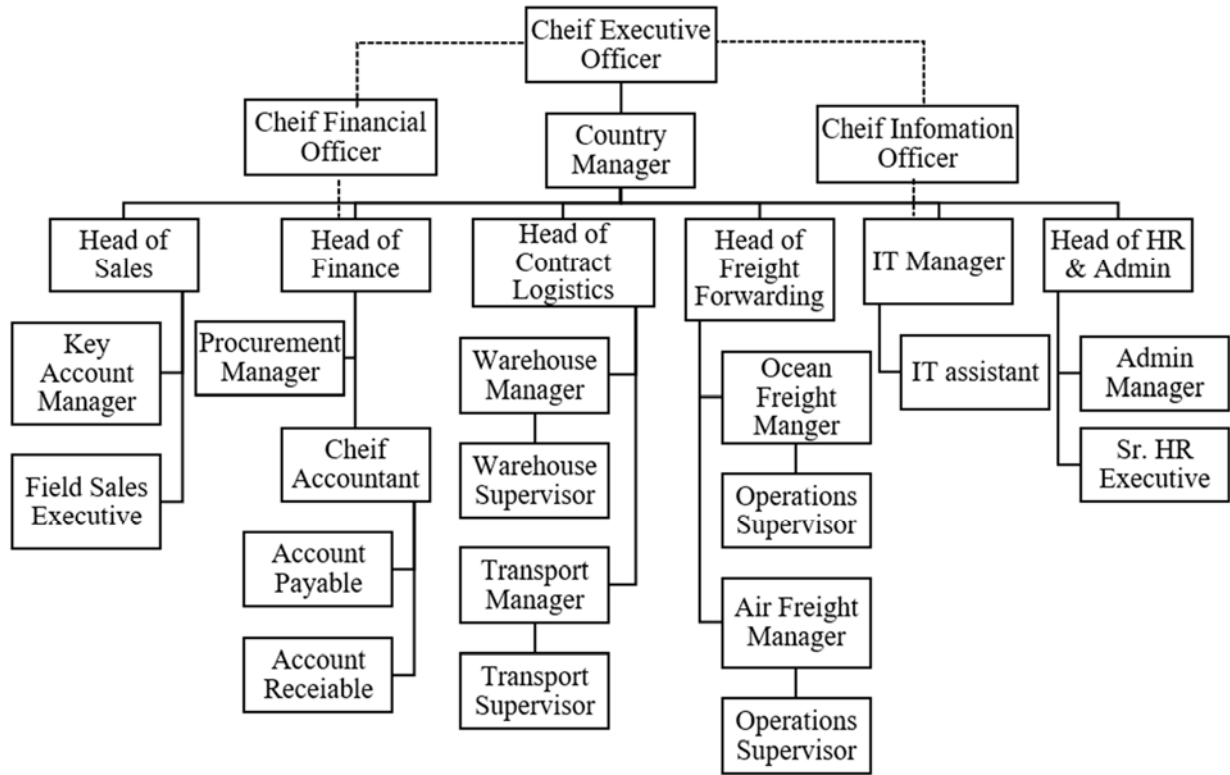
Contract logistics & land transport department takes responsible for managing various aspects of warehousing, distribution, and ground transportation. This department is one of the revenues generating department of company. Recent days, many organizations are outsourcing for logistics activities because outsourcing trend is more beneficial in rapid changing environment. Contract logistics team oversees the operations of warehouses, logistics centers, and storage facilities. Head of logistics leads warehouse operations to be efficiently storing, organizing, and managing inventory as per customers' needs. Schenker Myanmar Co., Ltd supports warehouse operations to utilize IT based warehouse management system in warehouse operations. MHE helps warehouse operations to be efficient and productive. Effective use of MHE and storage facilities such as racking are competitive advantages of company.

Land transportation team is responsible for fleet management, shipment planning, load planning, customer pickup and delivery, and trucking. Land transportation team is also in charge of sourcing for carrier, negotiation with partners, and cooperation with customers. Schenker Myanmar Co., Ltd focus on reducing transportation costs by optimizing routes, minimizing operations cost, and negotiating favorable rates with carriers. Transport team ensure the smooth flow of goods through the supply chain, meeting client expectations, and optimizing costs.

(5) Freight Forwarding Department

Freight forwarding department are responsible for coordinating and facilitating in the movement of goods across domestic and international borders on behalf of clients. Major tasks of freight forwarding department are customer consultation, routes planning, cargo booking, cargo consolidation, custom clearance, cargo insurance, trucking, etc. The freight forwarding department acts as an intermediary between clients and carriers for ensuring the smooth and efficient shipments. Staff who work for freight forwarding department requires special insight and experiences about international trade regulations, documentation, and practices. Freight forwarding department of Schenker Myanmar Co., Ltd can help clients with one-stop solutions in the complexities of global shipping.

Figure (3.1) Organization Structure of Schenker Myanmar Co., Ltd.



Source: Schenker Myanmar Co., Ltd (2023)

According to organization structure as shown in Figure (3.1), Schenker Myanmar Co., Ltd is administered by Chief Executive Officer. Chief Financial Officer, Chief Information Officer and Country Manager directly reported to Chief Executive Office. Country Manager directly governs to sales & marketing, finance & account, contract logistics & land transport, freight forwarding, and human resource & admin department. Chief Financial Officer manages Finance & Account department as a matrix structure in alignment with country manager. IT department is also managed by Chief Information Officer in alignment with country manager. For each department, head of department is appointed to control, monitor, and develop on task accomplishment and job performance of their respective departments.

The organization structure of Schenker Myanmar Co., Ltd outlines the position level and responsibilities, authorities, and inter-personal relationships within the organization. As a logistics company, company needs to provide effective customer service with qualified employees. In fact, it is critical to understand job design of the employee with various job scopes in different departments. This study intends to find out what job design factors influence

employee's job satisfaction more within the company and how job satisfaction enables on job performance on by conducting an employee survey. This survey will become a fundamental data for the company and more surveys will have to be conducted in future years as a continuous process.

3.2 Job Design Practiced at Schenker Myanmar Co., Ltd.

Job design refers to the process of structuring and organizing tasks, responsibilities, and relationships within an organization to achieve specific goals. In logistics services industry, job design factors are largely impact to job satisfaction and job performance at the workplace and consequently job design factors determine the quality of service delivered. Schenker Myanmar Co., Ltd practices job design approach which is the best the appropriate with employees, environment, and organization strategy. Schenker Myanmar Co., Ltd maintains job design factors on regular basis for effective and efficient use of human resources and it tends to redesign jobs if it is necessary. Job design factors practiced by Schenker Myanmar Co., Ltd are presented as follows.

3.2.1 Job Rotation

In the purpose of getting a broader understanding about operations, and processes, Schenker Myanmar Co., Ltd periodically transfers employees within internal departments which may be the same department or across different departments. Job rotation factors practiced by Schenker Myanmar Co., Ltd includes skill diversity and innovation.

(i) Skill Diversity

Schenker Myanmar Co., Ltd supports employees for career planning and progression because management recognizes employee's skill development. Skill diversity through job rotation is benefit for both employees and employers. Inter-departmental corporations and communications are substantially impact to operational activities. Employees with diverse and various skills are capable of understanding and effective communication among different departments. As Schenker Myanmar Co., Ltd, skill diversity is regarded as a competitive advantage of company so that employees are given opportunities for on-job training and classroom training to learn new skillsets.

Some employees are rotated to different roles and responsibilities among departments by short term basis in the purpose of training. As benefits, when it comes to absenteeism and turnover, company can promptly replace by employee who had learned various skills and experienced at diverse tasks. For employees, there isn't much stressed when they are assigned to new tasks at new workplace. Schenker Myanmar Co., Ltd prevents employees from monotony and boredom on workplace by shifting different tasks because it affects to employee's motivation and productivity. Whereas department managers are aware not to mismatch between employee's strength and new assigned jobs.

(ii) Innovation

Schenker Myanmar Co., Ltd values new idea and innovative thinking from employees for organization development. Company accepts job rotation method as an innovative approach for stimulating new way of thinking to solve organizational challenges. Schenker Myanmar Co., Ltd practices that branch manager and head of departments who had been serving over five years at same roles and workplace are transferred to other branches and departments. The reason is to prevent fraud and autocrat management. In this case, there was no fault of managers about performance, and they can manage well on their tasks. Some managers resigned from job as they are inconvenience of relocations.

Schenker Myanmar Co., Ltd urges employee to support innovative ideas. Some new working methods and techniques can be found out by reviewing the job from different perspectives. So that appropriate employee rotation program is implemented on existing jobs for finding different approaches to execute tasks.

3.2.2 Job Enlargement

Job enlargement factors practiced by Schenker Myanmar Co., Ltd include skill utilization and job diversity. Job enlargement is useful approach in designing job within Schenker Myanmar Co., Ltd.

(i) Skill Utilization

Schenker Myanmar Co., Ltd attempts effective and efficient use of the knowledge, competencies, and talents of employees. When employees have more chance of using a wide range of skills and knowledges, they have more opportunities of career advancements.

Employees' perceived meaningfulness in a workplace are vary on how employees' skills are utilizing by organization. Schenker Myanmar Co., Ltd allows employees to involve in the whole process rather than being solely responsible for part of the job.

Self-fulfillment needs of the employees, involvement in the organization, planning and control of tasks are the factors that Schenker Myanmar Co., Ltd focuses to be familiar in company's practices. Skill utilization on employee can enable involvement and fulfillment of employee. So that Schenker Myanmar Co., Ltd creates opportunities in various ways for employees to apply their skills and knowledge at the workplace.

(ii) Job Diversity

Schenker Myanmar Co., Ltd practices to assign employee performing diverse jobs in structuring tasks. The reason is job diversity alleviates tasks specialization and the monotony of work, reduce job challenging. Management convinces employees to undertake more job scope and diverse tasks. This can help enhancing flexibility and responsiveness to customers about logistics services.

If employees endeavor to do a number of different things, company considers rewards for hard working to such employee. Employees perceived more engagement by reducing boredom and absenteeism, then service quality will improve. Schenker Myanmar Co., Ltd offers employees a more dynamic and varied work experience to prevent burnout.

3.2.3 Job Enrichment

Job Enrichment factors practiced by Schenker Myanmar Co., Ltd include achievement and responsibility. Schenker Myanmar Co., Ltd recognizes job enrichment as an effective method of improving intrinsic motivation.

(i) Achievement

Schenker Myanmar Co., Ltd maintains employee feels the sense of achievement through the job enrichment plans. The employees are allowed participation in the decision-making process in the workplace, either in relation to wider company issues or in their immediate job. Management grants employee having more empowerment and autonomy to improve operational efficiency of organization.

Schenker Myanmar Co., Ltd allows employees to do the whole job to feel a sense of achievement and gives recognition to employees about the significant contribution to the accomplishment. Management delegates trustworthy employees to implement the tasks without permission from managers. Schenker Myanmar Co., Ltd monitors, and measures achievements of employees by using performance measurement tools.

(ii) Responsibility

Schenker Myanmar Co., Ltd. values employees who exhibit responsibility. Company clearly demonstrates work responsibility for employees within the job description. Employee are given more responsibility in terms of planning, directing, and controlling of activities. Company assigns higher responsibility to employees by assembling, organizing, and designing work.

Schenker Myanmar Co., Ltd praises and recognizes employees who can take full responsibility on outcomes of tasks. Employees are shared work relative information for transparency except critical information harmed to the company. Schenker Myanmar Co., Ltd cultivated confident, self-realization, and reliability of employees by taking more responsibility.

3.3 Research Design

This study aims to examine the effect of job design on job satisfaction and the effect of job satisfaction on job performance in Schenker Myanmar Co., Ltd. To achieve these objectives, both primary and secondary data are used in this study. Raosoft sample size calculator is used with 5% margin of error, 95% confidence interval, and response distribution (70%) to identify the sample size. Sample size results 98 for 140 employees working for company. Simple random sampling method is used to select 98 from 140 employees. Primary data is collected from 98 employees by questionnaire survey.

Secondary data are obtained from textbooks, previous research papers and internet websites. After the survey data were collected, these results are entered SPSS (Statistical Package for the Social Scientists) to analyze the results and test the reliability analysis. Both descriptive and linear regression methods are applied for data analysis. Descriptive research is aimed to describe characteristics of employees and estimate percentage in a specific population. The

questionnaires mainly included respondents' profile, job design, job satisfaction and job performance of Schenker Myanmar Co., Ltd.

The questionnaires described in this study include two parts. Part I is demographic profile of the respondents, Part II includes job design factors practiced by Schenker Myanmar Co., Ltd, job satisfaction and job performance of employees in Schenker Myanmar Co., Ltd. The respondents are requested to rate each statement on the five-point Likert scale depending on their level of agreement and disagreement to each statement (1= Strongly Disagree to 5= Strongly Agree).

3.4 Reliability Test

Before performing data analysis, reliability analysis is tested to know the internal consistency of the variables in the questionnaire. The tests are conducted in the SPSS software by using the data collected from 98 respondents. Reliability refers to the extent to which it is a consistent measure of a concept of the study and the Cronbach's alpha (α) is one way of measuring the strength of that consistency. Cronbach's alpha is used to assess reliability and it indicates if the designed study is accurately measuring the variable of interest. It is most commonly used Likert questions in a survey or questionnaire are applied to the study.

The resulting coefficient of reliability ranges from 0 to 1 in providing this overall assessment of a measure's reliability. If all scale items are entirely independent from one another (i.e., are not correlated or share no covariance), then $\alpha = 0$ and, if all items have high covariance, then α will approach 1 as the number of items in the scale approaches infinity. Many methodologists recommend a minimum α coefficient between 0.65 and 0.8 (or higher in many cases); α coefficients that are less than 0.5 are usually unacceptable. Some indicates that the minimum acceptable value for Cronbach's alpha is 0.70.

Table (3.1) Reliability Test Results

Description	Number of Items	Cronbach's Alpha
<u>Job Design</u>		
1. Job Rotation		
Skill Diversity	6	0.714
Innovation	6	0.704
2. Job Enlargement		
Skill Utilization	6	0.708
Job Diversity	6	0.705
3. Job Enrichment		
Achievement	6	0.706
Responsibility	6	0.705
Job Satisfaction	6	0.716
Job Performance	6	0.709

Source: Survey Data (2023)

In this study, Cronbach's alpha is used to assess the reliability of eight variables which are skill diversity, innovation, skill utilization, job diversity, achievement, responsibility, job satisfaction and job performance. Table (3.1) shows the Cronbach's Alpha of all the factors. According to the results, the Cronbach's alpha values of most factors are above 0.7 and it indicates that the data is reliable and valid.

3.5 Demographic Profile of Respondents

This section presents the demographic profile of respondents answering to survey questionnaire. It also provides information on the analyses of the data and findings. Respondents are selected by using simple random sampling method. This survey was distributed to 98 employees which is sample size of 140 employees. Demographic characteristics of respondents include such questions as gender, age group, marital status, education level, position, department, and tenure of respondents. Table (3.2) shows the demographic data of the respondents in Schenker Myanmar Co., Ltd.

Table (3.2) Demographic Profile of Respondents

Sr. No.	Demographic Factors	No. of Respondents	Percentage (%)
	Total Respondent	98	100.00
1	Gender		
	Male	60	61.22
	Female	38	38.78
2	Age (year)		
	21 – 25	14	14.29
	26 – 30	36	36.73
	31 – 35	28	28.57
	36 – 40	16	16.33
	41 – 45	3	3.06
	46 and over	1	1.02
3	Marital Status		
	Single	55	56.12
	Married	43	43.88
	Other	0	0.00
4	Education Level		
	High School	16	16.33
	Undergraduate	13	13.27
	Graduate	64	65.31
	Postgraduate	5	5.10
	Other	0	0.00
5	Position Level		
	Manager	8	8.16
	Assistant Manager	9	9.18
	Executive	12	12.24
	Supervisor	18	18.37
	Officer	18	18.37
	Team Leader	14	14.29
	Operatives	12	12.24
Other	7	7.14	
6	Department		
	HR & Admin	7	7.14
	Finance & Accounting	8	8.16
	Sales and Marketing	10	10.20
	Contract Logistics	49	50.00
	Freighting Forwarding	20	20.41
	Other	4	4.08
7	Years of experience		
	Less than 1 year	9	9.18
	1 to 5 Years	56	57.14
	6 to 10 Years	29	29.59
	11 to 15 Years	3	3.06
	Above 15 Years	1	1.02

Source: Survey Data (2023)

As shown in Table (3.2), 61.22% of the respondents are male employees and 37.78% are female. Number of male employees is significantly higher than the number of female employees because logistics jobs such as warehouse and transport operations are more suitable jobs for the male employees. Dominant age group of the respondents are under the age of 40. Respondents who have age between 26 and 30 are 36.73%. 28.57% of respondents represents at the age between 31 and 35 and 16.33% are at the age between 36 and 40 respectively. The minority of respondents are above the age of 41. According to the results, there are 3.06% of respondents who are between 41 and 45. and 1.02% only of respondents is the age 45 and above. The results indicate that most of the workforce in Schenker Myanmar Co., Ltd are built with young adults. It can be concluded that the company hires and trains the young employees and promote them to higher roles depend on performance.

Marital status of respondents can be divided into three groups. As per Table (3.2), 56.12% of respondents are single and 43.88% for married. The portion of married employee rate is slightly less than single employee. It can be assumed that marital status is directly proportion to dominant age group of employees. As 51.02% of employees in Schenker Myanmar are the age less than 30, these employees are less likely to get married and the most employees are single. The respondents are separated into five groups of education backgrounds. The results show that there are 65.31% graduate, 13.27% undergraduate and 5.10% postgraduates. It indicates that most respondents are graduates because graduate level is basic requirement for most position in Schenker Myanmar Co., Ltd. The number of high school level is much lower than head count of graduate level in the survey result which indicates that at least a degree is required to work and perform duties in this company.

Position of respondents is classified into eight groups in which there are manager, assistant manager, executive, supervisor, team leader, officer, operatives, and others. According to above table results, both manager and assistant manager take place 17.34 % each of respondents. 12 respondents representing 12.24 % are executive level, 18 respondents of 18.37 % are supervisor, 51 respondents representing 52.04% are officer, team leaders and subordinates. In this survey, the number of employees who are supervisor and officer level is found as the largest respondent with 18.37 % each. It can be inferred that supervisors and officer are essential drivers for the company to perform various tasks. The hierarchical level is flat structure for decentralization of authority and empowerment.

Department of respondents is categorized into six groups. There are HR and admin, finance & accounting, sales & marketing, contract logistics, freight forwarding and others. It was found that, 7.14% of respondents work for HR & admin department, 8.16% are from finance & accounting, 10.20% are sales & marketing, 49 respondents representing 50% are contract logistics and 20.41% are freight forwarding department respectively. It can be founded that most respondents are from contract logistics department and freight forwarding as these departments have major workforce of Schenker Myanmar Co., Ltd.

Experience years of respondents are classified into five groups: less than 1 year, between 1 and 5 years, between 6 and 10 years, between 11 and 15 years, and more than 15 years. Experience years of respondents in Schenker Myanmar Co., Ltd. is founded that respondents with 1-5 year of experience are 51% and 29.59% of the sample employees have 6-10 years of working experiences. Experience with more than 10 years are 4.08% only. The respondents with less than 1-year experience show 9.18%. The results present that experience employees are working in this company. There may have fewer vacancy and new staff as the percentage of less than 1-year experience.

CHAPTER 4

ANALYSIS ON THE EFFECT OF JOB DESIGN ON JOB SATISFACTION AND JOB PERFORMANCE OF EMPLOYEES IN SCHENKER MYANMAR CO., LTD.

This chapter analyze to examine the effect of job design on job satisfaction of employees in Schenker Myanmar Co., Ltd. and to analyze the effect of job satisfaction on job performance of employees in Schenker Myanmar Co., Ltd. The structured questionnaire includes different number of items which are measured with Five-Point Likert scale (1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree). The descriptive statistics and multiple regression analysis are presented in this chapter.

4.1 Job Design, Job Satisfaction and Job Performance in Schenker Myanmar Co., Ltd.

In this part, descriptive statistics are used to analyze the respondents' perception on job design factors (job rotation, job enlargement and job enrichment), job satisfaction and job performance of Schenker Myanmar Co., Ltd. Job design factors (job rotation, job enlargement and job enrichment) is regarded as the independent variables and job satisfaction is dependent variable. While job satisfaction is specified as the independent variables, job performance is the dependent variable. Measure of central tendency (mean value) and standard deviation of dependent and independent variables are mentioned.

This section shows the analysis of factors affecting job performance of Schenker Myanmar Co., Ltd Co., Ltd. According to Best (1977), the mean values are interpreted as follows:

The score among 1.00-1.80 means strongly disagree.

The score among 1.81- 2.60 means disagree.

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

The score among 3.41- 4.20 means agree.

The score among 4.21- 5.00 means strongly agree.

4.1.1 Job Design

Job design factors are composed with job rotation, job enlargement and job enrichment. In this study, job rotation involves skill diversity and innovation variables, job enlargement involves skill utilization and job diversity variables, and job enrichment contains achievement and responsibility variables. Six questions for each variable are constructed to analyze the perception on these job design factors. There are total 36 questions to collect data. The questions are asked with five Likert scale (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree).

1. Job Rotation

The employee perception on job rotation practiced by Schenker Myanmar Co., Ltd are analyzed with two variables including skill diversity and innovation.

(i) Skill Diversity

Skill diversity of employees is a variable of job rotation. In order to examine skill diversity at Schenker Co., Ltd, employees are requested to rate six items which are measured on a five-point Likert Scale. The results of data collected from employees regarding their skill diversity are described in Table (4.1).

Table (4.1) Employee Perception on Skill Diversity

No.	Particular	Mean	Standard Deviation
1	Helping employee with career planning and progression.	3.66	0.76
2	Leading to better understanding and cooperation between diverse business units.	3.88	0.71
3	Providing employee to develop self-efficacy.	3.72	0.88
4	Helping employee to develop new skills and knowledge.	3.79	0.74
5	Being not stress when shifting to a new job at the workplace.	2.61	0.81
6	Being in favour of job rotation for training and development.	3.37	0.79
	Overall Mean	3.51	

Source: Survey Data (2023)

Table (4.1) shows respondents' mean and standard deviation values in skill diversity. The total average mean of skill diversity is 3.51. The highest mean score was 3.88, for the statement of leading to better understanding and cooperation between diverse business units. This means that most of the employees agreed job rotation leading to better understanding and cooperation between diverse business units. Employees give less favorable respond to the fact that employees feel not stress when shifting to a new job at their workplace. This mean that employees suffer stress when their job are rotated to learn new skills in the company.

Helping employee to develop new skills and knowledge results 3.79 mean value as 2nd highest score. This means employees recognize job rotation helps employees to attain different skills and knowledge which can utilize at workplace. According to the results, it can be interpreted that skill diversity of employees at Schenker Myanmar Co., Ltd has tendency to be agreeable.

(ii) Innovation

Innovation of employees is a second variable of job rotation. To analyze the innovation of employees at Schenker Myanmar Co., Ltd, respondents are requested to rate the following items which are measured on a five-point Likert Scale.

Table (4.2) Employee Perception on Innovation

No.	Particular	Mean	Standard Deviation
1	Searching out new working methods, techniques, or instruments when employees are assigned to new tasks.	3.34	0.76
2	Stimulating new approaches to execute tasks.	3.36	0.75
3	Being less bored at the workplace when job rotation is done, employees become eager to learn more.	3.55	0.83
4	Being an innovative planning for avoidance of fraud.	3.23	0.86
5	Enabling employee to review the job from different perspectives.	3.77	0.61
6	Attempting to convince people to support an innovative idea.	2.87	0.87
	Overall Mean	3.35	

Source: Survey Data (2023)

According to the result of Table (4.2), overall mean value expresses neither agree nor disagree. Overall mean can be interpreted that most employees feel neutral on that job rotation

affects innovation of employee. The highest mean value, 3.77 shows that job rotation enables employee to review the job from different perspectives. Employee attempting to convince people to support an innovative idea has the minimum mean value, 2.87. It can be concluded that the employees usually didn't persuade colleagues to support an innovative idea.

2. Job Enlargement

The employee perception on job enlargement practiced by Schenker Myanmar Co., Ltd are examined with two variables including skill utilization and job diversity.

(i) Skill Utilization

Skill utilization is a variable of job enlargement. To measure the skill utilization of employee in company, the following questionnaires are requested employees to rate. Table (4.3) describe the results of data collected from employees about skill utilization.

Table (4.3) Employee Perception on Skill Utilization

No.	Particular	Mean	Standard Deviation
1	Utilizing employee' skills effectively.	3.95	0.56
2	Being good experience makes skillful in job.	3.87	0.51
3	Getting a clear instruction and procedure to perform the job.	3.56	0.79
4	Allowing to use different types of skills to implement the tasks.	3.63	0.48
5	Giving opportunities to use multi varieties of skills.	3.57	0.52
6	Being the job is not simple and repetitive.	3.01	0.82
	Overall Mean	3.60	

Source: Survey Data (2023)

As shown in Table (4.3), overall mean score of employee perception on skill utilization is 3.60. The result interprets that most employees like skill utilization as the way of job enlargement. The highest mean value was 3.95, for the statement of utilizing employee's skill effectively. This means that Schenker Myanmar Co., Ltd effectively utilizes employee's skills and knowledge in performing tasks. The lowest mean score is 3.01 which represents for being the job is not simple and repetitive. This result indicates that most employee's job scope are simple and repetitive. Employees' tasks may be designed by standardized job description.

(ii) Job Diversity

Job diversity is a second variable of job enlargement which is an approach employees perform variety of activities. Job diversity is measured with the following six questionnaires. Table (4.4) presented the results of data collected from employees about job diversity.

Table (4.4) Employee Perception on Job Diversity

No.	Particular	Mean	Standard Deviation
1	Performing the whole job from the beginning to the end.	3.18	1.02
2	Requiring the performance of wide range of tasks.	3.35	0.90
3	Being job scope is increased at the same skill level.	3.69	0.63
4	Involving doing several different things.	3.42	0.88
5	Realizing the processes and procedures by doing diverse jobs.	3.50	0.80
6	Involving meeting with other people.	3.63	0.82
	Overall Mean	3.46	

Source: Survey Data (2023)

According to the result, the overall mean value is 3.46 which is agree rating on job diversity. Overall mean can be interpreted that employees are more likely to utilize their skill by doing diverse jobs and wide range of tasks. Among the factors, the item that being job scope is increased at the same skill level is the highest mean value, 3.69. This result indicates that Schenker Myanmar Co., Ltd increased employee job scopes at the same skill level to enlarge employee's job. The lowest mean score was 3.18 representing employees perform the whole job from the beginning to the end. Employees agree least on the fact that the whole job is performed from the beginning to the end. It means that employee tasks are divided by employee's job nature into controllable activities. Employees are less likely to perform the whole job from the beginning to the end.

1. Job Enrichment

The employee perception on job enrichment practiced by Schenker Myanmar Co., Ltd are observed with two variables including achievement and responsibility.

(i) Achievement

Achievement is a factor of job enrichment. Job enrichment is incorporated with high level of motivators such as responsibility, recognition, growth opportunities and achievement. To examine employee perception on achievement of job enrichment, employees are requested to give score below six items which are measured on a five-point Likert Scale.

Table (4.5) Employee Perception on Achievement

No.	Particular	Mean	Standard Deviation
1	Having to lead for the job accomplishment.	3.44	0.92
2	Being a sense of accomplishment and achievement in performing tasks assigned by supervisor.	3.62	0.82
3	Being the decision employee made is an effect on the job.	3.55	0.83
4	Being motivated to do the best for company.	3.87	0.78
5	Implementing tasks without asking permission from direct manager.	2.27	0.86
6	Being important that the results of work can significantly affect strategic goal.	2.92	0.96
	Overall Mean	3.28	

Source: Survey Data (2023)

According to the result of Table (4.5), the overall mean value, 3.28 interprets that employee might not experience much meaningfulness of work about tasks and assignments. As the highest mean score is 3.87 for the statement of being motivated to do the best for company, employees have enthusiasm to work at company. Employees disagree on the facts that are implementing tasks without asking permission from direct manager and being the results of work significantly affect strategic goal. This indicates that management's control over on employees causes declining a sense of achievement and meaningfulness.

(ii) Responsibility

The last factor of job design is responsibility which is a part of job enrichment. To analyze the responsibility of employees at Schenker Myanmar Co., Ltd, the employees are also requested to rate below questionnaires, which are measured on five-point Likert Scale. The result of employee's perception on responsibility are shown in Table (4.6).

Table (4.6) Employee Perception on Responsibility

No.	Particular	Mean	Standard Deviation
1	Being the superiors allow employee to use own judgment and intellectual ability in the work.	3.70	0.60
2	Giving more responsibilities at work enables to advance career and grow.	3.80	0.59
3	Being allowed to perform job independently by superiors.	3.49	0.50
4	Being able to explain job-related difficulties to responsible superiors.	3.94	0.53
5	Being able to share work-related information and instruction to other colleagues.	3.46	0.56
6	Being fully responsible for the result of the job.	3.40	0.73
	Overall Mean	3.63	

Source: Survey Data (2023)

As shown in Table (4.6), the overall mean score shows within agree level which means the respondents perform their job with responsible and undertaken. Being able to explain job-related difficulties to responsible superiors is the highest mean score. This represents that there is a good communication and reporting channel between superiors and subordinates. The lowest mean value is 3.40 which represents that only some employees take full responsible for the outcomes of accomplishment.

4.1.2 Job Satisfaction

The perception on job satisfaction is represented with six questionnaires. The mean value and standard deviation for each statement is described in the following Table (4.7).

Table (4.7) Employee Perception on Job Satisfaction

No.	Particular	Mean	Standard Deviation
1	Having good working relationship with my co-workers.	3.87	0.51
2	Getting support a teamwork from other department in company.	3.61	0.57
3	Feeling this organization has an environment where I can do my best work.	4.08	0.51
4	Feeling a sense of pride in doing my job.	3.93	0.50

5	Having an opportunity for promotion.	3.15	0.74
6	Being proud to tell others that I am part of this company.	3.80	0.57
	Overall Mean	3.74	

Source: Survey Data (2023)

As shown in Table (4.7), the overall mean score is 3.74 which can be presumed as respondents have positive perspective on job satisfaction. Employees satisfy working at Schenker Myanmar Co., Ltd. as overall mean score results within agree level. The highest mean score results 4.08 in which respondents perceived on feeling this organization has an environment to do best work. This means employees agree that Schenker Myanmar Co., Ltd. creates a good working environment for employees. Having an opportunity for promotion avails 3.15 score which is the lowest mean value among other items. It interprets that employees perceive there is less chance for promotion while working at company. Either employees may need more information about promotion policies or company may require treating fairly and transparently about employee promotion.

4.1.3 Job Performance

The perception of job performance is measured by below six items. The mean value and standard deviation for each statement is presented in the following Table (4.8).

Table (4.8) Employee Perception on Job Performance

No.	Particular	Mean	Standard Deviation
1	Always meeting the targets assigned and deliver on time.	3.89	0.45
2	Being capable of handling my assignments without supervisor.	3.42	0.62
3	Often reaching goals during challenging situation.	3.84	0.51
4	Performing tasks that are expected of me.	4.06	0.49
5	Being job performance outcomes are consistent with the goals of the organization.	3.27	0.70
6	Actively participating in group discussions and work meetings.	3.61	0.64
	Overall Mean	3.68	

Source: Survey Data (2023)

According to the Table (4.8), it is found that overall mean score of the job performance is 3.68 which shows the agree level of employees. Thus, employees seem their job performance is as expected of job requirements. The item representing performing tasks that are expected of me gets the maximum mean value of 4.06 which shows employees can perform on assign tasks. Being job performance outcomes are consistent with the goals of the organization has the minimum mean value of 3.27 which illustrate neither agree nor disagree of respondents. So that, employees may have less confident on their performance are in alignment with the goals of Schenker Myanmar Co., Ltd. Manager may implement modern performance appraisal tools to set up goal setting and these goals are in alignment with strategic goals.

4.2 Analysis on the Effect of Job Design on Job Satisfaction of Employees

This section finds out the effect of job design on job satisfaction. In this study, linear regression is used to test the relationship between independent variables: skill diversity, innovation, skills utilization, achievement, responsible and dependent variable, job satisfaction. The results are shown in Table (4.9).

Table 4.9 Analysis on the Effect of Job Design on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.147	0.413		2.777	0.007	
Skill diversity	0.02	0.077	0.028	0.262	0.794	1.565
Innovation	0.016	0.081	0.022	0.199	0.843	1.573
Skill Utilization	0.246***	0.093	0.265	2.656	0.009	1.326
Job diversity	0.056	0.075	0.083	0.744	0.459	1.664
Achievement	0.053	0.07	0.08	0.756	0.451	1.493
Responsibility	0.335***	0.104	0.33	3.229	0.002	1.391
R	0.563					
R square	0.317					
Adjusted R square	0.272					
F Value	7.055 ***					

Source: Survey data (2023)

Dependent Variable: Job Satisfaction

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

According to the regression results, R value is 0.563 and it indicates that job satisfaction and job design are correlated. The value of F test (the overall significance of the model) is highly significant at 1 percent level. The value of R square represents that this model can explain about 31.7 % for the relationship of variables.

Skill utilization is one of the factors that have a significant effect on job satisfaction of employees. According to the analysis, it is significant at 1% level and it has a positive coefficient value. It means that one unit of increment in skill utilization factor results in 0.246 units of increment in employees' job satisfaction level.

Responsible variable has positive effect on job satisfaction at 1% significant level. The Standardized Coefficient (Beta) indicates that responsible has positive relationship with job satisfaction of this study. The positive relationship means that the increase in independent variables supports to more job satisfaction of employee at Schenker Myanmar Co. Ltd. The result shows that a unit increase in responsible variable results 0.335 increases in job satisfaction of employees at Schenker Myanmar Co., Ltd.

Skill utilization and responsible factors are crucial for job satisfaction in Schenker Myanmar Co., Ltd. When employees perceive that their skill and knowledge can be effectively applied in the workplace, they are more likely to be satisfied in their career. As Schenker Myanmar Co., Ltd, it attempts to utilize employee's skill for maximizing productivity as well as to enhance development of employee's skills and knowledge. As employees in logistics industry, they need not only to possess variety of skills in competitive environment but utilization their skills effectively is also very important.

Schenker Myanmar Co., Ltd. created culture for empowerment. As result, employees have the rights to make their own decisions and they have more responsibility of the results. Employees feel a sense of meaningfulness about jobs, when they have fully responsible for a tasks. When Schenker Myanmar Co., Ltd. design its jobs, responsible factor was recognized as the most influence factor on job satisfaction by enriching jobs. So company focuses on the suitable extent of responsible depending on employee's different roles.

In conclusion, results of multiple regression analysis showed that "Skill Utilization", and "Responsibility" were significant effects on job satisfaction. The employees at Schenker Myanmar Co., Ltd have high satisfaction on skill utilization and responsibility variables. This

result means that job satisfaction can be increased by such job design factors that “Skill Utilization”, and “Responsibility”. It can be concluded that increasing skill utilization and responsibility will lead to higher job satisfaction at Schenker Myanmar Co., Ltd. On the other hand, skill diversity, innovation, job diversity and achievement are not significant effects on job satisfaction.

4.3 Analysis on the Effect of Job Satisfaction on Job Performance of Employees

In this section, the effect of job satisfaction on job performance is studied. The linear regression is used to test the relationship between independent variable: job satisfaction and dependent variable: job performance. The results are shown in Table (4.10).

Table 4.10 Analysis on the Effect of Job Satisfaction on Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.199	0.292		4.105	0.000
Job Satisfaction	0.663***	0.078	0.657	8.537	0.000
R	0.657				
R Square	0.432				
Adjusted R Square	0.426				
F Value	72.875***				

Source: Survey data (2023)

Dependent Variable: Job Performance

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

As the results shown in Table (4.10), this model can explain 43.2% about the variance of dependent variable (job performance) and independent variable (job satisfaction). R value indicates that job satisfaction and job performance are correlated. The value of F test, the overall significance of the model is highly significant at 1% level.

According to the regression results, job satisfaction has significant effects on job performance of employee at 1% level. By the Standardized Beta Coefficient, job satisfaction has positive relationship on job performance of employee at Schenker Myanmar Co., Ltd. The positive relationship means that the increase in independent variable supports to higher job

performance at workplace. A unit increase in job satisfaction results 0.663 increase in job performance of employee at Schenker Myanmar Co., Ltd.

In this study, it is found that employees have a sense of certain satisfaction level to work. Furthermore, employees have good working relationship with co-workers and supporting from teamwork. Schenker Myanmar Co., Ltd also created an environment in which employees feel organization is a good place to work and proud of working in organization. Employees are given a chance for promotion based on their performance results. Therefore, the employees' job satisfaction positively results in the high performance of their job.

The more satisfied the employee is the higher in job performance at workplace. The result indicates that there is strong direct impact of job satisfaction on job performance of employees at Schenker Myanmar Co., Ltd. If the employee feels satisfaction on job with energetic, enthusiastic, and inspiration, not only they can work their assigned tasks without supervisor but they also can perform more than expected to reach goals in challenge situations. Moreover, employees proactive involving in group works. Thus, it can be concluded that the job performance is explicitly related to the job satisfaction of employees at Schenker Myanmar Co., Ltd.

CHAPTER 5

CONCLUSION

This chapter presents the findings based on the analysis. This chapter includes findings and discussions, suggestions and recommendations and needs for further studies. In the findings and discussions, the results of data analysis are presented. Then, suggestions and recommendations for Schenker Myanmar Co., Ltd are presented based on these findings. Finally, limitations of this study and needs for further studies are discussed.

5.1 Findings and Discussions

This study attempts to explore the job design and to analyses the effect of job satisfaction on job performance of employees at Schenker Myanmar Co., Ltd. Independent variables are job design factors (variables: skill diversity, innovation, skills utilization, achievement, responsible), and job satisfaction. The dependent variable is job performance. This study used descriptive and multiple regressions analysis data using statistical package for social science.

Regarding the demographic factors of respondents, most of respondents are male and the age of group between 26 and 30 years for all employees. By marital status, most of respondents are married. The majority of the respondents are graduated. For working experience, most of the employees have between 1 to 5 years. Finally, majority of the respondents are non-managerial level in the company.

From the descriptive analysis, it is found that the minimum mean value is achievement of job enrichment and innovation from job rotation factor is following. It means that employees neither agree nor disagree achievement of job enrichment and innovation of job rotation provided by Schenker Myanmar Co., Ltd. It was discovered that the maximum mean value is responsibility of job enrichment and it was followed by skill utilization of job enlargement. It means that employees agree on responsibility and skill utilization provided by Schenker Myanmar Co., Ltd. Then, the mean value of employee satisfaction, and job performance showed that employees agree the level of satisfaction, and their performance.

From the multiple regression result, findings reveal that such job design factors as skill utilization and responsibility are significant effects on employee satisfaction in Schenker

Myanmar Co., Ltd. The results show that employees in Schenker Myanmar Co., Ltd get high satisfaction through utilization and responsibility factors. On the other hand, no significant relationship has been observed between such job design factors as skill diversity, innovation, job diversity, and achievement and job satisfaction factors. It means that practices in company about skill diversity, innovation, job diversity, and achievement have no correlation with job satisfaction.

The first finding is that skill utilization positively affects the job satisfaction at Schenker Myanmar Co., Ltd. Employees are happy to work by using a variety of their skills and talents. It is found that they have more opportunities to use their skills and talents if they have a chance to do different things at work. In conclusion, skill utilization has effect on the employees' job satisfaction if the job provides a chance to use their skills and knowledge. Another important finding is that responsibility factor has a positive effect on the employees' job satisfaction at the company. Employees feel that they have a sense of doing like own work when they are given responsible for the result of assign tasks. Having a chance to show their responsibilities, the employees perceived job satisfaction at the workplace.

Finally, it is observed that the higher level of job satisfaction offers the better performance of the employees at job. In this study, the respondents have highest positive perception on job satisfaction. The result shows that the respondents have good relationships with co-workers and proud of working at Schenker Myanmar Co. Ltd. Thus, it can be concluded that the respondents of this study feel satisfaction about their job and there is direct impact of job satisfaction on job performance for the employees at Schenker Myanmar Co. Ltd.

5.2 Suggestions and Recommendations

According to the findings of the study, the employees want to utilize their skill sets effectively on different areas rather than locking their capabilities. This study highly recommended that the company should allow employees using the different types of skills to implement assigned tasks. For example, if employee has additional skills which is not related to assigned tasks, the company should try to utilize it in an applicable job with employee's consent. It will help for both company and employee's career planning. This study proves that skill

utilization is an influencing factor on the employees' job satisfaction. This is also the underlying cause of their satisfaction and improving job performance.

Regarding to responsibility, being responsible and accountable are highly effect on the job satisfaction of employees. Employees usually prefer to make their own decision independently related to their jobs. Using own judgment and ability can create a sense of ownership on job for employees. Therefore, employees should be given responsibilities for the results of decision. Thus, management of Schenker Myanmar Co., Ltd should balance between responsibilities and authorities given to an employee. As per job nature of logistics industry, it is very important that employees have willingness to take responsible for the results of their actions. As the responsibility is directly related to job satisfaction of employees, management in Schenker Myanmar Co., Ltd should use the techniques of giving responsibility to their employees.

Schenker Myanmar Co. Ltd is highly recommended to reconsider such job design factors as skill diversity, innovation, job diversity, and achievement. The company may have good practices on skill diversity of job rotation approach in designing job. But skill diversity factor doesn't correlate with job satisfaction if it can't help employees for career progression, developing new skills. Employee should be rotated to relevant tasks or departments with employee's consent. The company should convince employees to perceive job rotation as an innovation planning to reduce boredom and fraud. When employees are assigned diverse tasks as practices of job enlargement, management should set a benchmark of diverse tasks assigning to employees in order not to overload and burnout. As employees don't agree on achievement of job enrichment, the company should encourage that employees feel a sense of accomplishment and achievement in performing tasks.

The result of the study shows that the employees at Schenker Myanmar Co., Ltd satisfied at their job and enjoy working at their workplace. It is important to know which factors make employees satisfying on job, so that the management can strategically manage the performance of the employees. Moreover, the top management of Schenker Myanmar Co., Ltd should redesign the job practicing in the company to enhance job satisfaction of employees and should review job satisfaction to improve job performance of employees by regular basis.

5.3 Needs for Further Research

This study emphasizes only on job design factors affecting job satisfaction and job performance of Schenker Myanmar Co., Ltd in Myanmar. Although the findings of the study can provide helpful documents for Schenker Myanmar Co., Ltd, it is necessary to consider needs for further studies. There are several limitations for this study. In the first limitation, there are many logistics companies in Myanmar. This study only focuses only on Schenker Myanmar Co., Ltd. In this study, second limitation is the 98 employees are selected as sample instead of all employees in Schenker Myanmar Co., Ltd.

In the third limitation, job performance is analyzed by the survey result of respondents who are employees. Personal bias may present the higher scores of job performance in survey result. There are performance measurement results of each employee at Human Resource department in Schenker Myanmar Co., Ltd. But it is restricted to see performance grading records of HR department for this study as per company policies. In the final limitation, there are many independent variables that effect on job satisfaction. This study only focuses on six variables (skill diversity, innovation, skill utilization, job diversity, achievement and responsibility). Therefore, further studies need to consider other job design factors such as self-efficacy, job scope, any other logistics company in Myanmar, as well as different topics.

Finally, future studies should be conducted amongst employees for the larger research by considering the limitations of the study in order to obtain more fruitful and information to determine which factors are affected on job satisfaction. Moreover, the job performance issue of logistics firms in Myanmar should also be investigated in the future.

REFERENCES

- Armstrong, M. (2010). *A Handbook of Performance Management Practice* (4th ed). Kogan Page, London.
- Armstrong, M. (2006). *A Handbook of Personnel Management Practice* (6th ed). Kogan Page, London.
- Belias, D., & Sklikas, D. (2013). Aspect of Job Design. *International Journal of Human Resource Management and Research*, 3 (4), 85-94.
- Bennett, B. (2003.) Job Rotation: It's Role in Promoting Learning in Organizations. *Development and Learning in Organizations*, 17.
- Best, J. (1977). *Research in Education*. 3rd ed. Englewood Cliff, NJ: Prentice Hall, Inc.
- Bratton, J. (2007). *Work and organizational behavior*. New York: Paul Grave MacMillan Publishers.
- Cox, T., & Nkomo, J. S. M. (1986). Differential Performance Appraisal Criteria: A Field Study of Black and White Managers. *Sage Publications*, 11(1-2), 101-119.
- Daft, R. L., & Marcic, D., (2015). *Understanding management; Ch-12- Motivation Employee*. Cengage Learning.
- Dessler, G. (2015). *Human Resource Management* (15 ed.). Upper Saddle River, New Jersey: Prentice Hall, Inc.
- Delpasand, M., Raiisi, P., Begdely, F., & Shahabi, M. (2010). The impact of job rotation on nurse burnout of Kashani hospital in Tehran, Iran. *Occupational Health Journal*.
- Durai, P. (2010). *Human Resource Management*. Pearson Education.
- Forsyth, P. (2019). How to motivate your team? *Improving Productivity and Effectiveness*
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Hackman, J. R., Oldham, G. R., Janson, R., & Purdy, K., (1975). A new strategy for job enrichment. *California Management Review*, 17(4), 59-76.

- Herzberg, F., Mausner, B. & Snyderman, B. B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Hussain, M. A., Ghouri, M. W. A., Hassan, M., Kanwal, T., & Rashid, M. (2018). Impact of Job Design on Employee's Satisfaction Level in Pakistan. *Advances in Social Sciences Research Journal*, 5(1) 325-336.
- Idris, I., & Wahyudi, S. B. (2021). Job Rotation and Work Motivation: Will it Improve Employee Performance?", *Special Issue on Computing Technology and Information Management, Webology*, 18.
- Motowidlo, S. (2003). *Job performance: Comprehensive Handbook of Psychology*. New York, NY: Wiley.
- Perera, G. D. N., Khatibi, A., Navaratna, N., & Chinna, K. (2014). Job Satisfaction and Job Performance among Factory Employees in Apparel Sector. *The Asia Journal of Management Sciences & Education*, 3(1).
- Pila-Ngarm, P., & Siengthai, S. (2016). The interaction effect of job redesign and job satisfaction on employee performance", *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 4(2), 162 - 180
- Pooja, G., & Renu, R. (2006). New model of job design: motivating employees' performance. *Journal of Management Development*, 25(6), 572-587
- Salancik, G. R. & Pfeffer, J. (1977). *Organizational Context and the Characteristics and Tenure of Hospital Administrators*. Berkeley: Institute of Industrial Relations, University of California.
- Sonnetag. S., & Frese. N. (2005). Performance Concepts and Performance Theory. *Psychological Management of Individual Performance*, 1-25.
- Tsuma, J., & Omondi, M. (2015). Effect of Job Design on Employee Satisfaction Levels in Private Universities in Kenya; A Case Study of Mount Kenya University. *The strategic Journal of Business and Change Management*, 2 (92), 1314 – 1340.
- Zin, M. L., Mohd Shamsudin, F., & Subramaniam, C. (2013). Investigating the Influence of Job Rotation on Career Development Among Production Workers in Japanese Companies", *International Journal of Business and Society*, 14 (1), 135 – 148

APPENDIX I

Survey Questionnaire

The Effect of Job Design on Job Satisfaction and Job Performance in Schenker Myanmar Co., Ltd.

Dear Respondent,

I am a student of Online Master of Business Administration (MBA) program at Yangon University of Economics. I am carrying out a research on “the Effect of Job Design on Job satisfaction and Job Performance in Schenker Myanmar Co., Ltd.” This questionnaire is only for MBA thesis. The survey would be used exclusively for academic purpose.

Your answers will be kept strictly confidential. Your name will not be disclosed anywhere on the document so kindly answer the questions as honest and objective as possible in order to contribute for the success of this study.

I greatly appreciate your kindly help and willingness to share your precious time and opinion.

Sincerely,

Zin Paing Oo

OMBA-200221

Online MBA

I. Respondent Profile

Please describe your answer by ticking a (√) on the relevant answers provided. The following questions will be used only in determining our sample demographics.

1. Gender

- Male Female

(2) Age (Year)

- 21 – 25 26 – 30 31 – 35
 36 – 40 41 – 45 46 and over

(3) Marital Status

- Single Married Other

(4) Education Level

- High School Under Graduate Graduate
 Postgraduate Other

(5) Yours Position Level in Company

- Manager Assistant Manager Executive
 Supervisor Team leader Officer
 Operatives Other

(6) Yours Department in Company

- Human Resources & Administration Finance & Accounting
 Sales and Marketing Contract Logistics
 Freight Forwarding Other

(7) Years of experience

- Less than 1 year 1 to 5 Years 6 to 10 Years
 11 to 15 Years Above 15 Years

II. Employee's Survey Question

Please read each statement carefully and decide if you ever feel this way about your work and choose how much you agree or disagree on each questionnaire by crossing One number on scales (**1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 Strongly Agree**).

1. Job Rotation

No	Questionnaire	Scale				
		1	2	3	4	5
	Skill diversity					
1	Job rotation helps me with career planning and progression					
2	Job rotation leads to better understanding and cooperation between diverse business units.					
3	Job rotation provides me to develop self-efficacy.					
4	Job rotation helps me to develop new skills and knowledge.					
5	I am not stressed when shifting to a new job at my workplace.					
6	I am generally in favour of job rotation for training and development.					
	Innovation					
1	I search out new working methods, techniques or instruments when I am assigned to new tasks.					
2	Job rotation stimulates me new approaches to execute tasks.					
3	I am less bored at the workplace when job rotation is done, I become eager to learn more.					
4	Job rotation is an innovative planning for avoidance of fraud.					
5	Job rotation enables me to review my job from different perspectives.					
6	I attempt to convince people to support an innovative idea.					

2. Job Enlargement

No	Questionnaire	Scale				
		1	2	3	4	5
	Skill Utilization					
1	I utilize my skills effectively.					
2	Good experience makes me skillful in my job.					
3	I get a clear instruction and procedure to perform the job.					

4	I am allowed to use different types of skills to implement my tasks.					
5	The organization gives me opportunities to use my various varieties of skills.					
6	The job is not simple and repetitive.					
	Job diversity					
1	I perform the whole job from the beginning to the end.					
2	My job requires the performance of wide range of tasks.					
3	My job scope was increased at the same skill level.					
4	The job involves doing a number of different things.					
5	I realize the processes and procedures by doing diverse jobs.					
6	My job involves meeting with other people.					

3. Job Enrichment

No	Questionnaire	Scale				
		1	2	3	4	5
	Achievement					
1	I have to lead for the job accomplishment.					
2	There is a sense of accomplishment and achievement in performing tasks assigned to me by my supervisor.					
3	The decision I made is an effect on my job.					
4	I am motivated to do my best for my company.					
5	I implement my tasks without asking permission from my direct manager.					
6	The job is important that the results of my work can significantly affect strategic goal.					
	Responsibility					
1	The superiors allow me to use own judgment and intellectual ability in the work.					
2	By being given more responsibilities at work, I will be able to advance my career and grow.					
3	I am allowed by my superiors to perform my job independently.					

4	I can explain my job-related difficulties to responsible superiors.					
5	I can share work-related information and instruction to other colleagues.					
6	I am fully responsible for the result of the job I do.					

4. Job Satisfaction

No	Questionnaire	Scale				
		1	2	3	4	5
1	I have good working relationship with my co-workers.					
2	I get support a teamwork from other department in company.					
3	I feel this organization has an environment where I can do my best work.					
4	I feel a sense of pride in doing my job.					
5	I have an opportunity for promotion.					
6	I am proud to tell others that I am part of this company.					

5. Job Performance

No	Questionnaire	Scale				
		1	2	3	4	5
1	I always meet the targets assigned to me and deliver on time.					
2	I am capable of handling my assignments without my supervisor.					
3	I often reach goals during challenging situation.					
4	I perform tasks that are expected of me.					
5	My job performance outcomes are consistent with the goals of the organization.					
6	I actively participate in group discussions and work meetings.					

Thank you for your kind participation.

APPENDIX II

STATISTICAL OUTPUTS

(1) The Effect of Job Design on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.563 ^a	0.317	0.272	0.31110	0.317	7.055	6	91	0.000	1.841

a. Predictors: (Constant), Responsibility, Job diversity, Skill diversity, Skill Utilization, Achievement, Innovation

b. Dependent Variable: Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.097	6	0.683	7.055	.000 ^b
	Residual	8.807	91	0.097		
	Total	12.904	97			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Responsibility, Job diversity, Skill diversity, Skill Utilization, Achievement, Innovation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.147	0.413		2.777	0.007		
	Skill diversity	0.020	0.077	0.028	0.262	0.794	0.639	1.565
	Innovation	0.016	0.081	0.022	0.199	0.843	0.636	1.573
	Skill Utilization	0.246	0.093	0.265	2.656	0.009	0.754	1.326
	Job diversity	0.056	0.075	0.083	0.744	0.459	0.601	1.664
	Achievement	0.053	0.070	0.080	0.756	0.451	0.670	1.493
	Responsibility	0.335	0.104	0.330	3.229	0.002	0.719	1.391

a. Dependent Variable: Job Satisfaction

(1) The Effect of Job Satisfaction on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.657 ^a	0.432	0.426	0.27897	0.432	72.875	1	96	0.000	2.043

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Job Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.671	1	5.671	72.875	.000 ^b
	Residual	7.471	96	0.078		
	Total	13.143	97			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.199	0.292		4.105	0.000		
	Job Satisfaction	0.663	0.078	0.657	8.537	0.000	1.000	1.000

a. Dependent Variable: Job Performance