YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

EFFECT OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND TURNOVER INTENTIONS OF EMPLOYEES AT FUJIFILM MYANMAR LIMITED

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EMBA II – 6

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ACADEMIC YEAR (2022-2024)

Supervised By: **Submitted By:**

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

Supervised By: **Submitted By:**

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Yangon University of Economics   2022-2024

ACCEPTANCE

This is to certify that the thesis entitled "**Effect of Organizational Culture on Job Satisfaction and Turnover Intentions of Employees at Fujifilm Myanmar Limited**" 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

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(Supervisor)   **(Examiner)**

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(Examiner)

MAY, 2024

ABSTRACT

The primary aims of this study are to investigate the correlation between employee job satisfaction and turnover intentions at Fujifilm Myanmar Limited. Additionally, the research will explore the indirect relationship between organizational culture and employee job satisfaction, achieved through employees' perceptions of organizational support. For the current inquiry, both primary and secondary data sources are utilized. A total of 46 out of the 52 employees were individually interviewed as part of a straightforward random sampling procedure to gather data. The software application Raosoft provides a basic size calculator for computing simple size. We employed both descriptive and regression methods to analyze the data. Although both humanistic and prescriptive cultures have a positive and significant effect on job satisfaction, regression analysis indicates that prescriptive culture has a lesser influence. A documented mediating relationship exists between employees' job satisfaction and perceived organizational support within the context of humanistic culture. On the connection between prescriptive culture and job satisfaction among employees, perceived organizational support also plays a mediation role. The impact of job satisfaction on intentions to depart is significantly negative. Fujifilm Myanmar Limited ought to foster a healthy work-life balance and establish a unified corporate culture in order to enhance the humanistic ambiance. It is essential for Fujifilm Myanmar Limited to have transparent operations, accessible and equitable leadership, a shared vision, well-defined roles, an acceptance and comprehension of diversity, and open lines of communication. Fujifilm Myanmar Limited must ultimately demonstrate concern for its employees' well-being and express gratitude for their contributions in order to enhance the workforce's perception of the organization's support.

ACKNOWLEDGEMENTS

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CHAPTER 1
INTRODUCTION

A company's human resources have a significant role in determining whether it succeeds or fails in reaching its objectives. Since people play a major role in an organization's success, human resources are the most precious and significant assets that it possesses. The organization must adequately care for and sustain its workforce in order to fulfill its goals and keep qualified employees from wanting to relocate or even quit (Ridlo, 2012).

The importance of organizational culture in determining employee job satisfaction and turnover intentions is being recognized by organizations more and more. It is possible to evaluate an organization's values, beliefs, and practices in conjunction with its organizational culture. Employees' perceptions of their job, interactions with coworkers, and approach to tasks are all affected.

Organizational culture can be defined as the way that members of an organization perceive and uphold a set of organizational principles. These values are what set one organization apart from another. The organizational culture can also influence an individual's ability to receive support from their organization. The degree of organizational support, and specifically the employees' perception of that support, can have a variable impact on their level of satisfaction. Prescriptive culture and humanistic culture are the two categories of organizational culture. Prescriptive culture refers to culture that is influenced and altered from the top down, whereas humanistic culture is a set of principles that concentrates on fundamental human needs and seeks reasoned answers to human problems (Omira, 2015). The degree to which employees believe their supervisor cares about their professional and personal needs is known as Perceived Organizational Support (POS) (Eisenberger et al., 2002). It can also be defined as the degree to which supervisors provide them with a supportive environment and give their contributions to the organization the consideration they deserve. Employees' job satisfaction may be impacted by organizational culture (both prescriptive and humanistic).

It is possible to forecast turnover using job satisfaction (Spector, 1997). According to Greenbeg and Baron (2016), a worker's emotional attitude toward their work determines their level of job satisfaction. One way to define job satisfaction is an employee's level of joy or discontent with the work they accomplish. Workers with turnover intention—a desire

to leave their job or company—tend to feel neglected and unmet. The desire of employees to leave their current firm voluntarily or their propensity to want to work for another is known as turnover intention (Sutanto, 2022). Intentional turnover precedes genuine turnover right away. According to the individual, it is the likelihood that they will quit their job within a specific time frame (Takase, 2010)

.In Myanmar, some multinational companies entered in, and they have been operating to deliver the products and services to Myanmar people. The organizational culture of multinational companies may be different from organizational culture of domestic companies. However, the effect of organizational culture definitely effects on employee satisfaction in any kind of organizations, The extent of this effect depends on the respective company's support, particularly support of supervisors and top management to the employees. Job satisfaction of employees is the crucial factor to retain employees with high intention to stay.

Fujifilm Myanmar Limited is one of the famous multinational companies, entered Myanmar in 2017. Fujifilm Myanmar Limited operates in a competitive and dynamic industry, is emphasizing the need for a workforce that is not only skilled but also motivated and committed. This study explores the relationship between organizational culture, job satisfaction, and turnover intentions within the context of Fujifilm Myanmar Limited. By examining the specific cultural attributes that influence employee satisfaction and turnover intentions, this research aims to provide valuable insights to guide the organization in cultivating a culture that not only for employees' job satisfaction but also retains and motivates them.

1.1   Rationale of the Study

Retaining employees for extended periods of time and reducing employee turnover is a major problem for human resource managers. A higher turnover rate raises expenses while decreasing an organization's production and efficiency. Therefore, it is imperative that organizations investigate the variables influencing employee turnover.

Through a strong organizational culture, companies can achieve job satisfaction, high performance standards, innovation, and customer orientation, which in turn can increase the company's competitive advantage. Implementing organizational change is one of the most important, yet least understood skills of leaders. In addition, employees are not the same because some employees like humanistic culture with only few regulations and

some other employees prefer clear rules and regulations. Thus, organizations need to find out which organizational culture is suitable for their employees in order to improve job satisfaction and reduce turnover intention.

Organizations work to increase the job satisfaction of their employees in order to reduce employee turnover because it can have a negative effect on business and the labor market overall. The degree of employee satisfaction with the organization is the most crucial element in keeping qualified employees from leaving (Fang et al., 2021). One of the most important components in helping a business increase retention and gain a competitive edge is job satisfaction. Employee satisfaction and morale can be significantly impacted by a good corporate culture. Employees are more likely to be content, driven, and happy with their jobs when they believe they work in a supportive, inclusive, and respectful environment. To increase workplace productivity, employee engagement, and overall business performance, it is imperative to comprehend how organizational culture influences job satisfaction and turnover intentions.

In this era of rapid global economic changes and heightened market competition, organizations are increasingly acknowledging the pivotal role of organizational culture in promoting employee satisfaction and retention, which terms to productivity, and overall success. The significance of Perceived Organizational Support (POS) stems from its correlation with numerous job attitudes and actions. Because POS is linked to numerous job attitudes and actions, it is significant. A crucial element in creating perceived work value is the idea of perceived organizational support, or POS from now on (from the employee's point of view and in connection to his task). It is a crucial element that can give rise to a concept, attitude, or sense of job satisfaction. The investigation into the impact of organizational culture on employee job satisfaction and turnover intentions at Fujifilm Myanmar Limited is highly significant due to the organization's operation in a competitive and dynamic business environment. Currently, the problem of employee' turnover becomes the severe problem of the main concern of Fujifilm Myanmar Limited. This study is essential for Fujifilm Myanmar Limited to identify areas for potential enhancement within its cultural framework, leading to improved employee satisfaction and reduced turnover rates. The findings of this research can contribute valuable insights into the dynamics between organizational culture, employee satisfaction, and turnover intentions in Fujifilm Myanmar Limited.

1.2   Objectives of the Study

The objectives of the study are as follows:

1) To analyze the direct effect of organizational culture on job satisfaction through perceived organizational support as the mediator of employees at Fujifilm Myanmar Limited.

2) To analyze the indirect effect of organizational culture on job satisfaction through perceived organizational support as the mediator of employees at Fujifilm Myanmar Limited.

3) To analyze the effect of job satisfaction on turnover intentions of employees at Fujifilm Myanmar Limited

1.3   Scope and Method of the Study

This study exclusively examines the organizational culture, job satisfaction, and intention to depart among employees of Fujifilm Myanmar Limited.

Primary and secondary data are both utilized in this study. There are fifty-two employees at Fujifilm Myanmar Limited. By applying the Raosoft method of sampling, 46 individuals comprise the sample. It employs the fundamental random sampling method. To collect data, personal interviews were conducted with 46 employees utilizing a standardized questionnaire that utilized a 5-point Likert scale. The secondary sources of data consist of pertinent scholarly articles, textbooks, websites, and reports originating from Fujifilm Myanmar Limited. The research incorporates both descriptive and regression methodologies.

1.4   Organization of the Study

Five chapters comprise this work. The introduction (Chapter 1) comprises the rationale for conducting the research, its objectives, approach, extent, and organization. The second chapter describes the conceptual framework, theoretical foundations, and prior research of the study. This chapter presents a comprehensive outline of the organizational culture and profile of Fujifilm Myanmar Limited. Chapter 4 of the report investigates the influence of organizational culture on employees' intentions to resign and their level of job satisfaction at Fujifilm Myanmar Limited. Chapter 5 culminates with an analysis of the results, recommendations, and the imperative for further investigation.

CHAPTER 2
THEORETICAL BACKGROUND

This chapter outlines the theoretical foundation for job satisfaction, organizational culture, intention to leave, and perceived organizational support. It also discusses conclusions drawn from actual research. Furthermore presented in this chapter is the study's conceptual framework.

2.1   Organizational Culture

According to Lok and Crawford (2004), an organization's culture affects both employee retention and organizational performance. Schein (1984) defined organizational culture as the set of shared presumptions, attitudes, and beliefs held by members of the organization. Moreover, organizational culture is a useful tool for conceptualizing and defining an organization's internal environment. One way to differentiate this internal environment from that of another organization is through the personality of the organization (Sims, 2002). According to Hofstede et al., the organizational culture must be understood by all employees of the organization.

The term "organizational culture" refers to a set of guiding principles that can affect how employees behave and socialize within a business. Six characteristics, in the opinion of multiple scholars, can characterize organizational culture. (1) Comprehensive; (2) Historical; (3) Anthropologically related; (4) Socially created; (5) Soft; (6) Hard to alter (Hofstede et al., 1998). It is also possible to separate it into visible and unseen componentsThe visible elements of a culture are its rituals, heroes, and symbols; the invisible elements are the organization's ideals. These are known as organizational practices. A person's strategy can only change what is apparent within an organization (Hofstede, 1998).

Ravasi and Schultz (2006) define organizational culture as a compilation of principles, values, beliefs, systems, and codes of conduct that influence and direct the conduct of employees within a given business. Culture reflects how stakeholders, such as vendors, consumers, and employees, perceive the organization and its brand. Understanding organizational culture entails knowing the norms, values, and rules that influence an employee's behaviors and behavior (Colquitt et al., 2019). Maintaining and

enhancing organizational culture is essential as it fosters age flexibility, self-initiative, autonomy, and the ability to solve problems related to human resources directly and creatively. It also establishes knowledge management and fosters partner-like relationships (Karyotakis & Moustakis, 2016). Bums and Stalker (1961) distinguished between prescriptive and humanistic cultures.

(a)   Humanistic Culture

According to Burns and Stalker (1961), humanistic cultures are adaptable and suitable for shifting circumstances, making them comparable to the biological institutions they describe. The humanistic culture is a collection of ideals that focuses on basic human needs and looks for rational solutions to human issues rather than placing faith in God, miracles, or other supernatural beings.

Humanistic culture aims to study and explain human arts, actions, goals, ideals, and problems, whether they are disruptive or helpful. The application of human intellect assists in revealing the inner goodness of man. It advises humans to live so that human actions may make everyone happy. The goals of humanistic culture are to achieve justice, bring about peace and prosperity, and foster good human interactions.. Humanistic in nature, group cultures prioritize flexibility and have an internal focusGroup culture (HUM) companies value human resource development and place a high priority on employee empowerment. Generally speaking, they are cooperative and cohesive (Goodman et al., 2001).

Humanistic cultures rejected bureaucracy for the sake of bureaucracy and emphasized the value of the individual. Workgroups or organizations with a humanistic culture foster a heritage of loyalty and traditionalism while remaining committed to innovation, acknowledging the intrinsic worth of every individual. These work cultures promote and acknowledge individual intrinsic motivation while creating a supportive and devoted work environment where employees feel good about themselves and their jobs.

Humanistic culture is defined as creating a more compassionate society through an ethics based on human and other natural values within a spirit of reason and free inquiry through human capacities (Hartmann & Baker, 2009). Additionally, it has which emphasize flexibility while maintaining an exterior focus. Companies with this cultural typology are innovative and creative, and they place a strong focus on growth and measured risk-taking (Helfrich et al., 2007).

Being adaptable is essential in humanistic cultures. There is an encouragement for members, or employees, to experiment and be creative. Since there is less formality in the workplace, it fosters a culture where sharing ideas and working as a team are norms. In fact, Burns and Stalker (1961) observed that the general tendency of organizational members to "combine with others in serving the general aims of the concern" is a distinguishing characteristic of organic (humanistic) culture.

(b)   Prescriptive Culture

The bureaucratic and rational cultural prototypes are part of prescriptive culture, which emphasizes control and authority. Prescriptive culture has strong organizational theory foundations, much like humanistic culture. The ideal organisation, according to Weber (1947), is bureaucratic and places a premium on authority relationships (Carson, 2005). As posited by Helfrich et al. (2007), Weber's notion of the bureaucratic organisation exhibits a strong correlation with theory X, which demands meticulous scrutiny and evaluation of employees' conduct. According to Theory X, in order for employees to be productive, they are essentially looking for security and consistency. Prescriptive culture is quite close to Theory X.It is possible to connect prescriptive culture to Burns and Stalker's (1961) theory of mechanical organizations. Prescriptive culture is rigid, regimented, and appropriate for stable or static contexts. Furthermore, communication between subordinates and supervisors within an organization is usually vertical. Managerial directives and choices tightly control operations and behaviors. Membership in prescriptive and mechanistic groups is contingent upon fidelity to the organization and deference to superiors (Burns & Stalker, 1961).It is possible to characterize the rational culture as prescriptive, externally focused, and control-oriented. Measurable results, efficiency, and task completion are important to these cultures. Production-oriented, rational cultures prioritize accomplishment, communication, and task clarity (Hartnell et al., 2011).According to Goodman et al. (2001), a rational culture maintained formal lines of coordination and control as well as centralized decision-making with a focus on achievement. Gregory et al. (2009) claim that the rational culture strongly emphasizes achieving goals and uses objectives as a means of controlling behavior by basing organizational rewards on goal accomplishment.

Underlying rational culture is the belief that employees will be more productive as they try to satisfy organizational standards when they have well-defined goals and the rewards associated with reaching those goals (Cameron et al., 2006). Bureaucratic cultures

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prioritize rigid rules and hierarchical structures; they also place a high importance on uniformity and predictability. Bureaucratic organizations often have distinct authority and responsibility hierarchies and are segregated (Wallach, 1983). Formal control mechanisms drive the structure and internal orientation of bureaucratic culture (Hartnell et al., 2011). These societies place a high importance on routinization, formalization, consistency, and clear communication (Quinn & Kimberly, 1984). All these characteristics of rationale and bureaucratic culture are same as the characteristics of PRE (Emersm, 2013).

2.2   Job Satisfaction

According to Locke (1976), "work satisfaction" is "the pleasant or positive emotional state that results from the evaluation of one's job or job experiences." Consisting of satisfaction with compensation, advancements, colleagues, oversight, and the nature of the work, Smith et al. (1969) established the taxonomy that is most frequently applied to these elements. Furthermore, the components of the most widely utilised tools for assessing job satisfaction consist of these qualities as well (Nagy, 2002).

As a consequence of an evaluation of one's work or work experiences, Locke (1976) defined job satisfaction as a positive or joyful affective state. Conversely, Schneider and Snyder (1975) defined job satisfaction as an individual's assessment of the working environment or the results associated with employment. Hence, an individual's unique circumstances, encompassing requirements, values, and expectations, impact this perception and evaluation of their employment, which ultimately determines job satisfaction. People will consequently assess their professional trajectories in light of personally significant factors.

"Work, pay, promotions, recognition, benefits, working conditions, supervision, coworkers, the company, and management" are the common components of job satisfaction, according to Locke (1976). Conversely, working conditions such as transparent staffing policies, open communication, security, and solid governance, as well as others, had a negative impact on job satisfaction, according to Kerego and Mthupha (1997).

The significance of job satisfaction in the lives of employees is considerable, as it encompasses affective and emotional experiences. The prevailing ramifications of job satisfaction pertain to its influence on the overall social life, emotional well-being, and immediate and prolonged physical health of employees. Visser et al. (1997) posit that

employee behaviours such as frequent labour unrest, grievances and complaints, absenteeism, and termination of employment may be influenced by job satisfaction.

Badawi et al. (2019) define job satisfaction as an affective state that has the potential to either fortify or deteriorate employees' connections with their occupation and one another. Regarding an individual's attitude towards their profession, Dachapalli (2016) argues that their behaviour is indicative of their level of job satisfaction. A decline in job satisfaction has an impact on employees' intentions to resign, whereas an increase in job satisfaction enhances employees' productivity, facilitates the realisation of their complete potential, and sustains positive attitudes and sentiments towards their work.

The assessment of an employee's job satisfaction is frequently based on their demeanour and perspective regarding their occupation and working surroundings. Spector (1997) defined job satisfaction simply as the degree to which an individual is satisfied with his or her job. As a result, some people consider their occupations to be vital components of their lives and adore them, whereas others work merely out of obligation.

2.3   Turnover Intentions

Turnover intention, which is the most significant predictor of actual leaving behavior, is the desire to move or quit an organization in search of a better job (Ajzen, 1991). The last stage of leaving the company, whether by resignation or termination, is for an employee to express their intention to quit (Kakar et al., 2021). When an employee has the desire or intention to switch jobs but hasn't quite reached the point of actually moving, this is known as turnover intention. According to Gunawan and Andani (2020), turnover intention is the degree to which an employee intends to quit the organization, whereas turnover itself is the number of employees who leave the company within a specific time frame.

The term "turnover intentions" describes the desire to quit a job freely. It can be characterized as the desire to willingly switch employers or to completely withdraw from the job market by Karin and Birgit (2007). Mobley et al. (1979) defined turnover intentions as a person's actions toward the desire to voluntarily depart the organization. Turnover intention is characterized as a cognitive orientation toward leaving the company, encompassing the employee's thoughts of leaving, their search for other work, and their actual desire to leave.

Employee turnover can have an impact on different job satisfaction metrics, according to Lambert et al. (2001). It can also contribute to low job satisfaction. A lower

rate of employee churn reflects improved organizational effectiveness as well as lower recruiting and retraining expenses. Silverthorne (2004) claims that staff turnover costs a company a lot of money because it results in low productivity, experience loss, and the expenditure of employing a new hire.

Since turnover intention directly precedes turnover and has a strong correlation with it, it is significant on its own (Futrell & Parasuraman, 1984). Given the significance of the relationship between turnover intention and organizational performance, low job satisfaction and high psychological strain levels are receiving a lot of attention (George & Jones, 1999).

2.4 Perceived Organizational Support

It was in 1986 that Eisenberger et al. first proposed the idea of perceived organizational support. It is the providing of a supportive and nurturing work environment. In the contemporary competitive environment, companies greatly value their perception of organizational support. Employees' perceptions that the company recognizes and considers their contributions to the company are one way to describe perceived organizational support.

According to the concept of perceived organisational support (POS), employees' perception of their employer's regard for their well-being and recognition of their efforts. Powell and Eisenberger (2002) state: Point-of-sale (POS) systems depend on the inclination of employees to represent the organisation and offer reciprocal assistance. Employees' perceptions of their employer's regard for their welfare and appreciation for their work constitute POS (Eisenberger et al., 1986).

Perceived Supervisor Support (PSS) measures employees' convictions that their supervisor appreciates their contributions and is concerned with their well-being, whereas Perceived Organisational Support (POS) assesses the extent to which employees feel that the organisation values them (Shanock & Eisenberger 2006). Employees tend to place greater importance on feedback that originates from their immediate superiors, disregarding assistance from the organisation (Kottke & Sharafinski, 1988). Employees perceive the treatment of their supervisors as an indication of the firm's support, given that supervisors function as representatives of the company. This reciprocal relationship, which includes the organization's propensity to attend to the socioemotional requirements of its employees, is the foundation of perceived organisational support.

Workers feel compelled to respond because they expect a high level of assistance. The idea of organizational support gives employees the impression that the business will support them when they need it and won't leave them behind. Furthermore, the organization stands behind people in both good and bad times. Perceived organizational support, according to Rhoades and Eisenberger (2002), is based on the idea that the corporation and its employees have favorable exchange ties.

2.5   Previous Studies for Relationships of Variables

In order to better understand the relationship between job satisfaction, organizational culture, perceived support from the company, and intention to leave, this study analyzes the literature.

2.5.1   Relationship between Organizational Culture and Job Satisfaction

Companies with a culture that honors employee labor and prioritizes organizational welfare likely to draw in new hires. The physical working environment of hospitals had a positive and significant link with organizational culture dimensions, indicating a favorable relationship between organizational culture, job satisfaction, and the commitment of employees. Choi et al. (2015) claim that innovative and creative organizational cultures typically result in higher levels of job satisfaction. According to Simun et al. (2011), organizational cultures offer a genuine picture of how an individual's attitude and job behavior are influenced by their employer.

Bhatti and Qureshi (2007) claim that organizational cultures significantly affect employees' views and job satisfaction levels. Therefore, fostering a culture that actively promotes employee satisfaction is essential for a productive firm. According to Lund (2003), market culture and hierarchical culture have a negative effect on workers' job satisfaction, but advocacy and clan culture have a favorable effect. employees' long-term organizational loyalty, security, and satisfaction may seem questionable in a control culture that places a significant emphasis on rules, regulations, order, accomplishments, and policies (Shellenbarger, 2000).

Werner and DeSimone (2012) state that a company prefers to hire people whose values align more closely with the organization's values because a healthy balance between the organization's values and those of its employees fosters employee loyalty and job satisfaction. According to Jun and Rowley (2014), managers need to understand how organizational culture affects employees' job satisfaction because it can be challenging to

alter cultural norms because they are so closely linked to expectations, attitudes, behaviors, and values.

According to Tak et al. (2014), an effective Human Resource (HR) strategy can be leveraging an organization's more amiable and cooperative organizational culture; this can lead to increased job satisfaction and effective performance. On the other hand, if organizational culture has a negative effect, employees may leave the company more frequently as they try to find new employment opportunities (Cotterman, 1991). Therefore, it is critical to comprehend the relationship between employee behavior, organizational culture, and job satisfaction. Doing so will enable the firm to better grasp its workforce's preferences and capacity to meet their demands.

2.5.2   Relationship between Job Satisfaction and Turnover Intention

Luthans (2005) asserts that turnover will be high in the event of low job satisfaction and low in the event of high job satisfaction. There is a negative correlation between the intention to leave and job satisfaction; the more satisfied employees are, the less turnover incidents there will be, which will improve corporate operations. Rakhmitania (2022) determined the relationship between intention to depart and job satisfaction at Ummi Hospital. Rakhmitania found a strong correlation between the job satisfaction and employee turnover intention variables.

A common factor in people quitting their jobs is expressing discontent with their jobs. According to empirical evidence, there is a direct correlation between job unhappiness and the emergence of a desire to quit (Setyanto, 2013). According to Orpina et al. (2022), academic staff at private institutions will be less likely to plan to leave their employment if they are happy in them, and when their organization supports them, this goal will be even more pronounced.

As a psychological response to anything, job satisfaction is a sensation that has a strong correlation with the intention to leave one's job (Lim & Cho, 2018). According to Stater & Stater (2019), job satisfaction and the intention to quit are positively and significantly associated. The study by Chen et al. (2019) found a negative relationship between intention to leave and job satisfaction. According to Aydogdu and Asikgil (2011), job satisfaction has a negative and significant impact on a person's intention to leave their job.

Stater (2019) found a positive and significant correlation between the intention to leave one's job and job satisfaction. Additionally, Lim and Cho (2018) discovered a substantial correlation between turnover intention and job satisfaction.

2.5.3 Relationship between Organizational Culture and Perceived Organizational Support

Organizational culture and perceived organizational support have a favorable and significant link, as Salvador et al. (2022) demonstrated. Beek and Gerritsen (2010) suggest that an indicator of the caliber of organizational support is an individual's impression of the culture of the organization. Lee and colleagues (2013) posited a high correlation between employees' loyalty to the organization and their perceptions of the organizational culture.

According to Kim and Jang's (2018) study, which involved ship employees, there is a favorable correlation between perceived organizational culture (POC) and perceived organizational support (POS). Perceptions of organizational support are antecedent to perceptions of organizational culture, according to Berson et al. (2009). Employees absorb the traits of the organization to which they belong, such as POS, and have a lower intention of leaving, according to Tajfel (1978).

2.5.4 Relationship between Perceived Organizational Support and Job Satisfaction

People's beliefs about the fundamental processes that comprise their organization—POS being one of them—have an effect on their conduct, claims Stassen (1998). A small group of investigators has discovered a strong relationship between job satisfaction and POS (Cropanzano et al., 1997). Stassen (1998) used a longitudinal research design and discovered that managers who reported better levels of job satisfaction were those who had higher levels of perceived organizational support (POS). A possible way to describe this outcome would be that POS could boost employees' trust that their employer values and honors their efforts to deliver extraordinary work. Thus, POS starts a social exchange process that makes customers feel compelled to help the company meet its goals, which increases profits.

Positive employee-job and organization associations increase the relationship between them (Biswas & Bhatnagar, 2013). People are therefore happier in their jobs and return organizational support in a variety of ways. It goes without saying that POS employees feel compelled to devote their socioemotional energies to both the organization and their work. As a result, they are extremely devoted to their job and pleased with the company (Gillet, 2013).Perceptions of organizational support, according to Rezaeian (1995), can influence employee behavior and the relationships that result from it both

directly and indirectly. According to Günay (2017), POS significantly influences job satisfaction. Workers who perceive good organizational support will maximize their personal resources (Hobfoll, 2001). If employees feel that their firm supports them through triumphs and failures, risks, and projects, they will be more driven to learn, according to Abid et al. (2021). In the end, this will help the business because it will increase worker satisfaction.

2.6   Conceptual Models of Some Previous Papers

Omira (2015) examined the effect of organizational culture and leadership styles on the performance of Saudi Arabia's public organizations, through the mediating factors of organizational commitment and job satisfaction. In his quantitative research, cross-sectional data of 400 employees working in 16 ministries of the Saudi Arabia government were obtained. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to test the objectives, which are described in Figure (2.1).

Figure (2.1) Effect of Leadership Styles and Organizational Culture on Organizational Performance

Source: Omira (2015)
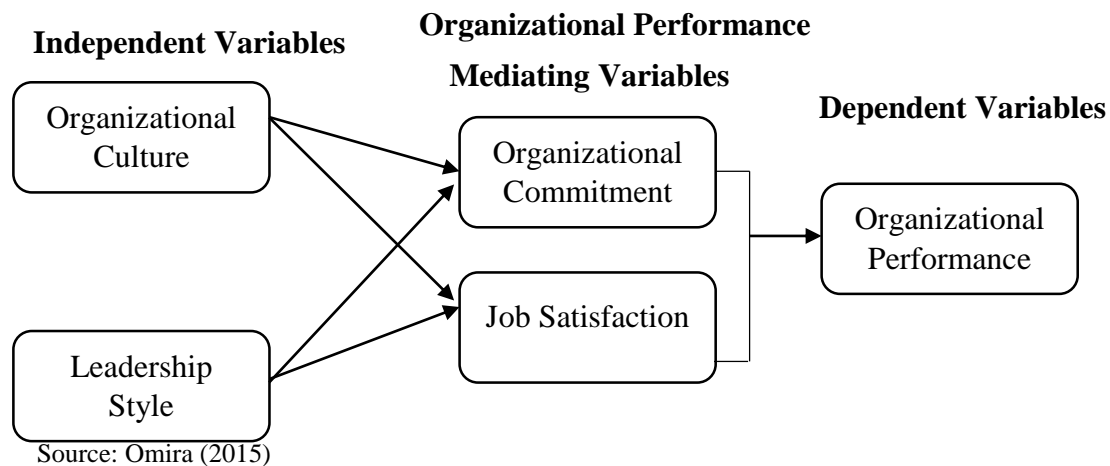
Results indicated that organizational commitment fully mediated the association between organizational culture and performance; however, organizational commitment only partially mediated the relationship between performance and leadership styles. Between leadership styles and organizational performance as well as organizational culture and performance, there was no evidence of a job satisfaction mediator.

Purwadi et al.'s (2020) goal was to investigate how organizational culture and leadership impacted workers' performance and job satisfaction. The conceptual framework

for investigating employee performance, job satisfaction, organizational culture, and leadership is shown in Figure (2.2).

Figure (2.2) Exploration of Leadership, Organizational Culture, Job Satisfaction, and Employee Performance
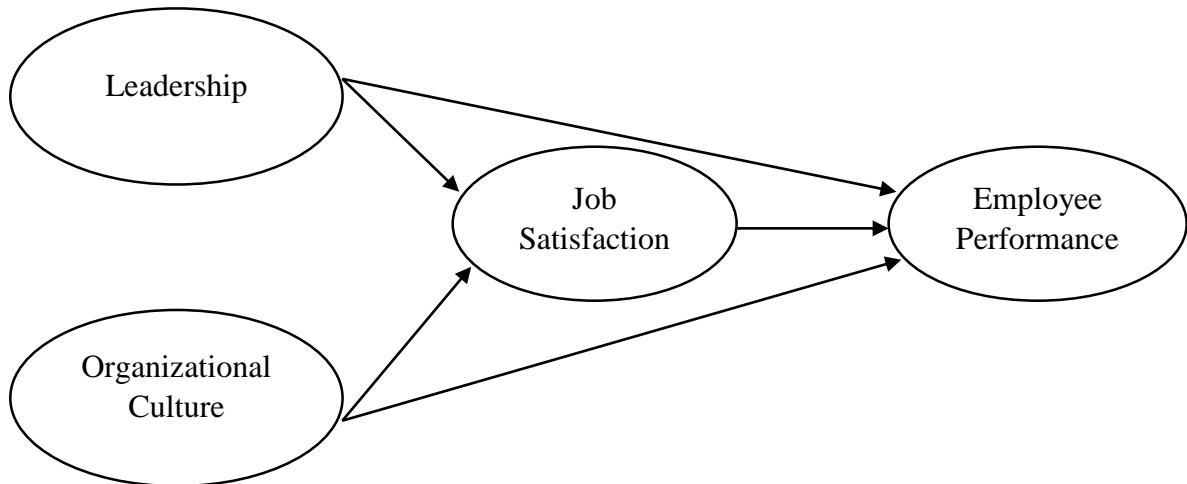
Source: Purwadi et al., (2020)

They polled 83 respondents for the study at the Department of Transportation in Samarinda City. They employed quantitative and descriptive research techniques. The results showed that organizational culture and leadership significantly and favorably affect performance. On the one hand, the study's findings also demonstrated a substantial and adverse relationship between job satisfaction and performancez.

Emerson (2013) examined the relationship between an organization's culture and government accountants' intentions to leave and their level of job satisfaction. Department of Veterans Affairs (VA) employees made up the sample. The VA, which consists of three separate units, is the second largest component of the federal bureaucracy, second only to the Department of Defense. 2,567 accountants were the subject of sample data analysis. With perceived organizational support acting as a mediating factor, Figure (2.3) displays organizational culture, job satisfaction, and turnover intentions.

Figure (2.3) Organizational Culture, Job Satisfaction and Turnover Intentions: The Mediating Role of Perceived Organizational Support

HUM – Humanistic Culture

JSAT – Job Satisfaction

POS – Perceived Organizational Support

PRE – Prescriptive Culture

TOI – Turnover Intentions
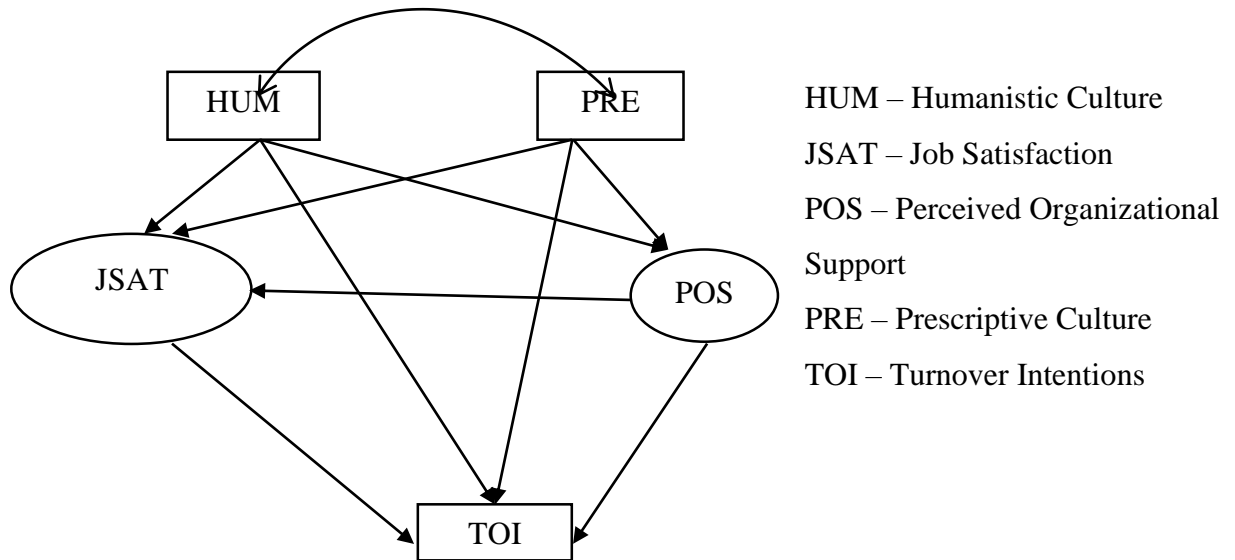
Source: Emerson (2013)

According to a 2013 study by Emerson, there is a mediating role for perceived organizational support between job satisfaction and turnover intentions and organizational culture. Additionally, results showed a negative correlation between POS and intentions to leave one's job and a good correlation with job satisfaction. The results also showed a considerable negative correlation between turnover intentions and job satisfaction.

2.7   Conceptual Framework of the Study

The conceptual framework of the research was based on previous literature reviews and conceptual models of previous studies. The conceptual framework of the study is shown in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study
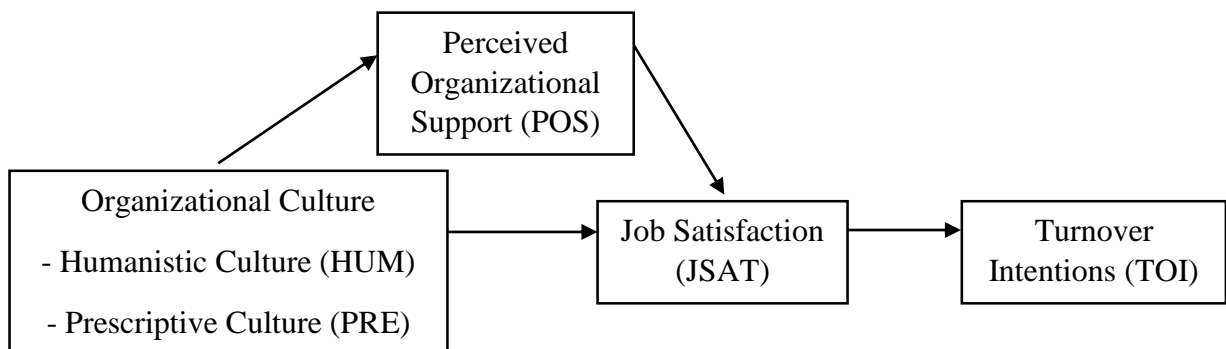
As shown in Figure (2.4), the effect of organizational culture such as humanistic culture (HUM) and prescriptive culture on job satisfaction of employees are analysed. In addition, this study examines the mediating effect of perceived organizational support between organizational culture and job satisfaction. Finally, it analyses the relationship between job satisfaction and turnover intentions of employees at Fujifilm Myanmar Limited.

This conceptual framework is based on the previous conceptual models developed by Omira (2015), Purwadi et al. (2020), and Emerson (2013). The conceptual link of organizational culture to job satisfaction is based on the models of Omira (2015) and Purwadi et al.(2020). However, the whole conceptual framework is closely adapted to Emerson (2013).

CHAPTER 3
PROFILE AND ORGANIZATIONAL CULTURE OF FUJIFILM MYANMAR LIMITED

This chapter presents the profile, vision, and mission of Fujifilm Myanmar Ltd. In addition, it includes organizational structure, products and services of Fujifilm Myanmar Ltd. Finally, it describes organizational culture of Fujifilm Myanmar Ltd.

3.1   Profile of Fujifilm Myanmar Limited

FUJIFILM founded Fujifilm Myanmar Limited to fortify its sales structure in the Republic of the Union of Myanmar. In the 1970s, Fujifilm established a company in Myanmar, specializing in imaging supplies such photographic paper. Fujifilm Myanmar Limited commenced operations in December 2013. The company strengthened the sales infrastructure for the imaging, medicinal, and graphic products by expanding sales channels and recognizing local market demands through working with the local agencies. Beginning in April 2017, Fujifilm Myanmar Limited set up a warehouse, service training center, repair center, and demonstration facility in addition to beginning the import and wholesale of Fujifilm products.

The mission statement of Fujifilm Myanmar Limited reads, "FUJIFILM is determined to remain a leading company by boldly taking up the challenge of developing new products and creating new value. Anchored by an open, fair, and clear corporate culture and with leading-edge, proprietary technologies."

"To create an environment for the creation and effective utilization of knowledge, to enrich diverse cultures and advance global society by consistently fostering mutual trust, and to achieve growth and fulfilment in both professional and personal lives" are the stated goals of Fujifilm Myanmar Limited.Fujifilm Myanmar Limited is committed to promoting culture, science, technology, and industrial advancements, as well as environmental protection and better health, through the use of cutting-edge, patented technologies. The main goal is to contribute to improving people's quality of life everywhere.

3.2 Organizational Structure of Fujifilm Myanmar Limited

Fujifilm Myanmar Limited has set the organizational structure systematically in order to achieve effective and efficient operations. Figure (3.1) presents the organization chart of Fujifilm Myanmar Ltd.

Figure (3.1) Organization Chart of Fujifilm Myanmar Limited
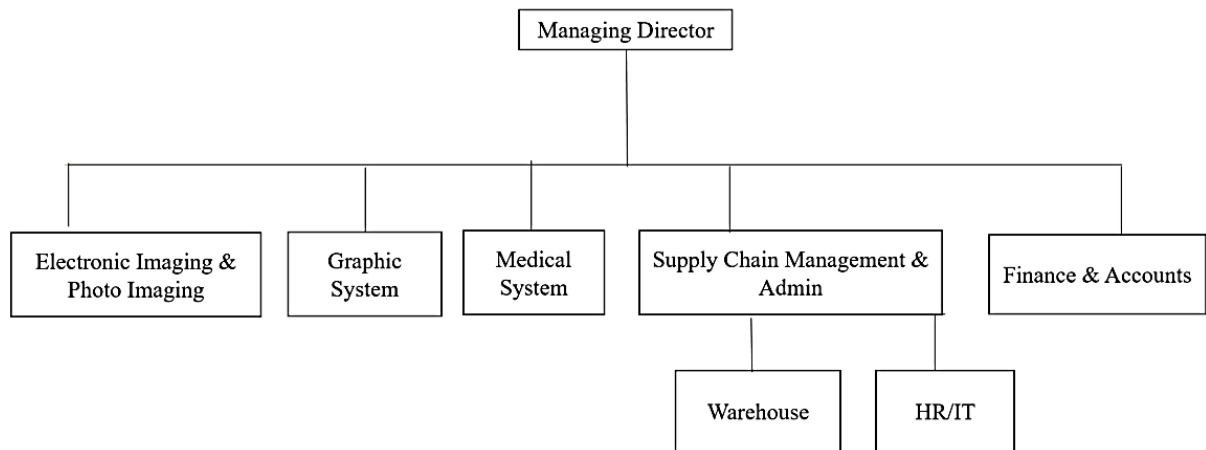
Source: Fujifilm Myanmar Ltd (2024)

As shown in Figure (3.1), under Managing Director (MD) has five main divisions namely electronic imaging and photo imaging, graphic system, medical system, supply chain management and admin and finance and accounts. Each has its own responsibilities and functions.

(i) Electronic Imaging and Photo Imaging Division

This section is in charge of managing initiatives pertaining to photography and imaging as well as the sale of electronic imaging and photo imaging products. The Electronic Imaging Division offers a broad range of professional and consumer digital cameras that cover every experience, style, and function, in addition to its award-winning line of premium, high-quality X-Series digital cameras and dazzling FUJINON X-Series lenses. With its combination of big sensors, prime lenses, and state-of-the-art technology, X-Series cameras are the professional's option for photographic perfection. Each camera in the line boasts unparalleled image quality and outstanding engineering and design. The Electronic Imaging Division also sells its range of FinePix cameras, which includes the super zoom and bridge S/HS series of cameras as well as the robust and long-lasting XP line of shock-, freeze-, and water-proof cameras.

(ii)   Graphic System Division

This division delivers goods and services to the graphic printing industry and is in charge of overseeing sales tactics, guaranteeing customer satisfaction, and promoting the continuous expansion of sales of graphics products. It provides top-notch, cutting edge workflow, advisory services, pressroom goods and color standards, CTP, digital printing, wide format, and more. Along with being a pioneer in the creation of UV inks for the screen printing, narrow web, and large format digital printing sectors, Fujifilm also produces and distributes Sericol inks.

(iii)   Medical System Division

With the highest image quality and level of service at the foundation of our business today, the Medical System Division is in charge of selling and providing diagnostic imaging products and medical informatics solutions to meet the needs of healthcare facilities today. We also focus on providing innovation and solutions to healthcare professionals and the general public. Its solutions cover in-vitro diagnostics, regenerative medicine, and life sciences in addition to diagnostic, enterprise, endoscopic, and surgical imaging. It offers and markets ultrasound systems, endoscopy, X-ray imaging equipment, magnetic resonance imaging (MRI), computed tomography (CT), in vitro diagnostics, and healthcare information technology.

(iv)   Supply Chain Management and Admin Division

The whole supply chain as well as any associated administrative procedures, including purchasing, stock control, and client delivery, fall under the purview of the supply chain management and admin division. It is also in charge of organizing and carrying out a wide range of administrative services that assist in running the office. These services include facilities management, support services, hiring, selection, training, and information management in addition to human resource management.

(v)   Accounting and Finance Division

The division of accounting and finance is in charge of carrying out tasks related to handling and advising taxes as well as creating the annual report. Along with timely payment of vendor invoices and travel reimbursements, it is also in charge of creating, carrying out, and overseeing office budgets and maintaining the records necessary to justify

all office fund expenditures. Make sure that appropriate management controls are in place for all financial transactions, and send management regular updates on resource allocation and financial status.

3.3   Products and Services of Fujifilm Myanmar Limited

Fujifilm Myanmar Limited is a company that creates, manufactures, and markets imaging systems, materials solutions, and healthcare solutions. Fujifilm Corp. is a company that offers information and imaging solutions. It sells its goods to both corporate customers and private individuals.. The products that the company offers include optical devices, digital cameras, functional films, imaging sensor materials, recording media, touchscreen panel materials, X-ray imaging devices, ultrasound devices, hair care products, digital camera interchangeable lenses, electronic materials and industrial products, and office printers. Fujifilm offers a variety of business products, including medical systems, graphic systems, optical devices, recording media, industrial products, display materials, and inkjets. Additionally, Fujifilm is concentrating on developing AI technologies internally to help physicians diagnose images.

3.4   Organizational Culture of Fujifilm Myanmar Limited

In this study, the qualitative approach by in-depth interview with top management is conducted to explore the organizational culture (Humanistic Culture and Prescriptive Culture) of Fujifilm Myanmar.

3.4.1   Humanistic Culture

Each of Fujifilm Myanmar Limited's different employees is valued for their unique skills and qualities. The organization is creating a work environment where employees can work efficiently and collaborate with different stakeholders within and outside the organization to get results.

In light of the fierce competition arising from globalization and technological advancement, Fujifilm Myanmar must provide an atmosphere at work where employees may fully utilize their strengths and creativity to achieve job satisfaction. It creates a framework that enables new modes of operation and provides a communication environment unrestricted by time, place, language, gender, age, or disability.

To accommodate employees' changing lifestyles and life stages, Fujifilm Myanmar Limited offers a variety of work types. The COVID-19 epidemic quickly increased the

prevalence of remote work. In addition, owing of its deeply ingrained humanistic culture, it has created problems with interpersonal communication, such as feelings of fear or loneliness when working from home.

Fujifilm Myanmar makes it possible for people to readily access and share information in a variety of forms without being aware of digital equipment, expanding the possibilities for providing a range of services and work styles in every imaginable workplace. Fujifilm Myanmar Limited is making an effort to use cutting-edge technology, like artificial intelligence (AI) and the Internet of Things (IoT), to enable creative approaches to work and communication in the modern era in light of the COVID-19 epidemic. The creation of a "sustainable society with job satisfaction" is the ultimate goal.

From a worldwide group perspective, Fujifilm Myanmar Limited has been developing frameworks for locating, developing, and using human resources. Additionally, Fujifilm Myanmar offers the training required to cultivate global human resources capable of proactively generating innovation in response to societal shifts. Fujifilm Myanmar Limited cultivates a work environment that fosters diversity among its employees by valuing and celebrating individual variations in age, gender, color, nationality, and handicap. It seeks to increase recruiting of more female future-manager candidates while also promoting talented female employees to management positions throughout the Fujifilm Group.

Fujifilm Myanmar Limited encourages male employees to take childcare leave and use their accumulated unused paid leave in order to facilitate a healthy work-life balance. Furthermore, it enhances workplace spaces to produce a more favorable work atmosphere. In addition, a designated area serves as a free-address office for some divisions. The remaining areas are shared spaces that have booth seats, telephone boxes, and high tables and stools for quick communication. These features enable employees to collaborate with partners who are located remotely without being concerned about their surroundings. It facilitates adherence to pertinent workplace relations and anti-discrimination legislation.

The company has an organizational hierarchy that is flatter thanks to a progressive and learning framework. When there are fewer managerial tiers between them and more access to senior management and leadership, employees feel more at ease, confident, and have more access to information. A flatter structure also speeds up decision-making and encourages organizational loyalty among employees.

Fujifilm Myanmar Limited's organizational structure is a hybrid of centralization and decentralization. Like many progressive organizations, Fujifilm primarily supports

decentralized decision-making. At Fujifilm, job duties are intended to be carried out responsibly, and employees commonly set goals after discussing and agreeing with their bosses.

Fujifilm Myanmar Limited encourages teamwork and collaborative ventures. For jobs that require specialized attention and breadth, the organization also assigns job obligations and individual responsibilities. Nonetheless, Fujifilm anticipates that every employee will be a cooperative team player with the ability to collaborate with and work through other employees. The teams at Fujifilm work together to accomplish the greater team goals and objectives by providing mutual support and collaboration under the auspices of the company's strategy and values.

3.4.2 Prescriptive Culture

When employees of Fujifilm Myanmar Limited have access to the proper resources, training, objectives-linked incentives, and well-defined, quantifiable goals, they are more likely to succeed. Additionally, the company provides financial support to its employees.

In accordance with the applicable laws and regulations in the nation, Fujifilm Myanmar Limited affirms unequivocally that it upholds the right to freedom of association and the ability to engage in collective bargaining while fostering a positive working relationship between employees and management. Fujifilm Myanmar Limited has a comprehensive and complex system to sustain communication between employees and various managerial levels. The overall organizational structure of Fujifilm benefits from its communication networks. Systematic, well-defined, and organized communication ensures that no organizational responsibilities or objectives are compromised by misunderstandings or misinterpretation, which in turn allows the straightforward flow of information possible..

There are appointed officers responsible for occupational health and safety. In an effort to reach the goal of zero workdays lost due to accidents, etc., these officers devise, administer, and oversee programs and procedures aimed at reducing occupational accidents. They also perform self-checks using a designated checklist. They also keep an eye on how their measures are doing. Additionally, depending on the nature of the business, each site has its own policies for managing chemicals and other hazards that could endanger the health and safety of its employees.

Although the company emphasized employee empowerment and collaboration, it also centralized oversight, meaning that managers had to keep an eye on and approve all of

the initiatives and plans that employees came up with to make sure they aligned with the company's goals and core values.

3.5   Profile of Respondents

The profiles of the respondents who completed and returned the structured questionnaire are shown in this section. Table (3.1) presents the respondents' profile in terms of frequency and percentage.

Table (3.1) shows that the bulk of respondents are under 25, while the minority are between the ages of 36 and 45. Because Fujifilm Myanmar provides maternity leave for its female employees and their return to the same or similar position, the number of male and female respondents is not significantly different, despite the fact that the majority of respondents are men. Majority of the respondents are college graduate and there are only 1 under graduate person. They have been working at Fujifilm Myanmar Limited for 1 to 3 years at non-manager positions. They earn above 5 lakhs to 10 lakhs per month.

Table (3.1) Profile of Respondents

Sr. No.	Particular	Frequency	Percentage
	Total	46	100.00
1	**Age (Years)**		
	Below 25	25	54.30
	26 to 35	15	32.60
	36 to 45	6	13.10
2	**Gender**		
	Male	24	52.17
	Female	22	47.83
3	**Educational Qualifications**		
	Non-graduate	1	2.17
	Graduate	40	86.96
	Diploma	3	6.52
	Master Degree	2	4.35
4	**Experience (Years)**		
	less than 1 year	5	10.87
	1 to 3 years	27	58.70
	3 to 5 years	8	17.39
	Above 5 years	6	13.04
5	**Occupation**		
	Non-Manager	42	91.30
	Manager	4	8.70
6	**Monthly Income (Kyats)**		
	Above 5 lakhs to 10 lakhs	35	76.09
	Above 10 lakhs to 15 lakhs	8	17.39
	Above 20 lakhs to 25 lakhs	2	4.35
	Above 25 lakhs	1	2.17

Source: Survey Data (2024)

Fujifilm Myanmar Limited favoured the young generation (newly graduated) under 25 years of age, although it emphasized on gender equality. Since, it hired new blood, most of the employees have between 1 to 3 years of working experience. It do so because most of the positions are non-managerial level positions. However, the pay rate for non-managerial position is between 5 to 10 lakhs.

CHAPTER 4

ANALYSIS ON THE EFFECT OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND TURNOVER INTENTIONS OF EMPLOYEES AT FUJIFILM MYANMAR LIMITED

This chapter begins with the responder profile and ends with a reliability test. Next, it discusses Fujifilm Myanmar Limited's organizational culture and job satisfaction. It also includes an investigation of the relationship between job satisfaction and intention to leave. Lastly, it discusses how perceived organizational support (pos) influences the relationship between job satisfaction and organizational culture..

4.1 Reliability Test

A reliability test makes sure that a measuring method is stable and consistent, as well as that the results are repeatable and reliable. Because it guarantees that the measurement technique yields consistent and stable data under various conditions, reliability is crucial in research. This study used the Cronbach's alpha value level of reliability that Hair et al. (2010) identified in order to assess the questions' reliability. Table (4.1) displays the Cronbach's alpha value level of reliability.

Table (4.1) Value Level of Reliability Cronbach's Alpha

Sr. No.	Cronbach's Alpha Value Level	Level of Reliability
1	0.00 – 0.20	Less Reliable
2	>0.20 – 0.40	Rather Reliable
3	>0.40 – 0.60	Quite Reliable
4	>0.60 – 0.80	Reliable
5	>0.80 – 1.00	Very Reliable

Source: Hair et al. (2010)

As shown in Table (4.1), there are five value level of reliability test. Those are less reliable, rather reliable, quite reliable, reliable and very reliable based on the Cronbach value range. The result of the reliability test by Cronbach's Alpha is presented in Table (4.2).

Table (4.2) Reliability Test

Sr. No.	Variable	No. of Items	Cronbach's Alpha	Reliability Level
1	Humanistic Culture	8	.941	Reliable
2	Prescriptive Culture	8	.779	Reliable
3	Perceived Organizational Support	9	.770	Reliable
4	Job Satisfaction	8	.947	Reliable
5	Turnover Intentions	5	.869	Reliable

Source: Survey Data (2024)

According to Table (4.2), Cronbach's Alpha values for all variables show that all the scores are greater than 0.7. Therefore, the findings from the surveys are reliable and valid for this study.

4.2 Organizational Culture on Job Satisfaction of Fujifilm Myanmar Limited

Organizational culture can affect the job satisfaction of employees currently working at Fujifilm Myanmar Limited. In this study, organizational culture includes Humanistic Culture and Prescriptive Culture. Primary data are collected with Structured questionnaire with 5-point Likert scale. The mean value of five point Likert scale items are interpreted according to according to interpretation of Best (1977).

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 neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

(a) Humanistic Culture

a workplace that values interpersonal connections and interactions as essential to organizational success. Table (4.3) displays the employees' perceptions of humanistic culture.

Table (4.3) Humanistic Culture

Sr. No.	Description	Mean Score	Std. Dev.
1.	Possible for employees to function as human beings at Fujifilm Myanmar	3.93	0.77
2.	Environment enabling employees to experience their work as exciting and challenging	4.07	0.57
3.	A positive and supportive workplace culture that values compassion, ethics, and reason	4.04	0.76
4.	Warm and caring Superiors in Fujifilm Myanmar	4.15	0.51
5.	Recognition of employees' contributions and avoid unprofessional behaviours	4.11	0.48
6.	Superiors considering effect of the decisions to the life of employees.	3.98	0.71
7.	Flourishing for all employees at work through dignity and well-being at Fujifilm Myanmar	4.02	0.49
8.	Assistance of superiors whenever need	3.96	0.70
	Overall Mean	**4.03**	

Source: Survey Data (2024)

According to Table (4.3), most respondents agree that supervisors are warm and caring employees at Fujifilm Myanmar Limited since the company maintains a smooth relationship between staff and management. Employees can express their ideas and request suggestions from superiors whenever they need support. In addition, majority of the employees agree that leaders always recognize the contributions of the employees and avoid unprofessional behaviors because the company develops a corporate culture in which each member of diverse employees can exert their capabilities, embracing differences of race, gender, nationality, disability, and age. According to the overall mean score, respondents agree that there is a favourable Humanistic Culture at Fujifilm Myanmar Limited.

(b)   Prescriptive Culture

A prescriptive culture exits at the organization when an organization hasculture that is manipulated and changed from the top. The perceptions of employees towards prescriptive culture are presented in Table (4.4).

Table (4.4) Prescriptive Culture

Sr. No.	Description	Mean Score	Std. Dev.
1.	Rule-enforcers Superiors in Fujifilm Myanmar	4.07	0.61
2.	Being required to follow established rules, policies, and procedures	4.17	0.49+
3.	Fujifilm Myanmar being very formalized and structured	3.96	0.70
4.	Feeling that following the rules is important at Fujifilm Myanmar	4.20	0.54
5.	Most strategic decisions made by the upper level of a company without taking ideas from lower levels	3.43	0.96
6.	Sacrificing collaboration in the pursuit of self-interest sometimes	3.09	0.59
7.	Guidance of supervisors how to do the job	4.07	0.44
8.	Supervisors being goal oriented people	4.02	0.49
	Overall Mean	**3.88**	

Source: Survey Data (2024)

According to Table (4.4), most respondents agree that following the rules is important at Fujifilm Myanmar Limited since Fujifilm Myanmar Limited gives clear measurable objectives. In addition, respondents agree that they need to follow stated rules and regulations while aiming to achieve assigned tasks because superiors of Fujifilm Myanmar Limited are goal oriented people. On the other hand, respondents neutrally agree that they sacrifice collaborating for the self-interest sometimes. According to the overall mean score, most of the respondents agree that the company has some degree of prescriptive culture.

(c)   Perceived Organizational Support

The idea that one gets support and encouragement from their employer as an employee is known as perceived organizational support. Table (4.5) displays the employees' view of Fujifilm Myanmar Limited's organizational assistance.

Table (4.5) Perceived Organizational Support

Sr. No	Description	Mean Score	Std. Dev
1.	A real opportunity to develop skills at Fujifilm Myanmar	4.02	0.49
2.	A spirit of cooperation and teamwork in Fujifilm Myanmar	4.07	0.49
3.	New practices and ways of doing business being encouraged	3.95	0.59
4.	Appreciation of any extra effort from employees	4.06	0.39
5.	Receiving necessary tools to accomplish tasks	4.04	0.56
6.	Getting necessary trainings and development programs to achieve professional goals	3.93	0.53
7.	Care of well-being of employees	4.00	0.52
8.	Relevant benefits for needs of employees	3.93	0.61
9.	Understanding and support of Supervisors/team leaders for employee family/personal life	3.96	0.56
	Overall Mean	**4.00**	

Source: Survey Data (2024)

According to Table (4.5), most respondents agree that there is a spirit of cooperation and teamwork's at Fujifilm Myanmar because the company develops supportive culture and organizes team members as family members. Respondents also agree that they get appreciations from team leaders and supervisors as the company practices performance based reward systems and employees get relevant rewards and benefits for their efforts. Moreover, majority of the respondents agree that they receive necessary tools to accomplish their tasks because Fujifilm Myanmar always support necessary trainings and tools for the efficiency of work. According to the overall mean score, respondents agree that they get enough organizational support from Fujifilm Myanmar Limited.

(d)   Job Satisfaction

Work satisfaction is the general sentiment that employees have about their jobs. It is the contentment and well-being of an individual with regard to their performance in the

work environment. Table (4.6) displays the employees' job satisfaction rating.

Table (4.6) Job Satisfaction

Sr. No.	Description	Mean Score	Std. Dev.
1.	Satisfied with the type of work currently do	3.98	0.68
2.	Satisfied with the promotion opportunities.	3.85	0.67
3.	Satisfied with supportive workplace of Fujifilm Myanmar.	4.11	0.53
4.	Satisfied with the recognitions of leaders to accomplishments.	4.00	0.60
5.	Satisfied with well structure and format of Fujifilm Myanmar	4.04	0.56
6.	Satisfied with dignity and well-being receiving at Fujifilm Myanmar	3.98	0.58
7.	Satisfied with the clear rules, policies, and procedures of Fujifilm Myanmar	4.00	0.52
8.	Being enjoy working	4.15	0.60
	Overall Mean	**4.01**	

Source: Survey Data (2024)

According to Table (4.6), most respondents agree that they enjoy what they are doing at Fujifilm Myanmar Limited because the company arranges work-life balance and enhances the overall organizational structure to foster communication at all levels. In addition, respondents agree that they have the supportive workplace since the superiors always support whenever subordinates assistance. According to the overall mean score, respondents agree that they have been provided pleasant working conditions of Fujifilm Myanmar Limited.

4.3   Analysis on the Effect of Organizational Culture on Job Satisfaction

This section examines the impact of organizational culture—both prescriptive and humanistic—on job satisfaction using data from 46 surveys taken from current Fujifilm Myanmar Limited employees. Multiple regression analysis is used to determine the association between job satisfaction and organizational culture. Table (4.7) displays the regression outcome.

Table (4.7) Effect of Organizational Culture on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig	VIF
	B	Std Error				
(Constant)	.171	.379		.451	.654	
Humanistic Culture	.605***	.110	.640	5.525	.000	2.394
Prescriptive Culture	.361**	.150	.278	2.403	.021	2.394
R	.871					
R Square	.759					
Adjusted R Square	.748					
Durbin-Watson	1.995					
F Value	67.735***					

Source: Survey Data (2024)

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

The regression analysis shows that the adjusted R square value is 0.748. This model can account for 74.8% of the variation in job satisfaction among Fujifilm Myanmar employees, which is predicted by organizational culture (prescriptive and humanistic cultures). This model is valid, and its overall significance, or F value, is very significant at the one percent level. Job satisfaction and organizational culture are significantly correlated, as shown in Table (4.6).

When it comes to job satisfaction among Fujifilm Myanmar employees, the humanistic culture exhibits the expected positive sign and a significant coefficient at the 1 percent level. The positive effect indicates that increased job satisfaction is a result of a more humanistic culture. The work environment at Fujifilm Myanmar is encouraging, and the supervisors are kind and considerate. As a result, Fujifilm Myanmar's employees feel appreciated and happy working there.

Prescriptive culture has the anticipated positive sign, and at the five percentile, Job Satisfaction shows a substantial coefficient of variation. Positively, higher job satisfaction among employees is a result of a more prescriptive culture. Employees want guidance and supports from their supervisors to improve their skills and capabilities. As supervisors from Fujifilm Myanmar provides guidance, coaching and supports to employees whenever employees need assistance. Thus, employees feel less stress while performing their assigned tasks and they are satisfied.

Standardized coefficient (Beta) score (.640) indicates that a humanistic culture has a greater impact on job satisfaction because Fujifilm Myanmar's superiors are kind and considerate. Furthermore, the company accords humane treatment to its employees. As a result, Fujifilm Myanmar's employees feel appreciated and content.

4.4 Analysis on Mediating Effect of Perceived Organizational Support on the Relationship between Organizational Culture and Job Satisfaction

To test the mediating effect of perceived organizational support between organizational cultures (humanistic culture, and prescriptive culture) and job satisfaction, the following steps are followed:

1. Total effect through regression analysis on effect of independent variable on dependent variable.

2. Regression analysis on effect of independent variable on mediating variable.

3. Regression analysis on effect of independent variable and mediating variable on dependent variable.

4. Sobel test for significance of mediating variable.

5. Finding indirect effect, direct effect, and total effect.

4.4.1 Mediating Effect of Perceived Organizational Support on the Relationship between Humanistic Culture and Job Satisfaction

Firstly, direct effect of humanistic culture (independent variable) on job satisfaction (dependent variable) is analysed. The results are shown in Table (4.8).

Table (4.8) Effect of Humanistic Culture on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig	VIF
	B	Std Error				
(Constant)	.761	.303		2.510	.016	
Humanistic Culture	.806***	.075	.852	10.816	.000	1.000
R	.852					
R Square	.727					
Adjusted R Square	.720					
Durbin-Watson	1.972					
F Value	116.994***					

Source: Survey Data (2024)

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

As shown in Table (4.8), the total effect of humanistic culture on job satisfaction is 0.806. then, the effect of humanistic culture (independent variable) on perceived organizational support (mediating variable) is analysed and the result is shown in at Table (4.9).

Table (4.9) Effect of Humanistic Culture on Perceived Organizational Support

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig	VIF
	B	Std Error				
(Constant)	2.397	.267		8.977	.000	
Humanistic Culture	.397***	.066	.674	6.049	.000	1.000
R	.674					
R Square	.454					
Adjusted R Square	.442					
Durbin-Watson	1.917					
F Value	36.588***					

Source: Survey Data (2024)

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

As shown in Table (4.9), the coefficient value is 0.397 and standard error is 0.066 for the effect of humanistic culture on perceived organizational support (effect of

independent variable and mediating variable). after doing analysis on effect of humanistic culture (independent variable) on perceived organizational support (mediating variable), the third step of testing mediating effect is continued. in this step, the independent variables are humanistic culture and perceived organizational support, and dependent variable is job satisfaction. The results are shown in Table (4.10).

Table (4.10) Effect of Perceived Organizational Support (POS) and Humanistic Culture on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig	VIF
	B	Std Error				
(Constant)	.503	.457		1.100	.277	
Humanistic Culture	.597***	.090	.631	6.604	.000	1.832
Perceived Organizational Support (POS)	.528***	.153	.329	3.438	.001	1.832
R	.886					
R Square	.786					
Adjusted R Square	.776					
Durbin-Watson	1.948					
F Value	78.795***					

Source: Survey Data (2024)

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

As shown in Table (4.10), the coefficient value of perceived organizational support on job satisfaction is 0.528 with standard error value 0.153. To test the mediating effect of perceived organizational support between humanistic culture and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.11).

Table (4.11) Sobel Test Result for Mediating Test for Perceived Organizational Support (POS) on the Relationship between Humanistic Culture (HUM) and Job Satisfaction

Input:			Test Statistic:	Std. Error:	*p*-value:
a	.397	**Sobel test:**	2.9933379	0.07002751	0.00275944
b	.528	**Aroian test:**	2.96269358	0.07075183	0.0030496
S_a	.066	**Goodman test:**	3.02495321	0.06929562	0.00248672
S_b	.153	Rest all	Calculate		

Source: Survey Data (2024)

As shown in Table (4.8), the total effect of Humanistic Culture on job satisfaction is 0.806. Then, the effect of humanistic culture (independent variable) on perceived organizational support (mediating variable) is analysed and the result is shown in at Table (4.9).The total effect, direct effect and indirect effect are as follows:

Total Effect = 0.806

Direct Effect = 0.597

Indirect Effect = 0.397 x 0.528 = 0.209

Direct Effect + Indirect Effect = Total Effect

0.597 + 0.209 = 0.806

Figure (4.1) presents the direct effect and indirect effect of perceived organizational support on the relationship between humanistic culture and job satisfaction.

Figure (4.1) Mediating Effect of Perceived Organizational Support on the Relationship between Humanistic Culture and Job Satisfaction
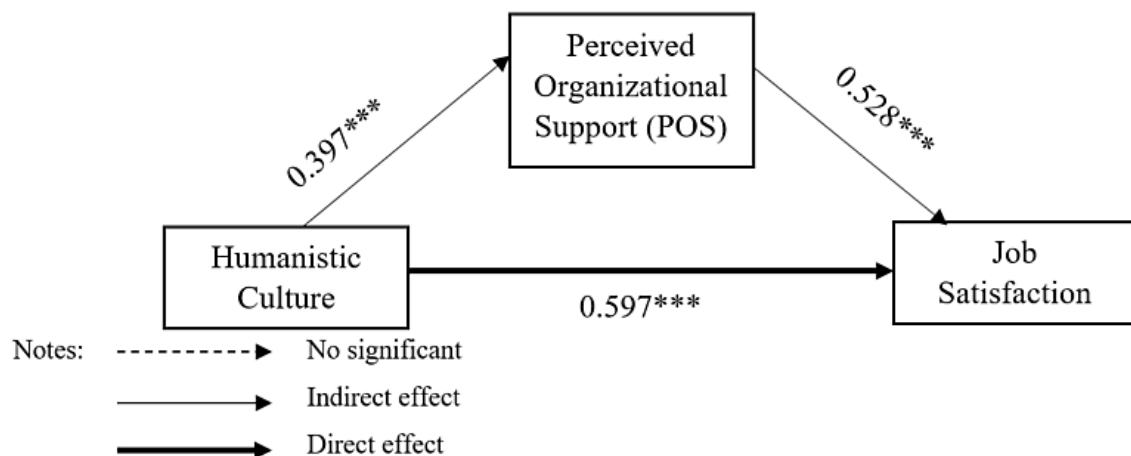
Source: Survey Data (2024)

In relation to the indirect effect, it is discovered that both the perceived organizational support and the humanistic culture have a favorable and significant impact

on job satisfaction. Between the humanistic culture and job satisfaction of employees at Fujifilm Myanmar Company, there is a mediation effect of perceived organizational support. As the organization helps employees reach their career goals and well-being during difficult periods like COVID-19, it also promotes convenient working arrangements. Employees feel that their company respects their efforts, is concerned about their welfare, and meets their socioemotional needs as a result.

4.4.2 Mediating Effect of Perceived Organizational Support (POS) on the Relationship between Prescriptive Culture (PRE) and Job Satisfaction

Firstly, direct effect of prescriptive culture (independent variable) on job satisfaction (dependent variable) is analysed. The results are shown in Table (4.12).

Table (4.12) Effect of Prescriptive Culture (PRE) on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig	VIF
	B	Std Error				
(Constant)	.155	.489		.316	.753	
Prescriptive Culture	.995***	.126	.767	7.924	.000	1.000
R	.767					
R Square	.588					
Adjusted R Square	.579					
Durbin-Watson	1.948					
F Value	62.795***					

Source: Survey Data (2024)

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

As shown in Table (4.12), the total effect of prescriptive culture on job satisfaction is 0.995. Then, the effect of prescriptive culture (independent variable) on perceived organizational support

Table (4.13) Effect of Prescriptive Culture (PRE) on Perceived Organizational Support (POS)

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig	VIF
	B	Std Error				
(Constant)	1.539	.294		5.226	.000	
Prescriptive Culture	.634***	.076	.784	8.391	.000	1.000
R	.784					
R Square	.615					
Adjusted R Square	.607					
Durbin-Watson	1.798					
F Value	70.403***					

Source: Survey Data (2024)

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

As shown in Table (4.13), the coefficient value is 0. 634 and standard error is 0.76 for the effect of prescriptive culture on perceived organizational support (effect of independent variable and mediating variable). After doing analysis on effect of prescriptive culture (independent variable) on perceived organizational support (mediating variable), the third step of testing mediating effect is continued. In this step, the independent variables are prescriptive culture and perceived organizational support, and dependent variable is job satisfaction. The results are shown in Table (4.14).

Table (4.14) Effect of Perceived Organizational Support (POS) and Prescriptive Culture (PRE) on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig	VIF
	B	Std Error				
(Constant)	.823	.582		1.414	.165	
Prescriptive Culture	.592***	.189	.456	3.129	.003	2.600
Perceived Organizational Support (POS)	.636***	.234	.396	2.714	.010	2.600
R	.805					
R Square	.648					
Adjusted R Square	.632					
Durbin-Watson	1.798					
F Value	39.624***					

Source: Survey Data (2024)

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

As shown in Table (4.14), the coefficient value of perceived organizational support on job satisfaction is 0.636 with standard error value 0.234. To test the mediating effect of perceived organizational support between prescriptive culture and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.15).

Table (4.15) Sobel Test Result for Mediating Test for Perceived Organizational Support (POS) on the Relationship between Prescriptive Culture (PRE) and Job Satisfaction

Input:			Test Statistic:	Std. Error:	p-value:
a	0.634	Sobel test:	2.58424515	0.15603164	0.00975924
b	0.636	Aroian test:	2.56762132	0.15704185	0.0102399
S_a	0.076	Goodman test:	2.6011961	0.15501484	0.00928993
S_b	0.234	Rest all	Calculate		

Source: Survey Data (2024)

Since P Value 0.00975924 is less than 0.01, there is mediating effect of perceived organizational support between prescriptive culture and job satisfaction at the 1% significant level. The total effect, direct effect and indirect effect are as follows:

Total Effect = 0.995

Direct Effect = 0.592

Indirect Effect = 0.634 x 0.636 = 0.403

Direct Effect + Indirect Effect = Total Effect

0.592 + 0.403 = 0.995

The Direct effect and indirect effect can be seen in Figure (4.2)

Figure (4.2) Mediating Effect of Perceived Organizational Support (POS) on the Relationship between Prescriptive Culture and Job Satisfaction

Source: Survey Data (2024)
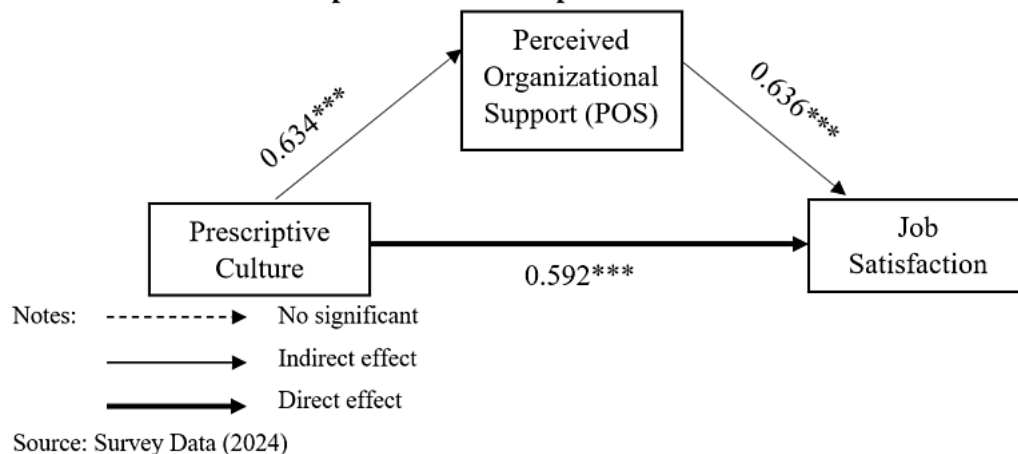
As seen in Figure (4.2), the outcome demonstrates that prescriptive culture has a favorable and considerable impact on job satisfaction. As for the indirect effect, research indicates that prescriptive culture and job satisfaction are positively and significantly correlated with indirect perceived organizational support. As a result, the association between prescriptive culture and job satisfaction among employees at Fujifilm Myanmar Company is revealed to be mediated by perceived organizational support. Fujifilm Myanmar boasts a sophisticated and multi-layered communication system among its employees and across various levels of management. Fujifilm's management works to improve the general structure of the organization in order to increase organizational efficiency. In order to recognize, nurture, and capitalize on employees' skills, management pays particular attention to creating a supportive organizational atmosphere. The employees are able to complete their responsibilities on time because of clearly established procedures and effective management. As a result, employees think Fujifilm Myanmar is well-run and that they receive clear direction and instructions on how to carry out their jobs.

4.5   Analysis on the Effect of Job Satisfaction on Turnover Intentions

By mean score, this section displays the employees' plans to leave Fujifilm Myanmar. Next, it displays the findings of the regression study examining the relationship between job satisfaction and employees' plans to leave Fujifilm Myanmar.

(a)   Turnover Intentions

Because it can impact the overall performance of the business, turnover intention is significant. Positive comments and reviews about the company are more common from contented clients. Table (4.16) displays the employees' intentions regarding turnover with Fujifilm   Myanmar   Limited.

Table (4.16) Turnover Intentions

Sr. No	Description	Mean Score	Std. Dev
1.	Easy to find acceptable alternative employment	2.59	0.83
2.	Frequently thinking about leaving current organization	2.89	0.82
3.	Now looking for the new job in other organizations	1.81	1.27
4.	Planning to resign from Fujifilm Myanmar	1.83	1.25
5.	Going to move to other organizations if there are more opportunities and benefits.	3.09	0.89
	Overall Mean	**2.44**	

Source: Survey Data (2024)

According to Table (4.16), most respondents disagree that they are looking for new job in other organizations since they feel that they are valued and have job satisfaction at Fujifilm Myanmar Limited. In addition, respondents disagree that they plan to resign from Fujifilm Myanmar Limited as the company give fair compensation and rewards based on the performance of employees. According to the overall mean score, respondents do not have intention to level Fujifilm Myanmar Limited even they get better opportunities and benefits.

(b)   Effect of Job Satisfaction on Turnover Intentions

This section analyses the effect of Job Satisfaction on turnover intention of Fujifilm Myanmar employees. To achieve the desired objective, simple linear regression is applied and the result is shown in Table (4.17).

Table (4.17) Effect of Job Satisfaction on Turnover Intentions

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig
	B	Std Error			
(Constant)	4.425	.958		4.617	.000
Job Satisfaction	-.494**	.237	-.300	-2.083	.043
R Square	.690				
Adjusted R Square	.681				
F Value	4.340**				

Source: Survey Data (2024)

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

Table (4.17) indicates that the R square value of 0. 681 indicates that 68.1% of the variation in turnover intentions predicted by job satisfaction can be explained by the model in question. This model can be considered valid because, in terms of overall importance, the F value is extremely significant at the 1 percent level.

When compared to turnover intentions at the one percent level, the job satisfaction variable exhibits the predicted negative sign and a very significant coefficient. Reduced intentions to leave the job are the result of increased job satisfaction, according to the negative effect. Employees at Fujifilm Myanmar Limited appreciate their jobs there, thus they have no plans to quit. Since the company has established a positive organizational culture at work, it is able to preserve the job satisfaction of its employees.

CHAPTER 5
CONCLUSION

There are three sections in this chapter. Presenting the results and discussions derived from the survey data is the first segment. Section II outlines the ideas and suggestions. Additional investigation is necessary, as the final section makes clear.

5.1   Findings and Discussions

Through organizational support acting as a mediator, this study aims to investigate the relationship between job satisfaction and employees' intentions to leave Fujifilm Myanmar Limited. It also aims to determine the direct and indirect effects of organizational culture on job satisfaction as perceived by employees at Fujifilm Myanmar Limited. The present investigation employs both primary and secondary data sources. 46 out of 52 employees participated in in-person interviews using a structured questionnaire with a 5-point Likert scale to collect data.

In terms of demographics, the bulk of responders are between the ages of 36 and 45, and most are under 25. Male college graduates make up the majority of the respondents. They have one to three years of non-managerial experience at Fujifilm Myanmar Limited. They make between 5 and 10 lakhs a month.

According to the mean values, it is found that supervisors are warm and caring employees at Fujifilm Myanmar Limited. Thus, employees can express their ideas and request suggestions from superiors whenever they need support. In addition, leaders always recognize the contributions of the employees and avoid unprofessional behaviors. Thus, it can be concluded that there is a favourable Humanistic Culture at Fujifilm Myanmar Limited.

At Fujifilm Myanmar Limited, the rules are important and all employees need to follow stated rules and regulations while aiming to achieve assigned tasks. On the other hand, employees neither agree not disagree that they sacrifice collaborating for the self-interest sometimes. It can be concluded that there is a moderate degree of prescriptive culture At Fujifilm Myanmar Limited.

Regarding perceived organizational support, there is a spirit of cooperation and teamwork's at Fujifilm Myanmar. It is found that relevant appreciations and rewards from team leaders and supervisors for their efforts. Moreover, employees receive necessary tools

to accomplish their tasks because Fujifilm Myanmar always support necessary trainings and tools for the efficiency of work. It is found that employees get enough organizational support from Fujifilm Myanmar Limited.

The first objective's regression result shows that prescriptive and humanistic cultures significantly improve job satisfaction. Humanistic culture is the greatest impacting factor on job satisfaction among key organizational cultures. Because Fujifilm Myanmar stresses the value of human values and dignity, an increase in humanistic culture is associated with higher job satisfaction. Fujifilm Myanmar also prioritizes assisting individuals in leading fulfilling lives, achieving personal development, and improving the world. Everyone feels appreciated, heard, and visible in the workplace. They are therefore happy with their working circumstances at Fujifilm Myanmar.

It is found that increase in prescriptive leads to more job satisfaction. Leaders at Fujifilm Myanmar give coaching, make a set of explicit rules and develop prescriptive culture. Prescriptive coaching of Fujifilm Myanmar is specific and targeted. It does not deal in generalities but, instead, focuses on achieving a particular goal or future state with a deliberate set of actions. Fujifilm Myanmar identifies a problem, establishes a goal, and gives the employees an action plan to achieve that goal. Since employees do the best course of action by following action plan and they can easily achieve organizational goals, they get job satisfaction at Fujifilm Myanmar.

Regarding second objective, this study finds that there is a mediating effect of perceived organizational support between humanistic culture and job satisfaction of employees at Fujifilm Myanmar Company. As Fujifilm Myanmar Company provides supports for convenience working situations and develops employees to achieve their career goals. In addition, the company cares well-being of its employees during hard times such as Covid-19. Therefore, Fujifilm Myanmar employees are satisfied with their organization.

Additionally, among Fujifilm Myanmar Limited employees, there is a mediation impact of perceived organizational support on the relationship between prescriptive culture and job satisfaction. A complex, multi-layered communication system connecting employees and managers at all levels is one of Fujifilm Myanmar's many strengths. The overall organizational structure of Fujifilm benefits from its communication networks. Systematic, well-defined, and planned communication not only ensures that no organizational roles or goals are compromised by misunderstandings or misinterpretation, but it also allows the simple flow of information possible. The employees are able to

complete their responsibilities on time because of clearly established procedures and effective management. Thus, employees believe that Fujifilm Myanmar is well-organized and they get clear guidance and instructions to perform their tasks.

According to the third aim, there is a significant negative correlation between turnover intentions and job satisfaction. Reduced intentions to leave the job follow an improvement in job satisfaction. Fujifilm Myanmar provides necessary supports to all employees and it is a well-organized organization. As employees are satisfied at Fujifilm Myanmar Limited, they do not intend to leave the company.

5.2   Suggestions and Recommendations

Fujifilm Myanmar Limited should prioritize the humanistic culture first in order to improve job satisfaction of employees by emphasizing a good work-life balance and cohesive company culture. Fujifilm Myanmar Limited should allow employees to display personal items on their desks such as succulents, small stuffed animals, or photos of loved ones and encourage them to share the stories behind their personal items. Managers should check in with their employees one-on-one. This allows for their employees to feel seen and heard. It also creates an opportunity for mentorship and guidance, which can lead to improved work performances. In addition, CEO and managers should share their stories, struggles, and paths to success at staff parties. This should be done both via company-wide meetings and also in one-on-one meetings. Such actions will enable employees to be more open with their personalities and also create a more genuine connection between departments and hierarchical structures. More than that, however, managers and CEOs who lead with humanity themselves are more likely to create a healthy workplace culture. In addition, management should concern the effect of their strategic decision on employees. By doing so, this will create more job satisfaction of employees at Fujifilm Myanmar Limited.

For prescriptive culture, Fujifilm Myanmar should transparently make a shared vision, distinct roles, fair and available leadership, understanding and acceptance of diversity, and clear communication. In addition, Fujifilm Myanmar should encourage and support for self-interest of employees in order to achieve their personal goals. In addition, it should give employee handbook to all employees so that people will know Dos and Don'ts. According to the job nature of employees, Fujifilm Myanmar should provide clear guidelines so that employees will get clear instructions and can perform their jobs better.

As employees clearly know what to do, they can easily achieve desired results and they will have more job satisfaction.

In order to enhance the perception of organizational support among employees, Fujifilm Myanmar should prioritize assigning duties to staff members, providing them with the tools they need to finish their work, recognizing their contributions, and showing concern for their well-being. In addition, managers should check in with their employees one-on-one. This allows for their employees to feel seen and heard. It also creates an opportunity for mentorship and guidance, which can lead to improved work performances. When employees know that those whom they are working for care about their progress and want for them to do well, it adds a layer of appreciation and support along with their typical responsibilities. The promotion of employees' feeling of identity inside the organization and reduced employee turnover intention are both facilitated by a clear perception of the organization's support.

Fujifilm Myanmar should regularly conduct the employee survey to find out which factors need to support from the company to improve job satisfaction and reduce the turnover intention of its employees. Finally, Fujifilm Myanmar should focus the compensation and rewards system of competitors so that it can adjust its compensation and benefits in order to retain its valuable employees.

5.3   Needs for Further Study

This study only looks at the employees of Fujifilm Myanmar Limited's organizational culture, job satisfaction, and intention to leave. Therefore, future research should concentrate on organizational culture, job satisfaction, and employees' intention to leave other film firms in order to completely understand the Myanmar film industry. Employees' intents to quit their employment and their degree of job satisfaction should be the focus of future research on HRM procedures. Additional research should concentrate on the dedication and job performance of the employees in order for the firms to profit from the findings and preserve their competitiveness in the market.

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Questionnaire for Effect of Organizational Culture on Job Satisfaction and Turnover Intentions of Employees at Fujifilm Myanmar Limited

This survey is part of the completion requirements for the Master of Business Administration (MBA) Program. Its objective is to examine the Effect of Organizational Culture on Job Satisfaction and Turnover Intentions of Employees at Fujifilm Myanmar Limited. This survey is exclusively focused on MBA thesis papers and does not pertain to any other business objectives. Your participation and input in answering the following questions are greatly appreciated. Thank you for dedicating your valuable time to this study. In this section, I would like to gather some general information.

Section A. Demographic Data

1. Age:
   - ☐ Below 25
   - ☐ 36 to 35
   - ☐ 36 to 45
   - ☐ 46 years and above

2. Gender:
   - ☐ Male
   - ☐ Female

3. Educational Qualifications:
   - ☐ Non-graduate
   - ☐ Graduate
   - ☐ Diploma
   - ☐ Master Degree
   - ☐ Other: ………………………………….

4. Experience (Years)
   - ☐ Less than 1
   - ☐ 1 to 3

☐ 3 to 5

☐ Above 5

5. Occupation

☐ Non-Manager

☐ Manager

6. Monthly Income Level (MMK)

☐ Above 5 lakhs to 10 lakhs

☐ Above 10 lakhs to 15 lakhs

☐ Above 15 lakhs to 20 lakhs

☐ Above 20 lakhs to 25 lakhs

☐ Above 25 lakhs

In sections B, C, D, E and F, kindly respond to the questions provided. Evaluate the following statements by selecting the most suitable box for each question. Your ratings are crucial in understanding the effects being studied.

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

Section B. Humanistic Culture

No.	Particular	1	2	3	4	5
1.	Fujifilm Myanmar makes it possible for employees to function as human beings.					
2.	Fujifilm Myanmar creates an environment enabling employees to experience their work as exciting and challenging.					
3.	Fujifilm Myanmar develops a positive and supportive workplace culture that values compassion, ethics, and reason.					
4.	Superiors in Fujifilm Myanmar are warm and caring.					
5.	Superiors recognize employees' contributions and avoid unprofessional behaviours.					

No.		1	2	3	4	5
6.	Superiors consider the effect of the decisions to the life of employees.					
7.	Fujifilm Myanmar focuses on flourishing for all employees at work through dignity and well-being.					
8.	Superiors assist me whenever I need support.					

Section C. Prescriptive Culture

No.	Particular	1	2	3	4	5
1.	Superiors in Fujifilm Myanmar are rule-enforcers.					
2.	Employees are required to follow established rules, policies, and procedures.					
3.	Fujifilm Myanmar is very formalized and structured.					
4.	I feel that following the rules is important at Fujifilm Myanmar.					
5.	Most strategic decisions are made by the upper level of a company without taking ideas from lower levels.					
6.	Sometimes, I have to sacrifice collaboration in the pursuit of self-interest.					
7.	Supervisors guide how to do the job.					
8.	Supervisors are goal oriented people.					

Section D. Perceived Organizational Support (POS)

No.	Particular	1	2	3	4	5
1.	Fujifilm Myanmar gives a real opportunity to develop my skills.					
2.	There is a spirit of cooperation and teamwork in Fujifilm Myanmar Limited.					
3.	New practices and ways of doing business are encouraged in my work group.					
4.	Fujifilm Myanmar appreciates any extra effort from employees.					

No.	Particular	1	2	3	4	5
5.	Fujifilm Myanmar provides necessary tools required to accomplish my tasks.					
6.	Fujifilm Myanmar provides necessary trainings and development programs to achieve professional goals.					
7.	Fujifilm Myanmar really cares about well-being of employees.					
8.	The benefits I receive at this company meet my needs.					
9.	Supervisors/team leaders understand and support employee family/personal life at Fujifilm Myanmar Limited.					

Section E. Job Satisfaction

No.	Particular	1	2	3	4	5
1.	I am satisfied with the type of work that I currently do.					
2.	I am satisfied with the promotion opportunities.					
3.	I am satisfied with supportive workplace of Fujifilm Myanmar.					
4.	I am satisfied with the recognitions of leaders to my accomplishments.					
5.	I am satisfied with well structure and format of Fujifilm Myanmar.					
6.	I am satisfied with dignity and well-being that I receive at Fujifilm Myanmar.					
7.	I am satisfied with the clear rules, policies, and procedures of Fujifilm Myanmar.					
8.	I enjoy working on what I am doing.					

Section F. Turnover Intentions

No.	Particular	1	2	3	4	5
1.	It would be easy to find acceptable alternative employment.					
2.	I frequently think about leaving my current organization.					
3.	I am now looking for the new job in other organizations.					
4.	I am planning to resign from Fujifilm Myanmar.					
5.	I will move to other organizations if I get more opportunities and beneftis.					

APPENDIX B

Organizational Culture on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.871[a]	.759	.748	.25415	1.995

a. Predictors: (Constant), Prescriptive Culture Mean, Humanistic Culture Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.750	2	4.375	67.735	.000[b]
	Residual	2.777	43	.065		
	Total	11.527	45			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Prescriptive Culture Mean, Humanistic Culture Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.171	.379		.451	.654		
	Humanistic Culture Mean	.605	.110	.640	5.525	.000	.418	2.394
	Prescriptive Culture Mean	.361	.150	.278	2.403	.021	.418	2.394

a. Dependent Variable: Job Satisfaction Mean

Humanistic Culture on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.852[a]	.727	.720	.26758	1.972

a. Predictors: (Constant), Humanistic Culture Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.377	1	8.377	116.994	.000[b]
	Residual	3.150	44	.072		
	Total	11.527	45			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Humanistic Culture Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.761	.303		2.510	.016		
	Humanistic Culture Mean	.806	.075	.852	10.816	.000	1.000	1.000

a. Dependent Variable: Job Satisfaction Mean

Effect of Humanistic Culture on Perceived Organizational Support (POS)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.674[a]	.454	.442	.23551	1.917

a. Predictors: (Constant), Humanistic Culture Mean

b. Dependent Variable: Perceived Organizational Support (POS) Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.029	1	2.029	36.588	.000[b]
	Residual	2.440	44	.055		
	Total	4.470	45			

a. Dependent Variable: Perceived Organizational Support (POS) Mean

b. Predictors: (Constant), Humanistic Culture Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.397	.267		8.977	.000		
	Humanistic Culture Mean	.397	.066	.674	6.049	.000	1.000	1.000

a. Dependent Variable: Perceived Organizational Support (POS) Mean

Perceived Organizational Support (POS) and Humanistic Culture on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.886[a]	.786	.776	.23972	1.948

a. Predictors: (Constant), Perceived Organizational Support (POS) Mean, Humanistic Culture Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.056	2	4.528	78.795	.000[b]
	Residual	2.471	43	.057		
	Total	11.527	45			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Perceived Organizational Support (POS) Mean, Humanistic Culture Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.503	.457		1.100	.277		
	Humanistic Culture Mean	.597	.090	.631	6.604	.000	.546	1.832
	Perceived Organizational Support (POS) Mean	.528	.153	.329	3.438	.001	.546	1.832

a. Dependent Variable: Job Satisfaction Mean

Prescriptive Culture (PRE) on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.767[a]	.588	.579	.32854	1.715

a. Predictors: (Constant), Prescriptive Culture Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.778	1	6.778	62.795	.000[b]
	Residual	4.749	44	.108		
	Total	11.527	45			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Prescriptive Culture Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.155	.489		.316	.753		
	Prescriptive Culture Mean	.995	.126	.767	7.924	.000	1.000	1.000

a. Dependent Variable: Job Satisfaction Mean

Prescriptive Culture (PRE) on Perceived Organizational Support (POS)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.784[a]	.615	.607	.19766	1.798

a. Predictors: (Constant), Prescriptive Culture Mean

b. Dependent Variable: Perceived Organizational Support (POS) Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.751	1	2.751	70.403	.000[b]
	Residual	1.719	44	.039		
	Total	4.470	45			

a. Dependent Variable: Perceived Organizational Support (POS) Mean

b. Predictors: (Constant), Prescriptive Culture Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.539	.294		5.226	.000		
	Prescriptive Culture Mean	.634	.076	.784	8.391	.000	1.000	1.000

a. Dependent Variable: Perceived Organizational Support (POS) Mean

Perceived Organizational Support (POS) and Prescriptive Culture (PRE) on Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.805[a]	.648	.632	.30708	1.798

a. Predictors: (Constant), Perceived Organizational Support (POS) Mean, Prescriptive Culture Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.473	2	3.736	39.624	.000[b]
	Residual	4.055	43	.094		
	Total	11.527	45			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Perceived Organizational Support (POS) Mean, Prescriptive Culture Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.823	.582		1.414	.165		
	Prescriptive Culture Mean	.592	.189	.456	3.129	.003	.385	2.600
	Perceived Organizational Support (POS) Mean	.636	.234	.396	2.714	.010	.385	2.600

a. Dependent Variable: Job Satisfaction Mean

Effect of Job Satisfaction on Turnover Intentions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300[a]	.690	.681	.80432

a. Predictors: (Constant), Job Satisfaction Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.808	1	2.808	4.340	.043[b]
	Residual	28.465	44	.647		
	Total	31.273	45			

a. Dependent Variable: Turnover Intentions Mean

b. Predictors: (Constant), Job Satisfaction Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.425	.958		4.617	.000
	Job Satisfaction Mean	-.494	.237	-.300	-2.083	.043

a. Dependent Variable: Turnover Intentions Mean