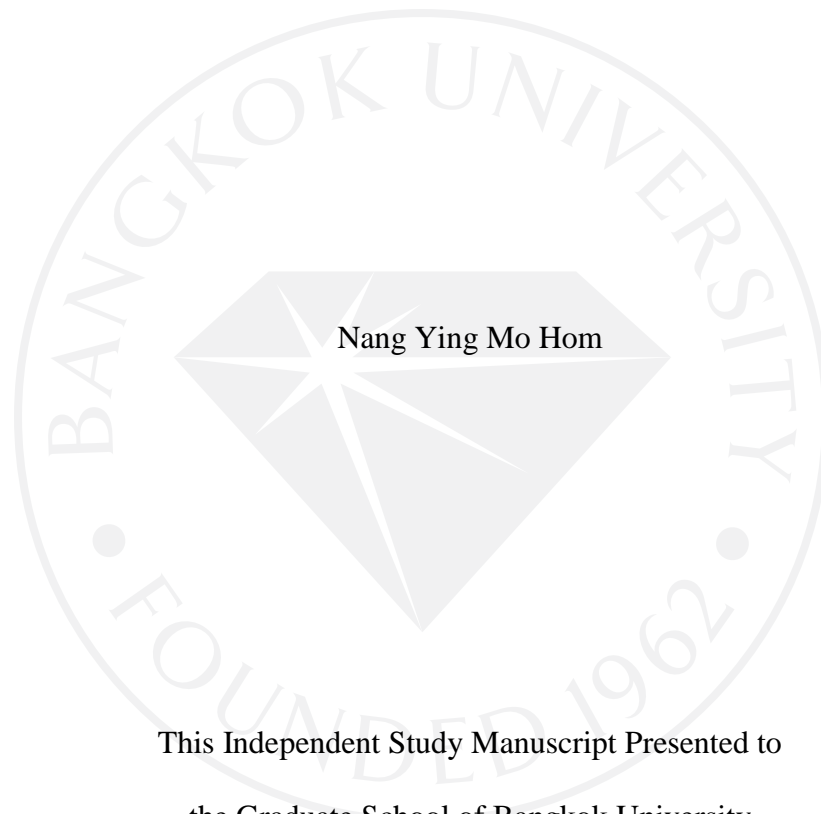


**A STUDY OF THE FACTORS THAT INFLUENCING  
ON JOB SATISFACTION OF PRIVATE BANK IN MYANMAR**



**A STUDY OF THE FACTORS THAT INFLUENCING  
ON JOB SATISFACTION OF PRIVATE BANK IN MYANMAR**



This Independent Study Manuscript Presented to  
the Graduate School of Bangkok University  
in Partial Fulfillment of the Requirements for the  
Degree Master of Business Administration

2019



©2019

Nang Ying Mo Hom

All Rights Reserved

**This Independent Study has been approved by  
the Graduate School  
Bangkok University**

Title: A STUDY OF THE FACTORS THAT INFLUENCING ON JOB  
SATISFACTION OF PRIVATE BANK IN MYANMAR

Author: Miss Nang Ying Mo Hom

Independent Study Committee:

Advisor




(Asst. Prof. Dr. Lokweetpun Suprawan)

Field Specialist



(Dr. Sumas Wongsunopparat)



(Suchada Chareanpunsirikul, D.B.A.)

Dean of the Graduate School

December 1, 2019

Nang, Y.M.H. M.B.A., December 2019, Graduate School, Bangkok University

A Study of the Factors that Influencing on Job Satisfaction in

Private Bank in Myanmar (66 pp.)

Advisor - Asst. Prof. Lokweepun Suprawan, Ph.D.

**ABSTRACT**

This study's aim is to evaluate the employee job satisfaction of private bank in Myanmar. The study will also lead to the understanding of the physical working environment, psychological working environment, social working environment, job security and employee benefits along with their relationship that are related to the employee job satisfaction. The independent variables (IV) in this study physical working environment, psychological working environment, social working environment, job security and employee benefits. Employee job satisfaction is dependent variables (DV). Qualitative research method was used for the collection of the data in this research. For quantitative method, a total of 161 respondents which included 69 males and 92 females who currently working at private bank in Myanmar took part in the research. The participants completed the survey questionnaires with five point likert scale. For sampling method in this research used judgement sampling, quota sampling and snowball sampling. The data were analyzed by using Pearson correlation. Results showed no relationship between independent variables (physical working environment and psychological working environment) and dependent variables (employee job

satisfaction). However, result showed that between social working environment, job security and employee benefit and employee job satisfaction have positive relationship.

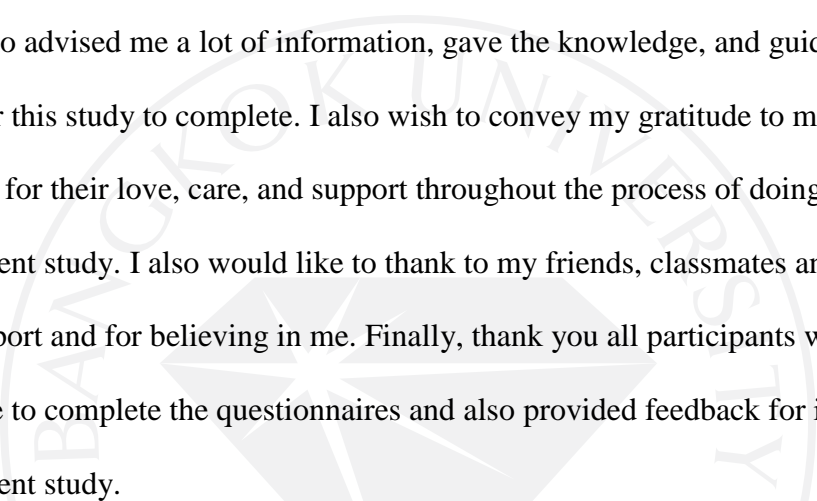
*Keywords; Working environment, Physical working environment, Psychological working environment, Social working environment, Employee job satisfaction, Banking sector*



## **ACKNOWLEDGEMENT**

This independent study would not have been possible without the kind support and help of many people. I would like to take this opportunity to express my sincere thanks to all of them.

Firstly, I would like to thank my advisor, Asst. Prof. Lokweetpun Suprawan, Ph.D. who advised me a lot of information, gave the knowledge, and guidance which was useful for this study to complete. I also wish to convey my gratitude to my family members for their love, care, and support throughout the process of doing this independent study. I also would like to thank to my friends, classmates and colleagues for their support and for believing in me. Finally, thank you all participants who dedicated their time to complete the questionnaires and also provided feedback for improving this independent study.

A large, faint watermark of the Bangkok University logo is centered on the page. The logo is circular and contains a diamond shape with a star inside. The text "BANGKOK UNIVERSITY" is written around the top half of the circle, and "FOUNDED 1962" is written around the bottom half. There are two small dots on either side of the "FOUNDED 1962" text.

## TABLE OF CONTENTS

	Page
ABSTRACT.....	iv
ACKNOWLEDGEMENT.....	vi
LIST OF TABLES.....	x
LIST OF FIGURE.....	xi
CHAPTER 1: INTRODUCTION.....	1
1.1 Background of the Research.....	1
1.2 Statement of the Research.....	2
1.3 Summary.....	3
1.4 Purpose of the Research.....	4
1.5 Scope of the Research.....	4
1.6 Benefit of the Research.....	4
CHAPTER 2: LITERATURE REVIEW.....	6
Independent Variables.....	6
2.1 Definition of Working Condition or working Environment.....	6
2.2 Job Security.....	8
2.3 Employee Benefits.....	8
Dependent Variables.....	9
2.4 Job Satisfaction.....	9
2.5 The Relationship between Independent Variables and Dependent Variables...10	
2.6 Hypothesis of the Study.....	11
2.7 Conceptual Framework.....	12

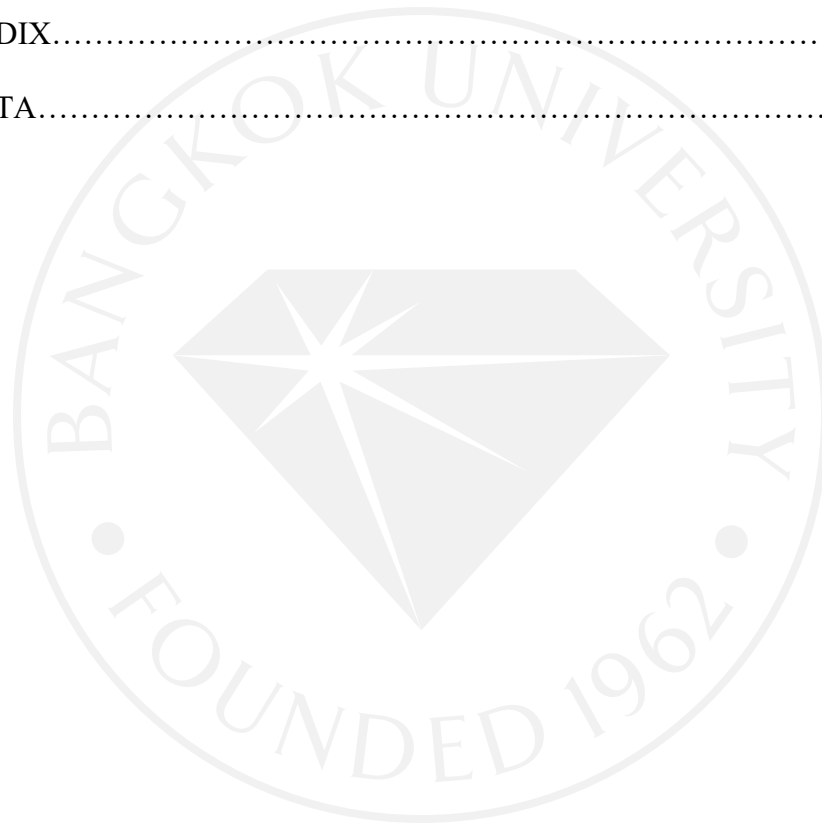


## TABLE OF CONTENTS(Continued)

	Page
CHAPTER 3: METHODOLOGY.....	12
3.1 Research Design.....	13
3.2 Population and Sample Selection.....	13
1. Population.....	13
2. Sample and Sampling Method.....	13
3.3 Research Instrument.....	16
3.4 Reliability Analysis.....	17
3.5 Statistical Analysis Method.....	18
CHAPTER 4: DATA ANALYSIS.....	20
4.1 Data Analysis.....	20
Part 1: Demographic data.....	20
Part 2: Attitude toward Working Environment .....	25
Part 3: Attitude toward Job Security.....	27
Part 4: Attitude toward Employee Benefits.....	28
Part 5: Attitude toward Employee Satisfaction.....	29
Part 6: Relationship between Independent Variables and Dependent Variables....	31
CHAPTER 5: DISCUSSION.....	36
5.1 Research Finding and Conclusion .....	36
5.2 Discussion.....	37
5.3 Recommendations for Managerial Implications.....	40

## TABLE OF CONTENTS(Continued)

	Page
CHAPTER 5: DISCUSSION(Continued)	
5.4 Recommendations for Future Research.....	41
BIBLIOGRAPHY.....	43
APPENDIX.....	49
BIODATA.....	56



## LIST OF TABLES

	Page
Table 3.2: The locations of data collection.....	15
Table 3.3: Rules of Thumb about Cronbach-Alpha Coefficient .....	17
Table 3.4: The reliability value of each part of the questionnaire .....	18
Table 3.5: Summary of descriptive statistics for data analysis .....	19
Table 4.1: Gender .....	20
Table 4.2: Age .....	21
Table 4.3: Monthly income .....	22
Table 4.4: Educational background .....	22
Table 4.5: Bank name of employees working for .....	22
Table 4.6: Job position .....	23
Table 4.7: Work experience .....	24
Table 4.8: Factors which make respondents feel motivated.....	24
Table 4.9: Working environment .....	25-26
Table 4.10: Job Security .....	27-28
Table 4.11: Employee benefits .....	28-29
Table 4.12: Employee satisfaction .....	30
Table 4.13: The relationship between independent variable and dependent variable ....	31
Table 4.14: The relationship between independent variable (working environment) and dependent variable .....	32-33
Table 4.15: Summary of hypothesis testing .....	35

## LIST OF FIGURES

	Page
Figure 1: The relationship between independent variable and dependent variable.....	12



## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of the Research**

Myanmar is a country located in the South East Asia and its economy had not developed as the economies of its neighbour countries like Thailand, China and India because of poor economic under the Military government for a long time. According to Myint, Leamprecha, Poonharoen and Rurkwararuk in 2016, banks are important in the economic development of a country. For the economy growth on various sectors of a country is very depend on the success of the banking system. The Indian Presidency Bank of Bengal opened its Yangon branch in 1861 and it became the first Central Bank in Myanmar (Foerch, Thein, Waldschmidt, 2013). According to Myanmar's Banking Sector Transition (MBST), 2018, after Myanmar independence from the British government in 1948, total 20 banks operated in the country and most of them with head-quarters overseas. And then they reform financial system in 1963, 1990 and 2010 but in current is still weak and inefficient system and the licenses of first private bank were issued in 1992 (Win, 2018). Nowadays there are consists of four state-owned banks, 27 domestic private banks and 13 foreign bank branches in Myanmar's banking sector. In 1996, Myanmar was introduced the first offline debit card but it was failed due to the 2003 banking crisis and in 2012 they introduced it again and after three years they introduced credit cards to the country. Currently, there are five major bank-led mobile banking services in Myanmar. Some banks also have their own branded e-banking platforms (MBST, 2018). According to ICEBERG-HOLDING's article mobile banking in Myanmar, 2017,

Myanmar is a cash-based economy with over 90% of the population currently lacking access to formal financial services and most of the payment system are just using cash. Only 5% of bank account holders have access ATM card. So, Myanmar bank customer's satisfaction are mostly depending on the employee service because customer has direct contact with it. Nowadays bank customers have a strong bargaining power due to the availability of another service providers and they likely to lead to change their mind when quality expectations are not the same in reality. The level of employee satisfaction is high when the customer express satisfaction with their performance (Jeon & Choi, 2012).

### **1.2 Statement of the Research problems**

Private banks in Myanmar are lacking customer's loyalty. Although, private banks have customers who using their banking service for a long time, but customer are not loyal. This is confirmed by finding of (Aung,2012) which founded that most of private bank customers kept staying with their bank is not because of they are satisfaction with the service of bank and some customers are likely to defect is competitors provide superior benefit. These situations make customer loyalty as a priority for these banks to ensure their survival.

According to Myanmar has a very low internet penetration and lack of facilities infrastructure, customers are facing with challenges to use online payment, ATM, mobile banking and they don't have confidence to use the online banking service. So, most of customer in Myanmar are having a direct interaction with employee. (Brooks, 2000) founded that customer-employee relationship can take a decision between 40 and 80% of customer satisfactions and loyalty and (Yoon and Suh, 2003) mentioned that employees

are more likely to work harder and provide better service when they perceived more satisfied. Hostage (1975) founded that the American hotel chain founder saying, “you can’t make guests happy without happy employees”. Thus, employees are the most valuable part for a service industry and the organization’s success and ultimate existence are depending on their attitudes and behaviors during interaction with customers (Mowday, 1999). In banking sector most of the employees are facing many problems while they are performing their duties and responsibilities in working environment, co-worker relationship, about the satisfaction on personal financial and job security, promotion and Training, existing workload and tough work schedule in their bank.

### **1.3 Summary**

As mentioned, the research would like to give this issue as the research title “A Study of the factors that influencing on Job Satisfaction in private bank in Myanmar”, the research expected that this study will enhance about the impact of working conditions, job security and employee benefits on employee satisfaction. This is the reason why I would like to examine these variables, working condition is very important for employee to get a conducive atmosphere during their duty time because it can effect on both physical and psychological of employee and ultimately will lead to satisfaction and dissatisfaction with their job. For bank employee job security is also important because of it can affect the performance of employee with reduce fear from losing job and increase the level of confidence. Nowadays, financial is the best thing to motivate and get the satisfaction of employee. This in became the researcher and other people can enhance the knowledge about this relationship. Moreover, the finding of this research would be

applied for business management and development in service quality that customer need and business itself in the future.

#### **1.4 Purposes of the Research**

The purposes of this present study are as follows:

1. To investigate the employee's attitude toward working environment, job security and employee benefits.
2. To investigate the impact of working environment, job security and employee benefits on employee satisfaction.

#### **1.5 Scope and Limitation of the Research**

1. This study will focus on how the working environment (psychological working environment, physical working environment and social working environment), job security and employee benefits affect the satisfaction of bank employee in Myanmar. This study is survey research and the sample group was prospective employee satisfaction in Shan State.

2. This research will focus on Myanmar private bank employee particularly in Shan State. Employee within Shan State were approached to allocate the research questionnaire. A sufficient number of questionnaires were distributed to produce rigorous analysis.

3. Due to limitations of time and resources, the research project had to be completed within five months during February 2019 to July 2019, also research questionnaire was done within one month around the area of Shan State in Myanmar.



### **1.6 Benefits of the Research**

The findings of this present study can be contributed to the individuals and the related organizations in terms of academic performance and business managerial implication as follows:

1. According to business practices, the organization can be using the finds of the research for improve the employee skill and create the opportunity for organization. Business organization can take advantages from finding would be less job stress, less unionization, customer loyalty and keeping employees safe and satisfied can lead to higher sales, lower costs and a stronger bottom line.
2. According to the academic performance, the findings of this research can enhance the knowledge about the factors that working conditions, job security and employee benefits relation affect employee satisfaction.
3. The output of this study will be productive to the banking business sector. Business owner can use this research to improve, and develop their banking management systems to fit the consumer's need.

## CHAPTER 2

### LITERATURE REVIEW

This chapter is to demonstrate the relevant concepts, and theories, and literatures to support the main conceptual framework by providing to 7 categories including

- 2.1 Definition of Working Condition or Working Environment
- 2.2 Job Security
- 2.3 Employee Benefits
- 2.4 Job Satisfaction
- 2.5 The Relationship between Independent Variable and Dependent Variable
- 2.6 Hypothesis
- 2.7 Conceptual Framework

#### **Independent Variables**

##### **2.1 Definition of Working Condition or Working Environment**

Working environment is a situation can influence their daily work performance that is located around them (Siagian, 2002). Depend on working condition a job performance can be different (Bakotic, 2013). Work environment have many properties that may affect both psychological and physical wellbeing (Agbozo, Owusu, Hoedoafia and Atakorah, 2017). In addition, it improves the relationships among employees and customers.

**Physical Work Environment:** The physical environment is including all material objects and stimuli that employees interact with when they are working in the workplace. Material objects include things like the macro (e.g. buildings) and micro levels (e.g. furnishings and office arrangements). Stimuli include such as the lighting and

temperature. (Shea, Pettit and Cieri, 2011). The physical work environment setting can impact on the level of social interaction between co-workers. It also may give more or less physical safety (Agbozo, et al., 2017).

**Psychological Working Environment:** Psychological working environment is a part of the working environment which has to do with the nature and content of work, that is also about human-to-human relationships and interactions in the work situation (Tom Hansen, Lars Christian Lidsmoes, Peter Laursen, 2015). The psychological work environment provides a positive statement of the mental activities that a worker undertakes during working hours or at post. Stress and wellbeing are themes within the psychological work environment. Either way, it influences the health of the individual employee (Agbozo, et al., 2017).

**Social Working Environment:** The social work environment having a relationship at job settings such as styles of communication, relationship between supervisor and subordinates. It also includes relationship among coworkers and team work (Agbozo, et al., 2017). It makes the group of employees to be convenient. The benefits of the group will be impact on the attitude and behavior of individual employees (Kaur, 2014).

Working environment is described as the condition taken the feeling to the employee's mind. Conducive atmosphere at workplace is very needed. Employee has a very important to create a conducive atmosphere because the services are control by the employee (Amin, 2005).

## **2.2 Job Security**

Job security can be defined as the employee perceived stability and continuance for one's job. (Davy, Kinicki and Scheck, 1997). Similarly, Herzberg (1968) also defines job security as the amount of stability of employment that an organization offers employees. It is also likely to reduce the fear that employees have of losing their jobs. Job security has an influence on both employees and employers; they can reduce recruitment costs by keeping their current employees (Senol, 2011). Job security plays an important role in making employees feel motivated to achieve organizational goals and to ensure organizational success. An employee's feeling of job security has a strong relationship with organizational commitment, job involvement, job performance, and productivity (Dunlap, 1994). Job satisfaction derived from job security can build a strong relationship between employer and employee (Nikolaou, Theodossiou and Vasileiou, 2014). At the same time, job insecurity has a relationship with an involuntary and fear of losing one's job (Cheng and Chan, 2008). Job insecurity can affect the motivation of employees, safety, and compliance, leading to increased risks and accidents in the workplace (Greenhalgh and Rosenblatt, 1984).

Job security can be described as the employee's confidence that they will continue to work without any worry about losing their job during their tenure. It is also the strength of employees in how they try to keep their job stable and to avoid unemployment (Dhanpat, et al., 2018).

## **2.3 Employee Benefits**

Employee benefits are the additional perks provided to employees beyond their salary by their employer (Hina, Zamir and Nudrat, 2014). Benefits can be financial or non-financial.

Bonus, pay increment, per piece rate in case of production and performance-based rewards are include in financial benefits (Saeed et al, 2013). Sweeney & McFarlin (2005) indicated that financial provided to employees is one of most effective to make employee motivate and satisfaction. The system of employer provides financial benefits to attract and maintain the employees is most effective to employee performance (Milkovich & Newman, 1993). But Herzberg (1968) argued that financial benefits are satisfiers not motivators in fact. Fringe benefits may include in non-financial benefits. As there is some reward motive behind the goal, that might produce essential feelings in the employees to struggle for the goal (Saeed et al., 2013). According to the words of Lawler (1969) financial benefits influence employees' behavior only for the short-term but for non-financial benefits can influence as long-run motivator. Employee benefits are the motivator or satisfier of the employee to increase the level of their satisfaction with both financial and non-financial benefits (Saeed, et al., 2013).

## **Dependent Variable**

### **2.4 Job Satisfaction**

Some study indicated job satisfaction have associating with feelings and others have defined it as being associated with Attitude (Judge and Klinger, 2008). Therefore, employee can be identified as the way they feel about their jobs in general and their satisfaction-dissatisfaction will depend on the difference between expectations and reality. Job satisfaction can effect as internal factor to the employee's emotional. If employees are feel dissatisfaction, they will not enjoy their work and would like to change their job (Fisher and Hana,1931). Job satisfaction have strong relationship with

high productivity. Highly satisfied employee can affect the organization success (Locke, 1976). Job satisfaction is impact on both individuals and organizations (Hoppock, 1935). High productivity and job satisfaction are closely related. A set of highly satisfied employees can guide an organization to the point of its success (Locke, 1976). Job satisfaction is impact on both individuals and organizations, and it has powerful impact on job performance, absenteeism and turnover, and employee relations, employee health and well-being (Al Ajmi, 2001).

Job satisfaction is the positive feeling of employee that taken from when they receive the features of that job in reality is similar with their expectations. If they didn't receive their expectations that will lead to dissatisfaction and the level of turnover will increase (Tlaiss, 2013).

## **2.5 The Relationship between Working Environment, Job security, Employee Benefits and Job Satisfaction**

The study of this research is including as independent variable and dependent variable, the interrelationships of these variables are as follow:

Work environment such as psychological, physical and social can influence direct on job satisfaction and that can reduce the dissatisfaction level of employees (Sell and Cleal, 2011). Bakotic & Babic (2013) found that employee who working under poor working condition can increase level of employee dissatisfaction, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. Jain and Kaur, (2014) discussed that the physical work environment creates the physical situation that can affect the health of employees, the

psychological environment can influence attitude and feeling of employee and social environment can affect the confidence level or performance of employees.

Geishecker (2009) states that employee who perceived job security is one of the most important components to reach the organization success. Souza-Poza and Souza-Poza (2000) founded that job security significantly increases the individual's job satisfaction. Job satisfaction come from job security is important to maintain the quality of the employer-employee relationship. Essentially, the study of researcher has agreed that job security can be measured job satisfaction (Weerasinghe, Senawirathna & Dedunu, 2017; Artz & Kaya, 2015; Mahmoud & Reisel, 2014).

Benefits also motivation employees which might increase motivation level which would leads towards job satisfaction (Saeed et al, 2013). Iverson and maguire (2000) supported the fact that the benefits positively affects the satisfaction level of employee and reduces the turnover rate. Hina, Zamir & Nudrat, 2014; Saeed et al., 2013; Robles, 2018, founded that employee benefits influence employee satisfaction by a great extent. It can therefore be assumed that the employee benefits lead to job satisfaction.

## **2.6 Hypothesis of the Study**

Regarding the service above, the hypothesis of this present research are as follows

H1: Physical Working Environment will have positive affect to job satisfaction of the bank employee in Myanmar.

H1: Psychological Working Environment will have positive affect to job satisfaction of the bank employee in Myanmar.

H3: Social Working Environment will have positive affect to job satisfaction of the bank employee in Myanmar.

H4: Job Security will have positive affect to job satisfaction of the bank employee in Myanmar.

H5: Employee Benefits will have positive affect to job satisfaction of the bank employee in Myanmar.

The relationships among those factors which are working environment, job security, employee benefits and job satisfaction are those in figure as follows:

### 2.7 Conceptual Framework

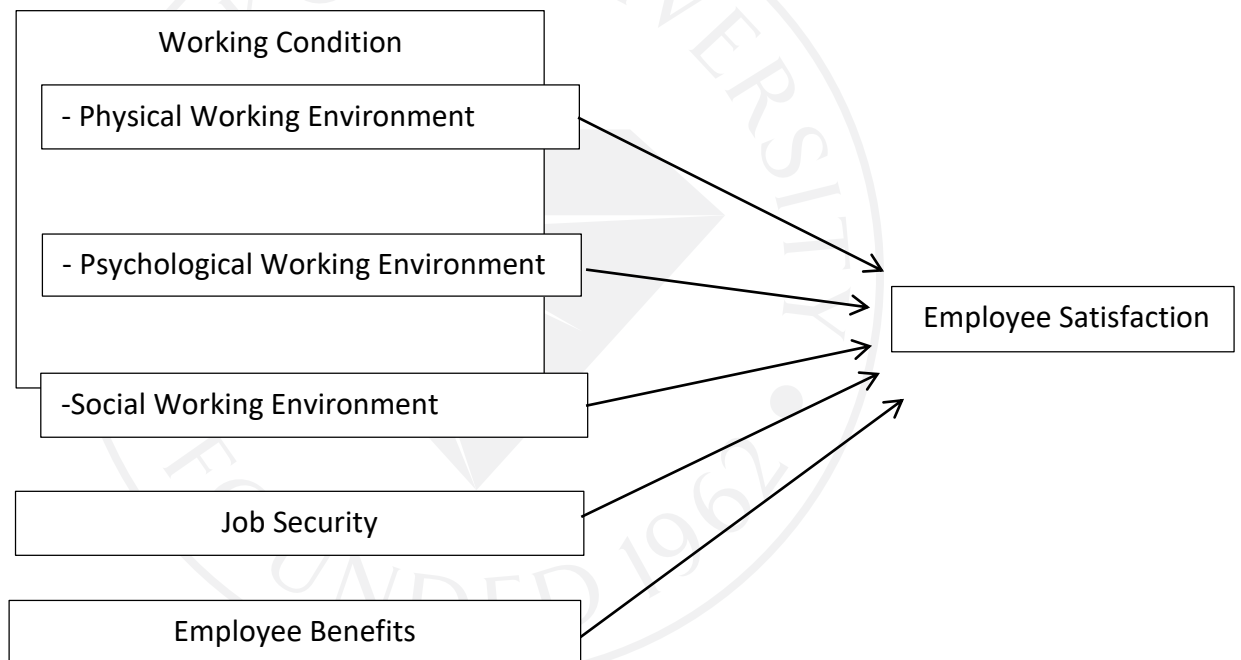


Figure 2.1: The relationship between independent variables and dependent variable

It is a summary of section which found to see that the relationship between working environment, job security and employee benefits the positively from the employee satisfaction.



## **CHAPTER 3**

### **METHODOLOGY**

This chapter is to describe the research methodology that was used in this study. It involves with research methods, research methods, research population, sample size, sampling, research instrument, and data analysis methods.

#### **3.1 Research Design**

This study will use a survey research design. Moreover, the samples were non-probability sampling method. In non-probability sampling method, this research used judgement sampling, quota sampling and snowball sampling. The statistical techniques used for data analysis and interpretation included descriptive and inferential statistics.

#### **3.2 Population and Sample Selection**

##### **1. Population**

Population included the employees from who currently working at private banks located in Shan State and Yangon, Myanmar specified by this of study. The reason why the researcher chooses this location is to get data easily because Shan State is the biggest state in terms of both population and area and it have three parts South, North and East Shan state. In Shan State, there are 8 private banks and 16 private banks in Yangon. For the branches there are 69 branches in Shan State and 137 branches in Yangon. The research questions will be only proposed to the who current working at banks.

##### **2. Sample and Sampling Method**

Using the G\*Power method to get the (161) of samples (Cohen, 1977). G\*Power is a tool to compute statistical power analyses for many different t tests, F tests,  $\chi^2$  tests, z

tests and some exact tests. Firstly, the researcher collected 40 samples and put in the SPSS for Cronbach's alpha and Partial  $R^2$ . And then this research used F-test, Linear multiple regression: Fixed model,  $R^2$  for calculation of G\*Power. The researcher calculated effect size  $f^2$  0.081812 from the value of  $R^2$  0.075625 and used alpha error probability 0.5 and Power 0.95. In general, there are two types of sampling techniques. They are probability and non-probability. Probability sampling means that every respondent in the population has an equal chance of being included in sample. (Zikmund, 2002). In probability sampling included simple random sampling, systematic sampling, stratified random sampling, cluster sampling and multi-stage sampling (Taherdoost, 2016). Case study research design and qualitative research is often associated with non-probability. (Yin, 2003). In non-probability sampling will included quota sampling, snowball sampling, convenience sampling and purposive or judgmental individuals (Taherdoost, 2016). For this research will use non-probability sampling including judgement sampling, quota sampling and snowball sampling.

Based on the judgement of the researcher as to where will provide the best information to succeed for the objectives study. Judgment sampling or purposive sampling is one of the non-probability sampling methods (Zikmund et al., 2013) and Maxwell (1996) defined that judgment sampling or purposive sampling is a strategy in which particular settings persons or events are selected deliberately in order to provide important information that cannot be obtained from other choices. Elder (2009), described that the areas also determined on the basis of researcher's judgement. Generally, if the budget is small and only a small number of towns and cities can be

included. In this study, the researcher applied judgment sampling in order to choose the most suitable locations as well as behaviour of respondents. The researcher decided to select Yangon and for the Shan State the researcher select the most crowded and capital city of Southern Shan State, Taunggyi and the other three cities that located near Taunggyi and also crowded because there has more branches than other. The specific locations where the questionnaires will have distributed were Taunggyi, Pang Long, Nyaung Shwe, Nam San and Yangon.

Quota sampling include in non-probability sampling in which respondents are chosen on the basis of decision characteristics so that the total sample will have the same distribution of characteristics as the wider population (Davis, 2005). According to the researcher applies the quota sampling, the researcher divided the sample size equally 161 respondents into 32 respondents at each selected location. It was illustrated in Table 3.2

Table 3.2: The locations of data collection

Locations	Quota (n = 5)
Place 1 Taunggyi	32
Place 2 Pang Long	32
Place 3 Nyaung Shwe	32
Place 4 Nam san	32
Place 5 Yangon	33
Total	161

Snowball sampling is a non-probability sampling method and this method also called chain referral sampling. This method is basically collect data from respondents to provide information and potential respondents are contacted, interviewed and further asked to provide more contacts. This process goes on till the purpose of the researcher is achieved (Showkat, 2017). Berg (1988), this process is based on the assumption that a 'bond' or 'link' exists between the initial sample and others in the same target population, allowing a series of referrals to be made within a circle of acquaintance.

### **3.3 Research Instrument**

The questionnaire was designed and developed for data gathering. The questionnaire which consisted of four parts was as follows:

**Part 1:** The close-ended demographic questions consisted of gender, age, Income, name of bank, occupation, role and period/time of working at private bank.

**Part 2:** 5 Questions related to employee behavior.

**Part 3:** 23 Questions related to the independent variables such as 9 questions for working environment, 7 questions for job security and 7 questions for employee benefits.

**Part 4:** 7 Questions related to employee satisfaction.

Regarding part 3 to part 5, the researcher exercised on the liker's 5-point scale (1- strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree) for measuring the statistical mean range for mean interpretation. A general accepted rule of Cronbach-Alpha Coefficient is that alpha of 0.6-0.7 indicates an acceptable level of reliability, and 0.8 or greater a very good level. However, values higher than 0.95 are not

necessarily good, since they might be an indication of redundancy (Hulin, Netemeyer, and Cudeck, 2001).

**Table 3.3: Rules of Thumb about Cronbach-Alpha Coefficient**

Alpha Coefficient Range	Strength of Association
< .06	Poor
.06 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
$\geq 0.9$	Excellent

### 3.4 Reliability Analysis

For measuring the reliability of the questionnaire can have conducted by the value of Cronbach's alpha coefficient. Consequently, the questionnaire would be approved when the alpha value must be 0.7-1.00 (Sekaran and Bougie, 2013). The researcher conducted a pilot kept for these concerns by using 40 qualified people who were not in the group of samples of this study.

Table 3.3 illustrated that the Cronbach's alpha of greater than 0.6 for all variables. It means that the scale of measurement used in this research were considered as reliable (Sciolo, 2015)

Table 3.4: The reliability value of each part of the questionnaire

Statements of each part	Alpha coefficient
1. Working Environment	
1.1 Physical working environment	.711
1.2 Psychological	.923
1.3 Social working environment	.880
2. Job Security	.856
3. Employee Benefits	.976
4. Employee Satisfaction	.910

### 3.5 Statistical Analysis Method

After the data collection through online questionnaire survey, the data was processed for descriptive analysis and hypothesis testing. The descriptive statistics were used to describe and summarize the result in the form of frequency, percentage, mean, and standard deviation that are easy to interpret the demographic characteristics of respondents.

Table 3.5: Summary of descriptive statistics for data analysis

Variable	Type of Variable	Descriptive Statistics
Demographic	Demographic	Percentage/Frequency
Working Environment	Independent	Mean and Standard Deviation
Job Security	Independent	Mean and Standard Deviation
Employee Benefits	Independent	Mean and Standard Deviation
Employee Satisfaction	Dependent	Mean and Standard Deviation

**2. Inferential Statistics:** For analyzing the relationship between independent variables and dependent variable was using by Multiple Regression technique. The purpose of analysis this relationship was to find out the level of influence of the (3) independent variables on the dependent variable However, such relationship was proposed in each hypothesis of this study. Moreover, the analysis was conducted at 0.05 level of statistical significance.

## CHAPTER 4

### DATA ANALYSIS

#### 4.1 Data analysis

In this chapter, the analytical results in each part which is to classify related factors that influence employee satisfaction in private bank in Myanmar through SPSS program by using 161 respondents 'data based on the conceptual framework. The research finding has 6 parts as follows:

Part 1: Demographic data

Part 2: Attitude toward Working Environment

Part 3: Attitude toward Job Security

Part 4: Attitude toward Employee Benefits

Part 5: Attitude toward Employee Satisfaction

Part 6: Relationship between Independent Variable and Dependent Variable

#### **Part 1: Demographic data**

Table 4.1: Gender

Description	Frequency	Percent
Male	69	42.4%
Female	92	57.1%
Total	161	100.0



Above table has shown that 92 from 161 of the respondents are female, which is 57.1% of the total and the number of male respondents is at 42.4%, which is 69 from 161. The result indicates woman is main respondents in this research.

Table 4.2: Age

<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
Between 20 to 30	114	70.1%
Between 31 to 40	47	29.2%
Total	161	100.0

According to the above table, it has shown that 114 persons (70.1%) of the respondents are at the age of between 20 to 30 and 47 persons (29.2%) of the respondents are at the age of between 31 to 40.

Table 4.3: Monthly income

<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
150,000 – 200,000 Kyat	26	16.1%
200,000 -300,000 Kyat	75	46.6%
300,000 – 500,000 Kyat	52	32.3%
Above 500,000 Kyat	8	5%
Total	161	100.0

It has shown that the main group of 75 respondents who earn a salary between 200,000 to 300,000 Kyat which is 46.6% of the total. Follow by the group of 52 respondents who earn a salary 300,000 – 500,000 Kyat which is 32.3% and 26 respondents who earn a salary 150,000 – 200,000 Kyat which is 16.1% of overall. And

the group of 8 respondents who earn a salary above 500,000 Kyat, which is 5% of overall respondents.

Table 4.4: Educational background

<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
Bachelor degree	117	72.7%
Master's degree	44	27.3%
Total	161	100.0

Above results has shown that the largest group of respondents 117 persons which is 72.7% has educational level of Bachelor degree and followed by the group of 44 respondent have Master degree which is 27.3% of the total of respondents.

Table 4.5: Bank name of employees working for

<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
Ayeyarwady Bank	12	7.5%
Co-operative Bank	4	2.5%
Kanbawza Bank	70	43.5%
Myanma Apex Bank	75	46.6%
Total	161	100.0

The largest groups of respondents 75 persons are working at Myanma Apex Bank which is 46.6% and the second largest of respondents 70 persons are working at Kanbawza Bank. Followed by the group of 12 respondents are working at Ayeyarwady

bank which is 7.5% of overall respondents. And the final groups of 4 respondents are working at Co-operative Bank, which is 2.5% of the total.

Table 4.6: Job position

<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
Teller	35	21.9%
Senior Assistant	53	33.1%
Junior Assistant	55	34.4%
Forecaster	1	0.6%
Financial Advisor	5	3.1%
Budget analyst	11	6.9%
Treasurer	1	0.6%
Total	161	100.0

Based on the results above, majority of 55 respondents at the number of 34.4% are working as junior assistant, 53 respondents are working as senior assistant which is 33.1%. Followed by the group of 35 respondents are working as teller which is 21.9%, 11 respondents are working as budget analyst which is 6.9% and 5 respondents are working as financial advisor which is 3.1%. And the two smallest group of 1 respondent are working as forecaster and treasure.

Table 4.7: Work experience

<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
Less than a year	1	0.6%
1-2 years	74	45.95%
2-4 years	82	50.95%
5-7 years	4	2.5%
Total	161	100%

The 82 respondent have 2-4 years working experience which is 50.59%. Followed by the group of 74 respondents has been working in the bank for 1-2 years, which is 45.95% of the total of respondent and 4 respondents have 5-7 years working experience. And the 1 respondent who have less than one-year experience which is 0.6% of overall.

Table 4.8: Factors which make respondents feel motivated

<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
Salary	71	44.1%
Recognize and reward	48	29.8%
Working Environment	25	15.5%
Leadership	16	9.9%
Employee Benefits	1	0.6%
Total	161	100.0

It has been found out that salary is the main reason of 71 respondents feel motivate at the number of 44.1%. Followed by the group of 48 respondents are feel motivated by recognize and reward which is 29.8% and working environment can make 25 respondents feel motivated which is 15.5% of the total. And leadership is the reason of 16 respondents feel motivated at the number of 9.9% and 1 respondents is feel motivated by employee benefits which is 0.6%.

#### Part 2: Attitude toward Working Environment

Table 4.9: Working environment

	<b>Description</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Mean interpretation</b>
Physical Working Environment	Material objects (e.g. building, machinery, furnishings and office arrangements) are good in my workplace	161	2.83	0.909	Neutral
	Stimuli (e.g. lighting, temperature, noise level and cleanliness in my workplace) are good in my work place.	161	3.65	1.044	Agree
	After my duty time I often feel physically exhausted.	161	4.25	1.13	Strongly agreed

Table 4.9 (Continued): Working environment

Psychological Working Environment	My work duties are meaningful and interesting	161	3.8	0.984	Agree
	I do not have any psychologically stressful work duties.	161	3.81	1.065	Agree
	I have a reasonable workload.	161	4.05	1.179	Agree
Social Working Environment	I feel that my supervisor treats me fairly at work.	161	3.09	0.943	Neutral
	I have sufficient support from my immediate boss/manager	161	3.04	0.998	Neutral
	Team work is good at my work.	161	3.29	1.1	Neutral

Based on the results above, in physical working environment, after my duty time I often feel physically exhausted has the highest Mean (Mean=4.25). Follow by “stimuli (e.g. lighting, temperature, noise level and cleanliness in my workplace) are good in my work place” is 3.65 and the lowest Mean (Mean=2.82) is “material objects (e.g. building, machinery, furnishings and office arrangements) are good in my workplace”.

In psychological working environment, I have a reasonable workload has the highest Mean (Mean=4.05). Follow by “I do not have any psychologically stressful work

duties” is 3.81 and my work duties are meaningful and interesting has the lowest Mean (Mean=3.8).

In social working environment, team work is good at my work has the highest Mean (Mean=3.29). Follow by “I feel that my supervisor treats me fairly at work” is 3.09 and “I have sufficient support from my immediate boss/manager” has the lowest Mean (Mean=3.04).

### Part 3: Attitude toward Job Security

Table 4.10: Job Security

<b>Description</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Mean interpretation</b>
I feel that my future career is blurry.	161	3.15	0.945	Neutral
When I working at this bank, I feel quite confident in my workplace.	161	2.832	0.916	Neutral
I feel security and stability at my work.	161	3.95	1.00	Agree
I don't feel to have a future career at this bank.	161	3.76	1.109	Agree
I believe that my job is secure.	161	3.31	1.027	Neutral
Feeling you have a high level of job security.	161	3.62	0.948	Agree
The goals of this organization it not clear and it make me feel insecurity.	161	3.67	0.787	Agree

In job security, I feel security and stability at my work has the highest Mean (Mean=3.95). Follow by “I don't feel to have a future career at this bank” (Mean=3.76), “the goals of this organization it not clear and it make me feel insecurity” (Mean=3.67), “feeling you have a high level of job security” (Mean=3.62), “I believe that my job is secure” (Mean=3.31), “I feel that my future career is blurry” (Mean=3.15) and “when I working at this bank, I feel quite confident in my workplace” has the lowest Mean (Mean=2.832).

#### Part 4: Attitude toward Employee Benefits

Table 4.11: Employee benefits

<b>Description</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Mean interpretation</b>
I am being paid a fair amount for the work I do.	161	4.37	0.974	Strongly agreed
I receive my opportunities for promotion, raises and bonuses.	161	4.07	1.052	Agree
I receive enough the number of vacations, sick and personal days that I receive.	161	4.01	1.12	Agree



Table 4.11 (Continued): Employee Benefits

My organization offers health insurance or any other life insurance plan and I am satisfied with it.	161	4.01	1.126	Agree
My organization offer benefits are better than the other organization.	161	4.12	1.122	Agree
We do not receive benefits that we should have.	161	4.09	1.102	Agree
I am satisfied with my all employee benefits that organization offers.	161	4.11	1.136	Agree

Above table has shown that I am being paid a fair amount for the work I do has the highest Mean (Mean=4.37). Follow by “my organization offer benefits are better than the other organization” (Mean=4.12), “I am satisfied with my all employee benefits that organization offers” (Mean=4.11), “we do not receive benefits that we should have” (Mean=4.09), “I receive my opportunities for promotion, raises and bonuses” (Mean=4.07). “I receive enough the number of vacations, sick and personal days that I receive” and “my organization offers health insurance or any other life insurance plan and I am satisfied with it” has the lowest Mean (Mean=4.01).

Part 5: Attitude toward Employee satisfaction

Table 4.12: Employee satisfaction

<b>Description</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Mean interpretation</b>
I am satisfied with my work environment.	161	3.55	1.029	Agree
I feel my workplace is a positive place to work.	161	3.61	1.118	Agree
I am satisfied with my chances for promotions.	161	3.39	1.189	Neutral
I am satisfied with the benefits I receive.	161	3.40	1.190	Neutral
I am satisfied everything for working at this bank.	161	3.41	1.175	Agree
I am proud to work for this bank.	161	3.64	1.014	Agree
I am happy to recommend friends and colleagues to work at the company.	161	3.04	1.116	Neutral

In employee satisfaction, I am proud to work for this bank has the highest Mean (Mean=3.64). Follow by “I feel my workplace is a positive place to work” (Mean=3.61), “I am satisfied with my work environment” (Mean=3.55), “I am satisfied everything for working at this bank” (Mean=3.41), “I am satisfied with the benefits I receive” (Mean=3.40), “I am satisfied with my chances for promotions” (Mean=3.39). “I am happy to recommend friends and colleagues to work at the company” is 3.04.

### Part 6: Relationship between Independent Variable and Dependent Variable

The research findings of this part presented the relationship in terms of the degree of the effect of employee satisfaction on working environment, job security and employee benefits. The Multiple Regression Analysis was used for analyzing such relationship. The findings were presented in Table 4.13 as follows:

Table 4.13: The relationship between independent variable and dependent variable

Independent Variables	b	Beta	T	Sig	Collinearity Statistics	
					Tolerance	VIF
Working Environment	.66	.046	.584	.56 (not affected)	.996	1.004
Job Security	.977	0.766	15.58	0.00 (affected)	.998	1.002
Employee Benefits	.328	.370	5.276	0.00 (affected)	.422	2.370

a. Dependent Variable: Employee job satisfaction

Adjusted R-square= .640, Sig= .000,  $p \leq 0.05$

Table 4.13 showed that working environment, job security and employee benefits affected employee satisfaction at 0.05 level of statistical significance. This finding supported the research hypothesis which was proposed that job security and employee benefits affected on employee satisfaction but working environment is not affected.

Table 4.13 shown that most important predictor variable is Job Security ( $\beta$  0.766,  $p < 0.05$ ) which is positively related to Employee Satisfaction. Then the predictor variable is Employee Benefits ( $\beta$  0.328,  $p < 0.05$ ) which is positively related to Employee Satisfaction and the last predictor variable is Working Environment ( $\beta$  0.046,  $p > 0.05$ ) which is negatively related to Employee Satisfaction. Due to p- values of job security and employee benefits are less than 0.5; this finding supported the research hypothesis which was proposed that they affected Employee job satisfaction of private bank in Myanmar. But p- values of working environment is greater than 0.5, this finding supported the research hypothesis which was proposed that it not affected Employee job satisfaction of private bank in Myanmar. The summary of the results of hypothesis testing was illustrated in Table 4.15;

Table 4.14: The relationship between independent variable (working environment) and dependent variable

Independent Variables (Working Environment)	b	Beta	T	Sig	Collinearity Statistics	
					Tolerance	VIF

Table 4.14 (Continued): The relationship between independent variable (working environment) and dependent variable

Physical Working Environment	-.041	-.037	-.467	.641 (not affected)	.311	3.217
Psychological Working Environment	-.057	-.063	-.442	.659 (not affected)	.977	1.024
Social Working Environment	.193	.195	2.429	.016 (affected)	.949	1.054

Table 4.13 shown that most important predictor variable is social working environment ( $\beta$  0.195,  $p < 0.05$ ) which is positively related to Employee Satisfaction. Then the predictor variable is physical working environment ( $\beta$  -0.037,  $p > 0.05$ ) which is negatively related to Employee Satisfaction and the last predictor variable is psychological working environment ( $\beta$  -0.063,  $p > 0.05$ ) which is negatively related to Employee Satisfaction. Due to p- values of physical and psychological working environment are greater than 0.5; this finding supported the research hypothesis which was proposed that they are not affected Employee job satisfaction of private bank in Myanmar. But p- values of social working environment is less than 0.5, this finding supported the research hypothesis which was proposed that it affected Employee job satisfaction of private bank in Myanmar.

The variance inflation factor (VIF) quantifies the extent of correlation between one predictor and the other predictors in a model. Higher values signify that it is difficult to impossible to assess accurately the contribution of predictors to a model. A variance inflation factor (VIF) value '5' as the maximum level of VIF and values higher than 5 strongly suggest a collinearity problem (Ringle et al., 2015). In this study, the highest VIF values is physical working environment with 3.217 and followed that employee benefits is 2.37, social working environment is 1.054, psychological working environment is 1.024, job security is 1.002. All of these values are less than 5 and its does not has highly correlation, so VIF values of in this study are acceptable.

Tolerance is associated with each independent variable and ranges from 0 to 1. Allison (1999) notes that there isn't a strict cutoff for tolerance, but suggests a tolerance of below .40 is cause for concern. Weisburd & Britt state that anything under .20 suggests serious multicollinearity in a model. If the variables have high tolerance it means that they have low multicollinearity but if tolerance is low, it means that multicollinearity is high. In this study job security has a highest tolerance with .998. Followed that psychological working environment is .977, social working environment is .949, employee benefit is .422 and physical working environment is .311. All of these values are less than 1 and greater than 0.20. It does not have low tolerance, so multicollinearity in this study are low. The summary of the results of hypothesis testing was illustrated in Table 4.15;

Table 4.15: Summary of hypothesis testing

Hypothesis	Result
Hypothesis 1: Physical work environment has not significantly and negative impact on employee satisfaction	Not supported
Hypothesis 2: Psychological work environment has not significantly and negative impact on employee satisfaction	Not supported
Hypothesis 3: Social work environment has significantly and positively impact on employee satisfaction	Supported
Hypothesis 4: Job security has significantly and positively impact on employee satisfaction	Supported
Hypothesis 5: Employee benefits has significantly and positively impact on employee satisfaction	Supported

Table 4.14 showed that both hypothesis 3,4 and 5 were supported while hypothesis 1 and 2 was not supported.

## **CHAPTER 5**

### **DISCUSSION**

The purpose of this study was to explore the relationship in terms of the effect of the independent variable which were working environment, job security and employee benefits on the dependent variable which was employee satisfaction. A qualitative research method was used for this research through questionnaires surveys to collection data. The (161) of the respondents were selected from the employee who currently working at private bank in Myanmar. In this chapter will be included research findings and conclusion, discussion, the recommendation for managerial implication and future research.

#### **5.1 Research Findings and Conclusion**

According to the result, the total target population 161 respondents, the majorities of respondents are female at the age of 20 – 30 years old. Most of them were working for Kanbawza and Myanma Apex Bank as junior assistant with bachelor degree. The average monthly incomes are between 200,000 – 300,000 Kyat. Moreover, most of respondents are feel motivate with annual bonus and next 5 years they see themselves in a new work. The most important benefits to employee is that “Pay raise or performance bonus” The respondents mostly need flexible work hours to do better their job.

In addition, based on hypothesis, the analysis results can be concluded that there were three accepted hypotheses, which were social working environment ( $\beta = 0.195$ ), job security ( $\beta = 0.766$ ) and employee benefits ( $\beta = 0.370$ ) respectively. From the result, it could show that all of these; social working environment, job security and employee



benefits had positive effect on employee job satisfaction at statistically significant level of .05. Moreover, all of them were shown to be positively affecting to employee job satisfaction at 60% while the rest at 40% were not applied in this research. Also, the result of Variance Inflation Factor (VIF) values of each independent variable were not exceeded by 4, which referred to there had no Multicollinearity among independent variables as well as the standard error was  $\pm 0.320$  by the following equation;

$$Y \text{ (Employee Job Satisfaction)} = 1.32 + 0.195 \text{ (Social working environment)} + 0.766 \text{ (Job Security)} + 0.370 \text{ (Employee Benefits)}$$

## 5.2 Discussion

The research on positive significant of social working environment, job security and employee benefits toward job satisfaction of employee who working at private bank in Myanmar is a survey research using questionnaires to collected data found the interesting issue as follows.

Hypothesis 1, Physical Working Environment will have positive affect to job satisfaction of the bank employee in Myanmar. The result from Pearson's Correlation analysis reevaluates that physical working environment had negative relationship toward employee satisfaction at .05 significant levels which not accept hypothesis  $p > 0.05$  ( $p = 0.641$ ). This hypothesis is not accepted. So, this finding indicated that there is no positive association between physical working environment on the employee job satisfaction of private bank in Myanmar. This means that physical working environment of bank is not good enough to make employee satisfied. In other words, employees are dissatisfaction

with their physical working environment of private bank in Myanmar. The results confirmed the previous studies that physical working environment is negatively related to job satisfaction (Sharma & Singh, 2016)

Hypothesis 2, Psychological Working Environment will have positive affect to job satisfaction of the bank employee in Myanmar. The result from Pearson's Correlation analysis reevaluates that psychological working environment had negative relationship toward employee satisfaction at .05 significant levels which not accept hypothesis  $p > 0.05$  ( $p = 0.659$ ). This hypothesis is not supported. So, this finding indicated that there is no positive association between psychological working environment on the employee job satisfaction of private bank in Myanmar. In other words, they have no favorable attitude towards their relationships and interactions in the work situation. The results confirmed the previous studies that psychological working environment are negatively associated with job satisfaction, while the ability to influence one's job and social relationships are aspects that contribute to job satisfaction (Karsh et al., 2005; Noblet et al., 2005; Tummers et al., 2002).

Hypothesis 3---- Social Working Environment will have positive affect to job satisfaction of the bank employee in Myanmar. The result from Pearson's Correlation analysis reevaluates that social working environment had positive relationship toward employee satisfaction at .05 significant levels which not accept hypothesis  $p > 0.05$  ( $p = 0.016$ ). So, this finding indicated that employee are satisfied with the relationships at job settings such as communication styles, relationship between superiors and subordinates. It also includes relationship among coworkers, the readiness of others to assist and team

work. This is because most of the respondents might cooperate well with others, and give moral support to perform their tasks. Therefore, Agbozo G., K., et al (2017) found in their research that social working environment has influence on employee satisfaction of banking sector in Ghana. Jain, R. and Kaur S., (2014) also founded that social working environment increase the degree of job satisfaction.

Hypothesis 4---- Job Security will have positive affect to job satisfaction of the bank employee in Myanmar. The result from Pearson's Correlation analysis reevaluates that job security had positive relationship toward employee satisfaction at .05 significant levels which not accept hypothesis  $p > 0.05$  ( $p = 0.000$ ). So, this finding indicated that there is positive association between job security on the employee job satisfaction of private bank in Myanmar. This is because most of respondent might think that organization provides stable employment for employees. It is also seen as the faculty to cut down the fear that employees have of losing their jobs. Artz B. and Kaya, I. (2015) founded that job security recognized as a very important and highly valued attribute to job satisfaction. Nikolaous A., Theodossiou I. and Vasileiou E. G. (2014) also founded that job security effect on job satisfaction for both genders for all seven EU countries. Darwish A., (1998) indicated that job security have positive association toward job satisfaction.

Hypothesis 5---- Employee Benefits will have positive affect to job satisfaction of the bank employee in Myanmar. The result from Pearson's Correlation analysis reevaluates that employee benefits had positive relationship toward employee satisfaction at .05 significant levels which not accept hypothesis  $p > 0.05$  ( $p = 0.000$ ). So, this finding

indicated that there is positive association between employee benefits on the employee job satisfaction of private bank in Myanmar. This is because most of respondent might think that both financial and non-financial benefits can motivate to increase the level of their job satisfaction. Saeed R. et al., (2013) founded that a positive link exists between employee benefits and job satisfaction. Ronles A. S., (2018) also founded that employee benefits influence job satisfaction to a great extent at five-star hotels in Nairobi. Hina Q., Zamir S. and Nudrat S., (2014) indicated that employee benefit have influence on job satisfaction of teachers at higher level.

This study also shows that physical working environment and psychological working environment were not detected as significant in impacting upon job satisfaction after binary logistic regression analysis.

### **5.3 Recommendations for Managerial Implications**

In addition to theoretical implications, managerial implications are provided in this study. For managerial implication, the result of this research may benefit to banking industry in terms of the employee attitudes, the strategy improvement, and aspect of service development regarding related factors predicting to employee job satisfaction. Also, according to the above discussion, the result of this study showed that the most positive factors that affected employees job satisfaction who working at private bank in Myanmar were social working environment, job security and employee benefits, respectively. Regarding the research findings, the recommendations for managerial implication were contributed as follows:

Regarding the findings which were found that social working environment, job security and employee benefits affected the job satisfaction of employee who currently working at private bank in Myanmar; it means that the organization would consider about how to improve their social working environment, job security and employee benefits that is the way to understand, create, and maintain long-term relationship with employee along with increase their intentions. The banks should look for ways to attract maintain the existing employee such as trying to meet the employee's need.

Firstly, in social working environment, the banks should have a training employee related with the relationships at job settings such as communication styles, relationship between superiors and subordinates. The management team of banks can implement this starting by the bank's culture. Secondly, in job security, most of the employee in Myanmar feel insecurity with their job. So the organization should build a strong relationship with employee such as provide a detailed/written job description, ask for input, give ongoing feedback, plan and communication succession and nip in the bud. Finally, according to employee benefits, most of employees are concerned about financial benefits. The organization should try to have a plan such as paid time off, including vacation, sick days and paid holidays.

#### **5.4 Recommendations for future research**

The researcher would like to recommend the additional interesting issues for future research in order to enhance the knowledge which was important to the academic concerns as follows:

1. Physical working environment and psychological working environment do not effect on job satisfaction of employee who working at private bank in Myanmar. The further research will be recommended to find out the fact. It will be beneficial in enhancing the new knowledge for academic discovery in the new future.

2. For the sampling method in this study using non-probability sampling method. The future research will be recommended to using probability sampling method such as simple random sampling, stratified random sampling, systematic random sampling and cluster random sampling.

3. The study of job satisfaction should be operated and expanded for further study by focusing in governmental or international company employees. The results of the study could be varied and yields some benefits to the implications for top management in different contexts.

4. The study of job satisfaction of private company employees in Myanmar, for the further study, the academic or researchers should consider independent variable such as encouragement, responsibility, job opportunity, salary or welfare that affecting to job satisfaction. These factors can lead to the efficiency of employees.

Additionally, future research may focus on modelling to associate with other theoretical constructs by inserting new variables such as gender diversity, group dynamics or the variable that not have affected to dependent variable in this study. In addition, future studies would investigate more on which type content of working environment are used for the employee job satisfaction.

## BIBLIOGRAPHY

- Agbozo, G., K., Owusu, I., S., Hoedoafia, M., A., Atakorah, Y., B. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management: 5(1)*, 12-18.
- Al Ajmi, R. (2001). The effects of personal characteristics on job satisfaction: a study among male managers in the Kuwait oil industry. *International Journal of Commerce and Management: 11(4)*, 91-110.
- Allison, P. (1999). Multiple Regression: A Primer. Pine Forge Press. Motivation of Teachers to Teach and Job Performance of Teachers in MTs, Serang, Banten, *Journal of management and Sustainability: Vol. 5, No. 3*
- Bakotic (2013), Relationship between Working Conditions and Job Satisfaction: The Case of Coratian Shipbuilding Company. *International Journal of Business and Social Science: 4(2)*, 45-48
- Bakotic, D., & Babic, T. B. (2013, February). Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science: 4(2)*, 206-213.
- Brockner, J., Grover, S., Reed, T.F. & Dewitt, R.L. (1992). Layoffs, job insecurity, and survivors' work effort: evidence of an Inverted-U relationship. *Academy of Management Journal: 35(2)*, 413-425.

- Cheng, G.H.L. & Chan, D.K.S. (2008). Who suffers more from job insecurity? A meta-analytic review. *Journal of Applied Psychology*: 57(2), 272-303.
- Davy, J.A., Kinicki, A.J. & Scheck, C.L. (1997). A test of job security's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior*:18(4), 323-349.
- Dunlap, J.C. (1994). Surviving layoffs: a qualitative study of factors affecting retained employees after downsizing. *Performance Improvement Quarterly*: 7 (4), 89-113.
- Fisher, V. E. & Hana, J. V. (1931). *The dissatisfied worker*. New York: Macmillan. P. 168.
- Foerch, T., Thein, S. & Waldschmidt, S. (2013). *Myanmar's financial sector*, Retrieve from:file:///C:/Users/student/Downloads/Report\_Myanmar\_Financial\_Sector\_A\_Challenging\_Environment\_for\_Banks\_Nov2013.pdf
- Geishecker, I. (2009). Perceived job insecurity and well-being revisited: towards conceptual clarity. *Center for European Governance and Economic Development Research Discussion Papers*: 4(2), 206-213.
- Greenhalgh, L. & Rosenblatt, Z. (1984). *Job insecurity: toward conceptual clarity*. *Academy of Management Review*: Vol. 9 No. 3, pp. 438-448.
- Herzberg, F. (1968), *Work and the Nature of Man*, Granada, London.
- Hina, Q., Zamir, S. & Nudrat, S. (2014). Impact of employee benefits on job satisfaction of teachers at higher level. *Journal of Education and Practice*: 5(7), 122-123.



- Hoppock, R. (1935). *mobile banking in Myanmar*, retrieved from: <http://iceberg-holdings.com/press/mobile-banking-in-myanmar/>
- Jain, R. & Kaur, S. (2014). Impact of Work Environment on Job Satisfaction. *International Journal of Scientific and Research Publication: 4*(2), 1-3.
- Jeon, H. & Choi, B. (2012). The relationship between employee satisfaction and customer satisfaction. *Journal of Services Marketing: Vol. 26*(5), 332-341.
- Judge, T.A., Thoresen, C.J., Bono, J.E. & Patton, G.K. (2001). The job satisfaction-job performance relationship: a qualitative and quantitative review. *Psychological Bulletin: 127*(3), 376-407.
- Karsh, B., Booske, B.C., & Sainfort, F. (2005). Job and organizational determinants of nursing home employee commitment. *Job satisfaction and intent to turnover. Ergonomics: 48*(7), 1260–1281.
- Kaur, A. (2014), Impact of Work environment on Job Satisfaction. *International Journal of Scientific and Research Publications: 4*(5), 34-40.
- Locke, E. A. (1976). The Nature of Job Satisfaction. *Handbook of Industrial and Organizational Psychology: 4* (3), 1297-1349
- Marcson, S., (1960). *The scientist in American industry*. New York: Harper.
- Myint, S., S., Leamprecha, N., Phooncharoen, N. & Rurkwararuk, W. (2016). An Analysis of EMPLOYEE Satisfaction of Private in Myanmar, *International Business Management: 10* (2): 101-114

- Naman, S.V.K. (2016). Effect of workplace incivility on job satisfaction and turnover intentions in India. *South Asian Journal of Global Business Research: 5(2)*, 234-249,
- Nikolaou, A., Theodossiou, I. & Vasileiou, E. (2014). Does Job Security Increase Job Satisfaction? *A Study of the European Experience: Improving Human Potential: 5(3)*, 4-10
- Noblet, A., Teo, S.T.T., McWilliams, J. & Rodwell, J.J. (2005). Which work characteristics predict employee outcomes for the public-sector employee? An examination of generic and occupation-specific characteristics. *International Journal of Human Resource Management:16(5)*, 415–1430.
- Ozturk, A.B. & Hancer, M. (2011). The effect of demographics on job satisfaction: a study of hotel managers in turkey. *International Journal of Hospitality and Tourism Administration: 12(3)*, 189-201.
- Reisel, W.D., Probst, T.M., Swee-Lim, C., Maloles, C.M. & König, C.J. (2010). The effects of job insecurity on job satisfaction, organizational citizenship behaviour, deviant behaviour, and negative emotions of employees. *International Studies of Management and Organization: 40(1)*, 74-91.
- Ringle, Christian M., Wende, Sven, & Becker, Jan-Michael. (2015). *SmartPLS 3. Bönningstedt: SmartPLS*. Retrieved from <http://www.smartpls.com>

- Saeed et al., (2013). Factors Affecting the Job Satisfaction of Employees in Banking Sector of Pakistan, A Generalization from District Sahiwal. *World Applied Sciences Journal: 26(10)*, 1304-1309.
- Sell, L. & Bryan, C. (2011). Job Satisfaction, Work Environment, and Rewards: *Motivational Theory Revisited* *labr: 25(1)*, 1-23.
- Senol, F. (2011). The effect of job security on the perception of external motivational tools: a study in hotel businesses. *Journal of Economic and Social Studies:1(2)*, 33-67.
- Shea, T., Pettit, T. & Cieri, H., (2011). *Work Environment Stress: The impact of the Physical work environment on psychological health. A Snapshot Review*
- Sousa-Poza A.A. (2000). Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction. *Journal of Socio-Economics: 29*, 517-538.
- Spector, P. (1997), *Job Satisfaction: Application, Assessment, Cause and Consequences*, Sage Publication, London.
- Hansen, T., Lidsmoes, L.C. & Laursen, P. (2015). *Psychosocial working environment: Workplace Inspection of the psychosocial working environment in the Nordic countries*, Nordic Council of Ministers.
- Tummers, G.E.R., Landeweerd, J.A., & Van Merode, G.G. (2002). Work organization, work characteristics, and their psychological effects on nurses in the Netherlands. *International Journal of Stress Management: 9(2)*, 183–206.

Weisburd, D. & Britt, C. (2013). *Statistics in Criminal Justice*. Springer Science & Business Media.

Win, S. (2018). *Banks' lending behavior under repressed financial regulatory environment: In the context of Myanmar*. *Pacific Accounting Review*: 30(1), 20-25.





## Survey Question

This survey research was aimed to comprehend the factors affecting job satisfaction of private bank employees in Myanmar. This study is a part of BA715: Independent Study, Graduate School, Bangkok University. I would be appreciated if you could contribute any fact and useful information truthfully by filling out the questionnaire. The information provided will be treated highly confidential and will be used solely for the purpose of academic resources.

Thank you very much for your kind cooperation.

Nang Ying Mo Hom, Bangkok University

### Part 1: Demographic Data

**Explanation:** Please mark ✓ into  that matches your information the most.

1. Gender:

1) Male

2) Female

2. Age:

1) Under 21 years old

2) 21 – 30 years old

3) 31 – 40 years old

4) 41 – 50 years old

5) 51 – 60 years old

3. Monthly income:

1) Below 150,000 Kyat

2) 150,000 – 200,000 Kyat

3) 200,000 -300,000 Kyat

4) 300,000 – 500,000 Kyat

5) Above 500,000 Kyat

4. Educational background:

- |  |   |
|--|---|
| <input type="checkbox"/> 1( High school / vocational | <input type="checkbox"/> 2) Bachelor's degree |
| <input type="checkbox"/> 3) Master's degree          | <input type="checkbox"/> 4) Doctor's degree   |

5. What is the name of bank you are employed or working for?

- 1) Asia Green Development Bank Ltd
- 2) Asia-Yangon Bank Ltd
- 3) Ayeyarwady Bank Ltd
- 4) Ayeyarwaddy Farmers Development Bank (A Bank)
- 5) Co-operative Bank Ltd (CB Bank)
- 6) First Private Bank Ltd
- 7) Glory Farmer Development Bank Limited (G Bank)
- 8) Kanbawza Bank Ltd
- 9) Myanmar Apex Bank Ltd
- 10) Myanmar Microfinance Bank Limited
- 11) Myanmar Oriental Bank Ltd
- 12) Myanmar Tourism Bank
- 13) Shwe Rural and Urban Development Bank (Shwe Bank)
- 14) Tun Commercial Bank
- 15) United Amara Bank Ltd
- 16) Yoma Bank Ltd

6. What is your current role within the bank?

- |   |   |
|---|---|
| <input type="checkbox"/> Teller                 | <input type="checkbox"/> Auditor        |
| <input type="checkbox"/> Loans Officer          | <input type="checkbox"/> Buyer          |
| <input type="checkbox"/> Accountant             | <input type="checkbox"/> Forecaster     |
| <input type="checkbox"/> Financial Advisor      | <input type="checkbox"/> Budget analyst |
| <input type="checkbox"/> Collector              | <input type="checkbox"/> Treasurer      |
| <input type="checkbox"/> Other (please specify) |   |

--

7. How long have you been working with the bank?

- Less than a year                       5-7years  
 1-2years                                       8-10years  
 2-4years                                       Above 10years

### Part 2: Employee Behaviors

**Explanation:** Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Employee Behaviors	Level of Opinions				
	Strongly	←→			Strongly
			Agree		Disagree
2.1 I enjoy my work.	(5)	(4)	(3)	(2)	(1)
2.2 High level of Motivation.	(5)	(4)	(3)	(2)	(1)
2.3 I can work well with other.	(5)	(4)	(3)	(2)	(1)
2.4 I am good at responsible for own actions.	(5)	(4)	(3)	(2)	(1)
2.5 I'm following rules/policy/procedures.	(5)	(4)	(3)	(2)	(1)



### Part 3: Factors affecting job satisfaction of bankers in Myanmar

**Explanation:** Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Factors affecting job satisfaction of banker as a lead to customer satisfaction in Myanmar	Level of Opinions				
	Strongly Agree	←→			Strongly Disagree
<b>3.1 Working Condition ( Working Environment)</b>					
<b>3.1.1 Physical Working Environment</b>					
3.1.1.1 Material objects (e.g. building, machinery, furnishings and office arrangements) are good in my workplace	(5)	(4)	(3)	(2)	(1)
3.1.1.2 Stimuli (e.g. lighting, temperature, noise level and cleanliness in my workplace) are good in my work place.	(5)	(4)	(3)	(2)	(1)
3.1.1.3 After my duty time I often feel physically exhausted.	(5)	(4)	(3)	(2)	(1)
<b>3.1.2 Psychological Working Environment</b>					
3.1.2.1 My work duties are meaningful and interesting	(5)	(4)	(3)	(2)	(1)
3.1.2.2 I do not have any psychologically stressful work duties.	(5)	(4)	(3)	(2)	(1)
3.1.2.3 I have a reasonable workload.	(5)	(4)	(3)	(2)	(1)
<b>3.1.3 Social Working Environment</b>					
3.1.3.1 I feel that my supervisor treats me fairly at work.	(5)	(4)	(3)	(2)	(1)
3.1.3.2 I have sufficient support from my immediate boss/manager	(5)	(4)	(3)	(2)	(1)
3.1.3.3 Team work is good at my work.					
<b>3.2 Job Security</b>					
3.2.1 I feel that my future career is blurry.	(5)	(4)	(3)	(2)	(1)

Factors affecting job satisfaction of banker as a lead to customer satisfaction in Myanmar	Level of Opinions				
	Strongly Agree	←→			Strongly Disagree
3.2.2 When I working at this bank, I feel quite confident in my workplace.	(5)	(4)	(3)	(2)	(1)
3.2.3 I feel security and stability at my work.	(5)	(4)	(3)	(2)	(1)
3.2.4 I don't feel to have a future career at this bank.	(5)	(4)	(3)	(2)	(1)
3.2.5 I believe that my job is secure.	(5)	(4)	(3)	(2)	(1)
3.2.6 Feeling you have a high level of job security.	(5)	(4)	(3)	(2)	(1)
3.2.7 The goals of this organization it not clear and it make me feel insecurity.	(5)	(4)	(3)	(2)	(1)
<b>3.3 Employee Benefits</b>					
3.3.1 I am being paid a fair amount for the work I do.	(5)	(4)	(3)	(2)	(1)
3.2 I receive my opportunities for promotion, raises and bonuses.	(5)	(4)	(3)	(2)	(1)
3.3.3 I receive enough the number of vacations, sick and personal days that I receive.	(5)	(4)	(3)	(2)	(1)
3.3.4 My organization offers health insurance or any other life insurance plan and I a--m satisfied with it.	(5)	(4)	(3)	(2)	(1)
3.3.5 My organization offer benefits are better than the other organization.	(5)	(4)	(3)	(2)	(1)
3.3.6 We do not receive benefits that we should have.	(5)	(4)	(3)	(2)	(1)
3.3.7 I am satisfied with my all employee benefits that organization offer.	(5)	(4)	(3)	(2)	(1)

#### Part 4: Job satisfaction of employee who working at private bank in Myanmar

**Explanation:** Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Job satisfaction: JS	Level of Opinions				
	Strongly Agree	←→			Strongly Disagree
4.1. I am satisfied with my work environment.	(5)	(4)	(3)	(2)	(1)
4.2 I feel my workplace is a positive place to work.	(5)	(4)	(3)	(2)	(1)
4.3 I am satisfied with my chances for promotions.	(5)	(4)	(3)	(2)	(1)
4.4 I am satisfied with the benefits I receive.	(5)	(4)	(3)	(2)	(1)
4.5 I am satisfied everything for working at this bank.	(5)	(4)	(3)	(2)	(1)
4.6 I am proud to work for this bank.	(5)	(4)	(3)	(2)	(1)
7. I am happy to recommend friends and colleagues to work at the company.	(5)	(4)	(3)	(2)	(1)

**\*\* Thank you for your kind cooperation\*\***

**BIODATA**

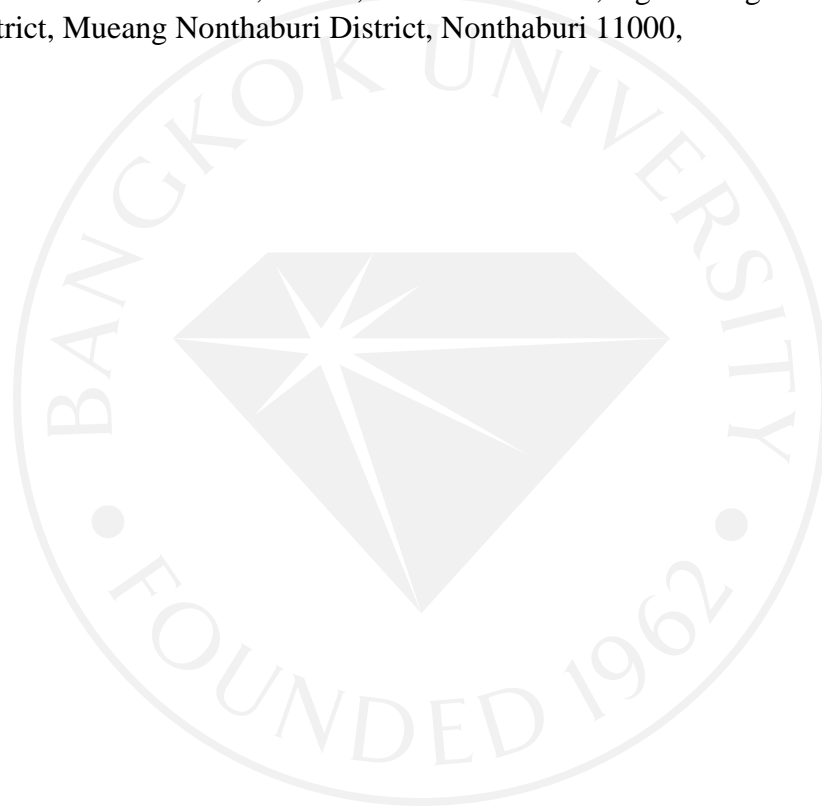
Name – Nang Ying Mo Hom

Student ID – 7600201375

Email – [yingmorkmohom@gmail.com](mailto:yingmorkmohom@gmail.com)

Ph no – 0804012709

Address – House No 21/121, Moo 9, Soi Chula Kasem, Ngamwong Road, Bang Khen  
Sub District, Mueang Nonthaburi District, Nonthaburi 11000,



**Bangkok University**

**License Agreement of Dissertation/Thesis/ Report of Senior Project**

Day 30 Month January Year 2020

Mr./ Mrs./ Ms Nang Ying Mo Hom now living at Bangkok  
Soi Ngamwongwan 18 Street Ngamwongwan  
Sub-district Bang Khen District Nonthaburi  
Province Bangkok Postal Code 11000 being a Bangkok  
University student, student ID 7600201375

Degree level  Bachelor  Master  Doctorate

Program MBA.(Eng) Department - School Graduate School

hereafter referred to as "the licensor"

Bangkok University 119 Rama 4 Road, Klong-Toey, Bangkok 10110 hereafter referred to as "the licensee"

Both parties have agreed on the following terms and conditions:

1. The licensor certifies that he/she is the author and possesses the exclusive rights of dissertation/thesis/report of senior project entitled

A STUDY OF THE FACTORS THAT INFLUENCING  
ON JOB SATISFACTION OF PRIVATE BANK IN  
MYANMAR

submitted in partial fulfillment of the requirement for M.B.A.

of Bangkok University (hereafter referred to as "dissertation/thesis/ report of senior project").

2. The licensor grants to the licensee an indefinite and royalty free license of his/her dissertation/thesis/report of senior project to reproduce, adapt, distribute, rent out the original or copy of the manuscript.

3. In case of any dispute in the copyright of the dissertation/thesis/report of senior project between the licensor and others, or between the licensee and others, or any other inconveniences in regard to the copyright that prevent the licensee from reproducing, adapting or distributing the manuscript, the licensor agrees to indemnify the licensee against any damage incurred.

This agreement is prepared in duplicate identical wording for two copies. Both parties have read and fully understand its contents and agree to comply with the above terms and conditions. Each party shall retain one signed copy of the agreement.

\_\_\_\_\_  
Licensor  
( \_\_\_\_\_ )

\_\_\_\_\_  
Licensee  
(Director, Library and Learning Space)

\_\_\_\_\_  
Witness  
(Dean, Graduate School)

\_\_\_\_\_  
Witness  
(Program Director)

