
JOB SATISFACTION AND SALES PROMOTERS'
WORK PERFORMANCE: A CASE STUDY OF AN
AGROCHEMICAL COMPANY, MYANMAR

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DEDICATION

I dedicate this thesis to my beloved parents and brother for their unlimited understanding in allowing me pursue this MBA program and for their prayers and support.

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ABSTRACT

Successful implementation of any strategic objective depends on the inspiration and hard work of the company employees. Researches indicate that satisfied employees are the major asset and source of any organization for successful achievement of its short-term and long-term objectives. The purpose of the study was to explore the relationships among the five workplace components (i.e. safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, and workload and stress), job satisfaction and work performance of sales promoters. The study also tested the mediating effect of job satisfaction on the relationship between the workplace components (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress) and work performance of sales promoters. A survey questionnaire was used to collect data from a sample of 427 sales promoters in XYZ Agrochemical Company, Myanmar. Quantitative approach was the major method used. Multiple regression analyses were conducted to examine the postulated hypothesis and test the direct and mediated relationships among variables. The findings indicated that safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth had positive significant effects on job satisfaction, but workload and stress had no effect on job satisfaction. In addition, all independent variables had positive effects on sales promoters' work performance. The results suggested that job satisfaction significantly affected job performance. Furthermore, overall job satisfaction partially mediated the relationships between safety and security and work performance, between relationship with supervisor and work performance, and between opportunities to growth and job performance. Full mediation was only found on relationship between feeling of fulfillment and work performance of sales promoters. Findings revealed that if there are good safety and security at workplace, feeling of fulfillment, relationship with supervisor, and opportunities to growth present for sales promoters, then job satisfaction enhance its impact along with respected independent variables in

creating and ornamenting the work performance (sales productivity) of employees especially in the scenario of agrochemical sector of Myanmar.

CHAPTER 1

INTRODUCTION

1.0 Introduction

The study focuses on impact of job satisfaction on sales promoters' work performance in XYZ Agrochemical Company, Myanmar. The chapter deals with the research background, problem statements, and research objectives, research questions, significant of study, and chapter layout.

1.1 Research Background

Nowadays, management has become critical role of internal human capital for the success of the business. Therefore, management is focusing on employees' prosperity, needs, individual wants, and administrators take hierarchical choices in light of the employees' performance (Alromaihi, Alshomaly, & George, 2017).

Nabi, Islam, Dip & Hassain (2017) stated that employees are the heart of an organization. Employee involvement plays critical role in every organization for operating smoothly and without any interruption. However, in organization job satisfaction of employee plays a vital role for company's progress. Therefore, satisfaction has been considered as affecting rapid respond for any sorts of job

(Parul & Havisha, 2015). Different researchers defined employee job satisfaction in different ways.

Table 1.1 Definitions of Job Satisfaction by Different Researchers

Researcher	Definition
Jamal and Ali (2017)	Job satisfaction refers to a positive reaction of an employee's emotion to the job.
Koh, Teh, San and Abdullah (2017)	Employee satisfaction with job means how well ones personal expectations at work are in line with outcomes.
Angeles, Saludo, Virtus and Tun (2015)	Job satisfaction and performance refer to the gratification that an employee feels when he /she accomplished the job and appreciated by the supervisor.
Pan, Shen, Liu, Yang and Wang (2015)	Job satisfaction is similiar as satisfying as well as positive factors that interrelated with evaluation of job exprtises.

Platis, Reklitis & Zimeras (2015) found that individual work performance is affected by several organizational factors and job satisfaction is one of them. Again, job satisfaction is impacted by many factors like safety and security of the workplace, pay, promotion, management style, relationship with peers, and other working conditions (Rao, 2017). However, there are some alternative factors that divert from traditional ones. For example, in Arab countries, management of many organizations denies the innovative ideas and performance of employees, even if those ideas can make improvement for an organization (Al-Raisi, Amin, & Tahir, 2011).

Hang (2016) illustrated that due to satisfaction for the specific job for employee and if becomes faithful to the company and as a result company will be able to get

more opportunities while operating procedures for the company. Furthermore, increased satisfaction is the best reflection of any kind of company's progress as well as for innovative procedures. Employee performance is defined as individual accomplishment of task within an organization (Armstrong & Taylor, 2014; Campbell & Wiernik, 2015) or how an employee doing well on his or her own job.

The importance of job satisfaction and work performance of the employees are interrelated and vital for the success of organization (Kappagoda, 2012). Therefore, the study tries to reveal sales promoters' job satisfaction and work performance in agrochemical sector. The prominent reason for choosing agrochemical sector is the volume of global area is 13,003 million hectares meanwhile agriculture has been stipulated by 4889 million hectares. (Torbick, Chowdhury, Salas & Qi, 2017), which represents 37.6% of total land area. Farmers and agricultural companies use agro inputs to boost farm production. Since there is a positive correlation between job satisfaction and employee's productivity (Reukauf, 2018), it is very critical for employees of agro input sector to have job satisfaction in order to make effective production and delivery to clients. It is becoming more and more important as the agricultural sector plays an important role in underpinning the economic development of a country (Asiedu-Darko & Amanor, 2016).

1.1.1 Employee Satisfaction in Agrochemical Industry

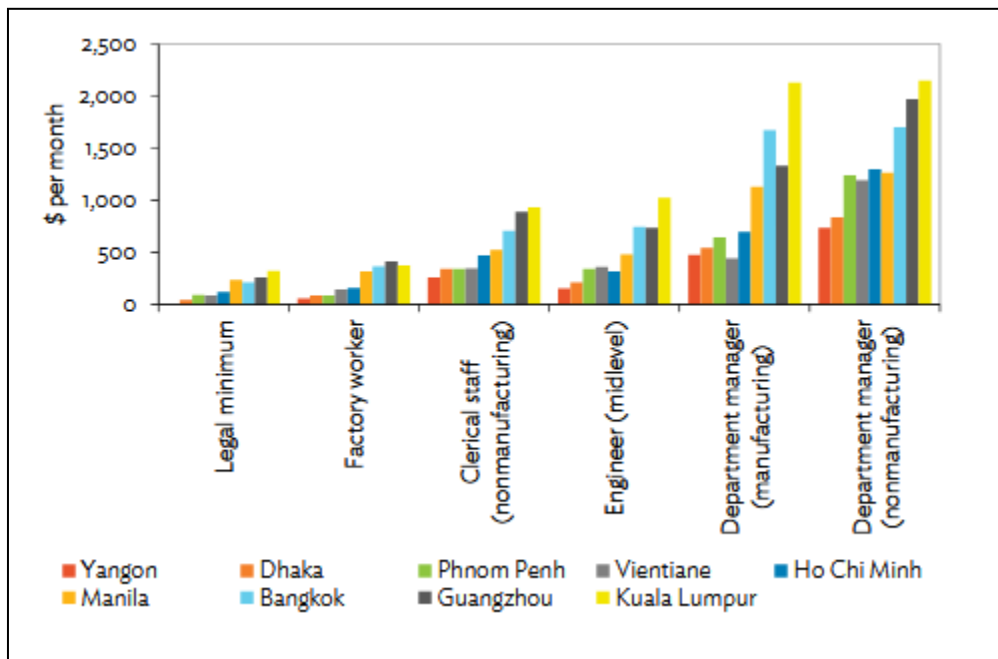
Wairmu (2015) stated that employees in agrochemical industries are always exposed to dangers mainly from chemical poisoning and injuries caused by machinery. Negative impact on workplace conditions causes the reduce job satisfaction levels and may harm for the employee's safety and security. On the contrary, positive impact on workplace condition may cause the enlargement of job satisfaction level as well as it will be helpful for their own security (Indakwa, 2013).

However, according to Joshi (2017), 56% of employees in chemical industries including those in agrochemical firms answered that security is unconcerned for job satisfaction. 37% of employees are unsatisfied with their job because of lack of recognition. Krumbiegel, Maertens and Wollni (2018) mentioned that the positive impact factors on job satisfaction of employees at USA chemical industries are challenges and simulation, salary and benefits, colleagues, working environment, making product that helps people.

1.1.2 Employment Status and Employee Satisfaction in Myanmar

Many employees in Myanmar are facing with underemployment problems, and as a bad consequence, employees are not able to apply the energy into the economic outcome. Moreover, the large share of workforce is low-literacy and low-skilled. However, from another standpoint, the development of well-structured workforce is just in the initial phase, while the majority of employees have been familiar to various kinds of jobs under the umbrella of trade union movement following the economic revival. In addition, as a matter of fact, due to conjunction with striking may cause as well as pretense some factors to be considered especially for different countries investors they would like to invest, meanwhile they may proceed adopting the easy steps for taking inevitable advantages of minimum labour wages (Tanaka, Spohr, & D'Amico, 2015).

Figure 1.1 Wages paid by Japanese companies in Myanmar compared to those paid in other countries



Source: Myanmar Human Capital Development, Employment, and Labor Markets (Tanaka et al., 2015)

According to a survey by Japan External Trade Organization (JETRO) in 2013, wages in Myanmar are the lowest (Tanaka et al., 2015) in the Asian region. Basically daily paid worker in Myanmar becomes dissatisfied with their jobs due to get less salary from the workplace they work and the lack of having proper management system for the team (Tanaka, 2017).

1.1.3 Employee Job Satisfaction in Myanmar

In accordance with Aung (2013), usually job satisfaction is not dependable in terms of work expertises, gender and age level. According to Thant (2015), organizational assistance, organizational rules and regulations, bond relationships with superior level, job engagement is the most dominating factors for employee job satisfaction in Myanmar. However, level of employee satisfaction and determinant factors will be a bit different according to different industries or

firms. The job satisfaction level of educational staffs is moderate in Myanmar (Ye & Sripicharn, 2018). It is surprisingly found that the two highest impactors for Myanmar seafarers are working conditions and relationship with their families (Thant, 2016); the better working conditions and relationship with their families are possessed, the higher the job satisfaction level is reached.

For the private banks in Myanmar, dominating factors are relationship with supervisors, co-workers, compensation, and job contents. The finding in private banking sector in Myanmar showed that workers at higher position (i.e. second managers) have less satisfaction with their immediate supervisors than lower position workers. These less satisfactions have impact on performance, absenteeism and staff turnover (Myint, 2016). According to Tanaka (2017), employees in garment factories are facing low pay, excessive overtime, and lack of training. Those facts make dissatisfaction of employees; and high turnover rates and factory strikes are often consequences of these workforce.

1.1.4 Agriculture and Agrochemical Sector in Myanmar

Myanmar is endowed with land and water resources. Aung (2017) reported that net sown area in Myanmar is about 12.01 million hectares which is 77% of Myanmar land utilization. Major crops are paddy, wheat, maize, groundnut, sesame, pulses and vegetables (Torbick et. al., 2017). Being an agricultural country, there are a number of agrochemical companies distributing a variety of agro inputs, i.e. insecticides, fungicides, herbicides and fertilizers in Myanmar.

Although there are a number of companies, only 14 companies (Fang, 2018) have large sales volumes over USD one million annually. The number of employees depends on the areas covered by the company. In some companies, the number of employees is less than one hundred where as there may be a few thousands for larger ones.

In the study, XYZ Agrochemical Company has been chosen as the research organization. XYZ Agrochemical Company produces and distributes agrochemical inputs for paddy, maize, groundnut, sesame, pulses and vegetables. It has 23 sales stations in six divisions; Yangon, Irrawaddy, Magway, Bago, Mandalay and Sagaing; and there are 427 sales promoters (“Agro Chemical”, 2018) in nationwide across Myanmar. Number of employees per sales station is not fixed.

Sales promoters are the respondents of the study. The study will be highlighted by focusing on five workplace components to determine the job satisfaction and work performance level of employees in XYZ Agrochemical Company; those are job safety and security, feeling of fulfillment, relationship with supervisors, opportunities to growth, and workload and stress.

Managements always try their best to satisfy workforce so that to get best return. It is interesting to investigate the relationship between the satisfactory of a sales promoter and his or her work performance. Job satisfaction is a widely discussed topic among Human Resource Management specialists, there is a positive relationship between employee job satisfaction and work performance (Shmailan, 2016). The study tries to approve that this hypothesis could be applied for sales promoters of XYZ Agrochemical Company in Myanmar.

1.2 Problem Statements

Most of the time, succeeded companies strongly believe that the high levels of employee pleasure, involvement of employee activities are essential for the company (Alromaihi et al., 2017). However, in Myanmar, the study related to employee satisfaction in most of organizations has been rarely reported. A few scholar researches done within recent years in Myanmar are listed down in following table.

Table 1.2 Studies Related to Employee Job Satisfaction Done in Myanmar

Researcher	Research Title
Paw (2008)	A Study on Job Competencies, Knowledge Management and Job Satisfaction and Proposed ODI : The Case Study of Ayeyawady Media Services (AMS) in Myanmar
Aung (2013)	A research of Related Factors Towards Overall Job Satisfaction at XYZ International Co. Ltd in Yangon, Myanmar
Mai (2013)	The affiliation between teachers' job pleasure and teachers' teaching presentation in three basic high schools in Myitkyina, Kachin State, Myanmar.
Lwin and Ye (2015)	A Comparative Study of Sisters' Leadership Styles and their Job Satisfaction in Zetaman Sisters of the Little Flower Congression at Taunggyi Archdiocese, Shan State, Myanmar.
Myint (2016)	An Analysis of Employee Satisfaction of Private Banks in Myanmar
Khine and Walsh (2017)	Job Satisfaction among Ophthalmologists in Myanmar
Ye and Sripicharn (2018)	The affiliation between Teachers' Organizational Commitment and Job Satisfaction at No. 2 Basic Education High School, Loikaw, Kayah State, Myanmar

Myint (2016) also proved that there are very few researches on the relationship between the performance and job satisfaction of employees in Myanmar. Literatures recommend as well that just a simple research is completed on customer service agents (Linz & Semykina, 2012; Mulky, 2011). Moreover, according to researcher's knowledge and findings, scholar articles about employee job satisfaction in agrochemical sector have not been reported yet in Myanmar.

The duties of sales promoters in agrochemical firms are very different from those of other sectors. They have to try their best to reach the sales targets (Raitzer, Wong & Samson, 2015); and also need to build trust, convince and educate farmers how to use the pesticides and fertilizers to boost crop production without degradation of environmental resources for the sustainable agriculture (Dapice et al., 2011). Moreover, the progress and business of a company will largely depend on sales promoters. So, sales promoters' job satisfaction is crucial for their sales performances. Therefore, it is urgently needed to explore the gap in this area – to enquiry of overall affect on job satisfaction of sales promoter for the growth of progress of employee activities and performances in agrochemical industry in Myanmar. Therefore, the study tried to investigate whether the work performance of the sales promoters in XYZ Agrochemical Company was relying on job satisfaction or not.

1.3 Research Objectives

1.3.1 General Objective

The objective of this research is to conclude that whether there should be maintaining the relationship between those components of workplace such as (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress), job satisfaction and employee performances for workplace in the XYZ agrochemical company in Myanmar.

1.3.2 Specific Objectives

- To identify the impacts of different workplace components like job safety and security, feeling of fulfillment, relationship with supervisors, opportunities to growth, workload and stress on sales promoters' job satisfaction.

-
- To analyze the impacts of different workplace components like job safety and security, feeling of fulfillment, relationship with supervisors, opportunities to growth, workload and stress on sales promoters' work performance.
 - To examine how workplace components (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress) influence or results in sales promoters' work performance in the presence of job satisfaction (being a mediator).
 - To estimate the way of enlargement of the sales promoters and their satisfaction for their job and so that can cause the enhancement of their work performance level.

1.4 Research Questions

- How different workplace components like job safety and security, feeling of fulfillment, relationship with supervisors, opportunities to growth, workload and stress impact on employee job satisfaction?
- How different workplace components like job safety and security, feeling of fulfillment, relationship with supervisors, opportunities to growth, workload and stress impact on employee work performance?
- How workplace components (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress) influence or results in sales promoters' work performance in the presence of job satisfaction (being a mediator)?
- What are the alternative sources for enlargement of employee satisfaction for job and causes enhance of their performances of work?

1.5 Significance of Study

In this study, various areas of agrochemical company in Myanmar can be benefited. As because of this current study, research would assist to make opportunity of the development of the XYZ company business. In addition, production of the sales promoters' satisfaction would be able to develop productivity sales performances for the company. Therefore, the satisfied sales promoter can give a better sales performance that can progress organization's performance.

Research outcomes of Javed, Balouch and Hassan (2014) assisted the supervisors and organizations to make company realize better regarding the pleasure level of employees and assist to adopt steps so that they will be able to motivate their own employees to carry on their job effectively. This study can also reveal the dominant factors for sales promoters' satisfaction to get better performance. To the management of XYZ, the findings are anticipated to present answers to the fundamental questions of why performances of sales promoters in XYZ are lower than those working compare with other competitive companies. Management of XYZ can find out ways that can lead to sales promoters' satisfaction for getting higher sales performance.

According to Durai (2017), the study of automobile industry in Punjab, India would assist to provide better service as a prime way of reference to different form of companies that seeks for measurement as well as handle the high level of their job satisfaction which may have positive impact on working performances in XYZ Company in Myanmar.

1.6 Chapter Layout

For the study, the chapters will be discussed as follows:

Chapter 1 consists of brief discussion on the general background of employee job satisfaction and work performance. The problem statements, research objectives, research questions, and significance of the research will also be highlighted as well.

Chapter 2 will be focusing on the literature review of the research topic. This chapter consists of the documentation of a comprehensive review of the theoretical model, the prior empirical findings, hypotheses and conceptual framework.

Chapter 3 will be emphasizing on the methodology applied in this research. Besides, chapter describes the process of conducting research design, collection of data, sampling of data and analysis of data.

Chapter 4 will be focusing on the data analysis. The result of the data analysis will be interpreted in this section.

Chapter 5 will consist of the conclusion and summary of the finding of the study. It also consists of the implications and limitations of this study. Besides, the recommendation for research in the future will be pointed out in this chapter.

1.7 Conclusion

The research background, problem statements, research objectives and research questions are being highlighted in the beginning. Besides, the significance of the study is also briefly explained in this chapter. The next chapter will further evaluate the literature that relevants to research.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The research background, problem statements, study objectives, research questions, significance of study are highlighted in last chapter. This chapter will be looking into the theories that will be applied as well as the relationship between the variables in the study by reviewing the findings of prior studies; and the hypotheses.

2.1 Theoretical Review

2.1.1 Herzberg Two- Factor Theory

Herzberg developed a specific work motivation theory known as Two-factor Theory in 1959. Two-Factor Theory has been tested for many times in various sectors to prove its reliability in motivation and satisfaction topics (Pilarta, 2015). According to Asarkaya and Girgin (2018), Herzberg mentioned that job satisfiers are related to job content and that job dissatisfiers are allied to job context. Satisfiers relate to the job contents like recognition, work itself, responsibility and advancement. In contrast, dissatisfiers relate to the context of the job such as

company policy, administration, supervision, salary, interpersonal relations, supervisor, and working conditions.

Odembo (2013) stated that the foremost necessary a part of theory of motivation is that the most motivating factors do not seem to be within the atmosphere however within the intrinsic worth and satisfaction gained from the task itself. Satisfier's area unit personal feeling or factors directly involved with the satisfaction gained from employment, such as: the feeling of feat and therefore the intrinsic worth obtained from the task itself, the extent of recognition by each colleagues and management, the extent of responsibility, opportunities for advancement and therefore the standing provided. Herzberg highlighted to these satisfiers as motivators. Ajayi (2015) stated that Herzberg's extrinsic factors so called hygiene factors or dissatisfiers. Extrinsic rewards may include wage, job security, and promotion possibilities, working conditions, supervision, interpersonal relationships, company policies, administration and fringe benefits.

Based on Herzberg's Theory, Fallatah and Syed (2018) analyzed and revealed that the level of recognition by both colleagues and management, the level of responsibility, the opportunities for advancement, and the status provided are the most positively influenced factors in today's organizations.

According to Alshmemri, Shahwan-Akl and Maude (2017), the presence of psychological feature factors will turn out job satisfaction, however their absence ends up in no job discontent. Therefore, poor hygiene factors will cause job discontent, whereas higher hygiene factors will scale back discontent. However, hygiene (motivation) factors alone cannot cause job satisfaction.

The study is conducted by Herzberg two-factor theory to determine what sales promoters actually want from their jobs. The research used to examine job satisfaction in this study. The theory developed by Frederick Herzberg stated that work motivation and job satisfaction could provide valuable insights into an

individual's needs and factors that contribute to satisfaction or dissatisfaction (Cherry, 2014).

2.1.2 Social Exchange Theory

Social-Exchange Theory considers that job satisfaction as a mediating variable. The Theory of Social Exchange proposed that employees participate in either positive or negative practices toward the association just because of either positive or negative activities that are believed to start from the association (e.g., good or ominous working conditions for reasonable or uncalled for treatment). This would recommend that job satisfaction intervenes the connection between genuine working conditions and working environment practices (Thibaut and Kelley, 1959).

2.2 Empirical Review

2.2.1 Job Satisfaction

Job satisfaction enhances individual confidence that can improve productivity of an employee (Pan, 2015; Theron, 2014; Žigo, Gabruč & Juvan, 2018). On the other hand, employee's job satisfaction is based on workplace components such as safety and security, fulfillment of needs, promotion, salary, and relationship with supervisor. Therefore, job satisfaction is a factor in employee's performance, organizational commitment, and organizational goal (Chan, Chan, Khoo, Loh, & Wong, 2011). This may also be true for many areas of business industries in Myanmar situation.

Job satisfactions are to be considered as prime effective factors for the company and company's business growth. Now a days most of the business rapidly takes onto consideration of the labors needs, wants and expects to be very good director

for gaining job satisfaction (Jalagat, 2018; Van & Botha, 2014). Spector (1997) has exposed that there can be highlighted prime features of job satisfaction such as company guideline through human values, functioning of organizations and determinants of succeeded company.

There are so many negative consequences if there was low level of employee satisfaction. If employee satisfaction level is low, work performance of organization will also be low. Level of job satisfaction is reversely proportional to turnover rates of employees (Parul & Havisha, 2015). Brawley and Pury (2016) stated that as a consequence, employees will move to other organizations which will give them more satisfaction. Therefore, job satisfaction is related to how personal expectations of work are in correspondent with the real outcomes.

Additionally, according to Mikkelsen and Olsen (2018), job satisfaction has been considered as best phenomenon as having cognitive, affective character and personal behaviour. Afterwards, these behavioural components are prime directions for ethical behaviour into job performances such as discipline on work, hard working etc (Sheehan, McCabe & Garavan, 2018). The expression of an employee might be replaced from negative to positive or another way that depends on working environment and experience as well (Dhanasarnsilp, Johnson, & Chaipoopirutana, 2018; Havens, Gittell & Vasey, 2018).

Aydin, Sarier and Uysal (2013); Balaban (2018) stated that employee satisfaction is a result of employees' assessment about their jobs. This concept covers feelings like satisfaction about employees' outcomes (wages, promotions, fulfillments, etc.), social relationships in workplace and other conditions at work (Javed, Balouch & Hassan, 2014; Singh & Jain 2013). This may also be true for Myanmar situation as employees expect high salary especially from the private companies regardless of their personal skill and qualification, mostly beyond their capacity.

Afterwards, Bonenberger, Aikins, Akweongo and Wyss (2014); Tufail, Ismail and Zahra (2016) have argued that the employee who has a high level of job satisfaction basically would feel proper justice in an environment in which they normally work, and job provides them positive features such as different types of challenges, well payment and security, autonomy, pleasant co-workers, etc. These workers should have unique performances, and they will be successful (Barcotić, 2016; Karatepe, 2013). However, such proactive and motivated employees may be rare in many workplaces.

Each of individual employees should have the satisfaction of differing stages in accordance with the prevailing value system (Amin, 2015; Millán, Hessels, Thurik, & Aguado, 2013). Basically a satisfied employee would have an emotional bond with the organization and takes pride in their membership, which paves way to keep up industrial integrity and a high morale (Durai, 2017). Successful organizations normally rely on the high performance of their employees to meet their goals and expectations. With a view to derive their strategic aims and keep maintaining company's competitive advantage, their employees must perform at high levels (Dessler, 2011; Latif, Ahmad, Qasim, Mushtaq, Ferdoos, & Naeem, 2013).

According to Ganesan, Ling and Mun (2017), employee job satisfaction is crucial to reduce turnover rate of the organization and enhance the employee efficiencies. Aziri (2011) stated that Locke's (1970) definition of job satisfaction consists of two factors: the job characteristics and the values that the workers attach to those characteristics. The values depend on not only demands and opportunities in the job, but also its consequences. Thus, although job satisfaction is an overall feeling of an employee's job, it is assessed through an examination of various aspects of the job.

However, the level of job satisfaction may vary with different type of organization or industry. For instance, for small scale industries in India, huge percent of the employees in agro-based chemical and engineering industries expressed neither

satisfied nor dissatisfied with their work. On the other hand, huge percent of the employees in food and electrical industries mentioned that they are dissatisfied with their work. Especially in the electronics industries most of the employees are satisfied with their work (Sarma, 2012). If an employee is unskillful and incompetent, that employee can be improved through training. However, dissatisfaction could be removed through motivation and giving incentive.

Awan and Asghar (2014); Vratskikh, Al-Lozi, and Maqableh (2016) found that when employees have high levels of psychological well-being and job satisfaction, then they perform better and are less likely to leave their jobs. Satisfied employees are not only good and effective performers but also efficient ambassadors of their organizations. Such employees should be retained by any possible means. Finally, an organization needs to recognize about what employee think, feel, and desire (Sutjitra, 2015) to gain employee job satisfaction.

2.2.2 Work Performance

According to Montano, Reeske, Franke and Hüffmeier (2017), work performance also can be defined as the result of individual's work in terms of quality and quantity (Korschun, Bhattacharya & Swain, 2014). Additionally, measuring the employee performance will enhance the organizations for achieving the goals (Awadh & Alyahya, 2013); and output and activities are measurements for employees' performance (Montano, Reeske, Franke & Hüffmeier, 2017).

Agarwal (2015) mentioned that researches about job performance are widely done because job performance is the key factor in any market economy. Performance can distinguish into two aspects which are behavioural aspect and outcome aspect (Chen & King, 2018). Behavioural aspect can be defined as what an individual does while they are working (Chen & King, 2018; Korschun, Bhattacharya, & Swain, 2014). Outcome aspect refers to the result of an individual's behaviour (Chen & King, 2018). Furthermore, Kasemsap (2017) argued that work

performance is the multi-dimensional construct; meaning that employees use their professional skills and knowledge to produce products or services or outcomes; work performance is predicted by ability and skill (Bin, 2015).

In an organization, employee expects to perform his or her job in a dependable way (Stam, Arzlanian, & Elfring, 2014). Moreover, employees should have the texture of sense of responsibility for doing the tasks and duties given to them well (Bin, 2015). Job performance includes the activities which will cause the effectiveness of an organization despite the facts are out of the range of their specific task (Seng & Arumugam, 2017). Anitha (2014); Stam, Arzlanian and Elfring (2014) concluded that revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines, procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance.

Alternatively, Masood, Aslam and Rizwan (2014) found that work performance is frequently mistaken for the exertion that alludes to vitality consumed. In reality, it is the achievement of an employee's obligations allotted by management and results delivered on a predefined work capacity or movement amid a predetermined era (Angeles, Saludo, Virtus, and Tun, 2015). Ahmad and Shahzad (2011) contended that appearing execution of a worker communicates the whole conviction of an employee with respect to the activities and contributions to the accomplishment of the association objectives and mission.

An investigation led by Alagaraja and Shuck (2015) planned to find that employee performance can be upgraded through preparing and advancement. As per researcher's supposition, employee's performance could be upgraded by giving possession. On the off chance that the employees are enabled to certain degree where they can expect or trust themselves as a supervisor with basic leadership control, and will carry on or execute as a manager with a feeling of possession.

2.2.3 Factors That Influenced Job Satisfaction and Work Performance

2.2.3.1 Job Safety and Security

The safety and security of today workforce is a vital part of every business strategy (Kabiru, Matthew & Asborn, 2018). Sun, Gergen, Avila and Green (2016) added that workplace safety and security is necessary for employees to avoid harmful conditions (Raziq & Maulabakhsh; 2015). In order to keep safety norms of organizations, it should be considered about tools and accessories that workers use at work (Harari, Thompson & Viswesvaran, 2018).

Guo, Yiu and González (2016); Masood, Aslam and Rizwan (2014) expressed that trainings are critical factors that helps expanding the wellbeing and security at work put, as it recognizes the employees about the nature and systems of employment and gives a superior comprehension. Preparing furnished employees with specific aptitudes that are required for the improved execution in regards to work obligations (Gordon, 2017). So as preparing gives essential abilities in a roundabout way enhances wellbeing and security; thus as execution too. Moreover, Masood et al. (2014) noted professional stability has earth shattering impact on the hierarchical vow and; it was discovered that job satisfaction, work productivity and authoritative affirmation are emphatically associated with work wellbeing and security.

Continuously, Omusulah (2013) recommended that the management of the company facilitate more safety training to workers with safety skills which enable them reduce accident rates at the workplace. This factor is playing very important role within employees of Myanmar agrochemical industries. Training of employees should be also oriented to the proper use of protective equipment and personal protection (Harari et al., 2018).

Once more, work security is alluring for representatives, who rank it as a standout amongst the most vital elements for their promise to an association (Lee, 2018).

Occupation wellbeing and security likewise assumes a vital part in decreasing representative turnover, and in addition keeping up stable business connections in associations. What's more, professional stability is basic for holding human capital speculation and in addition diminishing workforce screening and choice costs (Green and Leeves, 2013). At the point when workers never again trust that they can rely upon organizations for employer stability, and this conviction change has caused a move in the mental contract amongst organizations and their representatives (Caroli and Godard, 2016).

Zeytinoglu, Yilmaz, Keser, Inelmen, Uygur and Özsoy (2013) contended that a normal representative will consider professional stability first instead of different components to get settle throughout everyday life. Bakotic and Babic (2013) found that laborers who work under troublesome working conditions, the activity wellbeing and security issues are imperative factor of their general employment fulfillment. Representatives like working conditions which are like the conditions that they have in their homes (Purpora and Blegen, 2015) and workers anchored in work are more fulfilled in their activity. In any case, security is of less vital to the better taught individual, maybe in light of the fact that there isn't such a great amount of dread of cutback in the sort of employments that the exceptionally instructed acquire, or the exceedingly taught are legitimately more certain of having the capacity to discover different occupations if essential.

Sarma (2012) stated that attention to those employees in agro-based, sustenance, synthetic and building and electrical ventures communicated that they are delighted in with great job security as indicated by writing. Smit, DeBeer and Pienaar (2016) specified that poor security hones are a negative result of low satisfaction level, and can debase profitability level of an organization. This might be valid for development specialists and somebody taking care of hardware or touchy and unsafe synthetics. Appropriate information picked up from important trainings will make them safe. Continuously, the literatures proved that there is positive relationship between employee job safety and security, employee job satisfaction and work performance; and job safety may become a critical factor

for those who work with agrochemical companies (Bakotic and Babic , 2013; Caroli & Godard, 2016; Harari et al., 2018).

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H1: Effect of safety and security has positive relationship on job satisfaction of sales promoters.

H2: Effect of safety and security has positive relationship on work performance of sales promoters.

H3: Job satisfaction has mediation effect on the relationship between safety and security and work performance of sales promoters.

2.2.3.2 Feeling of Fulfillment

Employee occupation fulfillment is the full of feeling condition of employee with respect to various features of their employments (Skaalvik and Skaalvik, 2017); so work fulfillment involves employee sentiments in regards to different parts of the activity. One of the key perspectives is the sentiment of satisfaction. That sentiment of satisfaction can just come when employee feels importance at work, i.e. organization satisfies essential needs of employee, and employee has certain level of flexibility to do his or her activity (Siang, 2015). Flexibility at the working environment can be gotten from work self-rule. Jonason, Wee and Li (2015) called attention to that apparent activity self-rule is observed to be an exceptionally huge determinant work fulfillment. Not with standing, the vast majority of researchers of employment fulfillment additionally disregarded the issue of how much occupation self-sufficiency builds work fulfillment (Karim, 2017).

Černe, Hernaus, Dysvik and Škerlavaj (2017) expressed that self-governance in the work environment alludes to how much opportunity employees have while functioning. The meaning of self-sufficiency may fluctuate with organization; it might enable employees to set their own timetables (Karim, 2017) or to choose how their work ought to be finished. By the by, looks into demonstrated that when representatives are given the flexibility related with self-rule, work fulfillment rises (Gillet, Colombat, Michinov, Pronost and Fouquereau, 2013). Self-sufficiency may energize assuming greater liability for the nature of their work. Self-rule may likewise expand inspiration and bliss, alongside diminishing representative turnover (Jonason et al., 2015).

Arunika and Kottawatta (2017) found that university staff members were moderately satisfied with the freedom to choose their own method of work, their levels of responsibility, and the amount of variety in their job. More specifically, in the context of public higher education, Bello, Ajayi and Asuzu (2018) found that the autonomy and flexibility that the job offered had a positive influence over the job satisfaction of academicians. Therefore, Bello et al. (2018) concluded that job autonomy improves performance because when employees are provided a support to exercise job autonomy then they will consider that they are trusted to perform the task. This perception leads to an increased level of intrinsic motivation and the outcome is effectiveness in work (Jonason et al., 2015).

In fast food sector of Pakistan, the increase in job autonomy results in increased level of job satisfaction and organizational commitment (Again, Naqvi, Ishtiaq, Kanwal & Ali, 2013). The opportunities for individual and specialized development and achievement of goals are one of the most excellent predictors of job satisfaction (Bin, 2015; Černe, Hernaus, Dysvik, & Škerlavaj, 2017, Marstand, Martin, & Epitropaki, 2017). Therefore, it can be seen clearly that feeling of fulfillment is attained from job autonomy and achievement of individual goals.

Additionally, Aung (2013) noted that management should develop employee job satisfaction by creating employee involvement within the organization.

Therefore, employee can get feeling of fulfillment that the job is well done and successfully accomplished whenever the tasks were done; job satisfaction is highly impacted by personal feeling of achievement (Aziri, 2011).

It has been guaranteed that a development in work satisfaction grows profitability of individual from staff. Awan and Asghar (2014) demonstrated that sentiments of errand achievement and independence are specifically identified with representative employment fulfillment. Self-governance can be expected as a type of proprietorship. There is a positive connection between employee feeling of fulfillment and job satisfaction. However, the level of sentiment of satisfaction will rely upon their desire, singular ability and experience.

H4: Effect of feeling of fulfillment has positive relationship on job satisfaction of sales promoters.

H5: Effect of feeling of fulfillment has positive relationship on work performance of sales promoters.

H6: Job satisfaction has mediation effect on the relationship between feeling of fulfillment and work performance of sales promoters.

2.2.3.3 Relationship with Supervisors

Okan and Akyüz (2015); Khan, Nawaz, Aleem and Hamed (2012) mentioned that relationship with supervisors means the support offered to the employees by supervisors in the organizational sense and a positive work relationship between the supervisor and the employees (Demirhan, Kula & Karagz, 2014). Employee job satisfaction have positively affected by support and acknowledgement of supervisors and management. If supervisors are supportive and caring to employees, employees give the same feedback to organization (Yang, Brown, & Moon, 2011).

Tevfik & Ozdem (2017) defined supervisor support as the evaluation of the subordinates and their contributions to the organization by the supervisors and supervisors' interest in their contributions. Alternatively, Kossek, Pichler, Bodner, & Hammer (2011) mentioned that supervisor support is a general idea developed by supervisors by considering the well-being of their subordinates, offering them solid assistance and emotional support.

Supervisors are vital figures in the organization as they are responsible for upholding the practices and standards of the association with subordinates, and they have some adaptability in reflecting arrangements and practices to faculty (Kula and Guler, 2014; Kumar and Kamalanabhan; 2017).

In this way, Asrar-ul-Haq, Kuchinke and Iqbal (2017) brought up association with administrator is the significant part player in forming employee job satisfaction as in numerous organization. The conflicts amongst supervisor and employees make employees awkward and reluctant to share great and also imaginative thoughts with their supervisor or management as best administration limits them to their assignments other than making an awareness of other's expectations crosswise over employees by urging group attempts to achieve elite (Shier, Nicholas, Graham and Young, 2018). To analyst's close to home involvement, the working environment is never again pleasant when worker goes over an unskillful and uncalled for director who assumes all the praise from the achievement of cooperation and put the faults on the representatives for any inadequacy. Understanding, support, acknowledgment and thankfulness from an administrator are fundamental for accomplishing an objective as group with better execution.

From leader member exchange (LMX) research, it is realized that LMX is related with the pioneer offering help and direction to the part (Baloyi, Van Waveren and Chan, 2014). In addition, King (2017); Pohl and Galletta (2017) found a positive connection between manager support and worker work fulfillment; and Baloyi, VanWaveren and Chan (2014) broke down that employees may feel upsetting at

work, and thus may feel disappointed with their occupations without help from supervisor.

Many research discoveries uncovered that the absence of administration or supervisory help prompts increment in work pressure and reduction fulfillment (Pohl and Galletta, 2017; Shier, Nicholas, Graham, and Young, 2018). Choi et al. (2018) found that administrator's part inside the association and officer's self-rule over errands, choices, and assets have coordinate effect on workers' physical and passionate prosperity. As indicated by the finding of Tevfik and Ozdem (2017); Zeffane, Melhem and Baguant (2018), there is a positive straight connection between chief help, work execution and occupation fulfillment; and employment fulfillment has a full interceding part between boss help and employment execution.

H7: Effect of relationship with supervisor has positive relationship on job satisfaction of sales promoters.

H8: Effect of relationship with supervisor has positive relationship on work performance of sales promoters.

H9: Job satisfaction has mediation effect on the relationship between relationship with supervisor and work performance of sales promoters.

2.2.3.4 Opportunities to Growth

There must be positions inside the organization that enables worker to push ahead. Be that as it may, headway inside the association does not simply mean advancement; it can likewise mean the chances to learn new abilities and capability. Chances to learn new abilities, go up against new obligations, accomplish higher pay and increase new positions can enable representatives to set and work towards objectives, passing on a feeling of individual accomplishment that lifts worker fulfillment (Odembo, 2013; Dexter, Kinsey, and Parker, 2018). Representatives once in a while want to stay static in their

vocations for long yet constantly search for chances to progress and they stay with association for longer to accomplish their own and profession objectives.

As indicated by Amin (2015), in low-gifted nature work, laborers with higher instructive levels are less happy with their activity as these occupations are beneath their desires. As representatives loses the enthusiasm to work with association, he will attempt to search for another activity or leave the association or regardless of whether he continue working with the association until the point that he get great open door out, he won't perform well (Marathe, 2013). For early-profession representatives, self-awareness is the most impact on work fulfillment comes to; next come pay and welfare, work itself, relational connections, and pioneer conduct (Lee, Yang, and Li, 2017).

Mustapha and Zakaria (2013) surveyed among lecturers in public universities in Kelantan, Malaysia and the result indicated that there was a positive significant relationship between promotion opportunity and job satisfaction. Organizations should consider this to retain their best brains by giving promotion opportunity to the employees.

Schultz, Ryan, Niemiec, Legate and Williams (2015) found that management gives more preference to promote employees within the organizations in order to retain good and potential employees. According to the survey of Aung (2013), management needs to realize that proper opportunities concerned with job should provide to employees to be satisfied and fulfill their needs. An organization should give an opportunity to every employee for using their abilities, skills and creativeness. In this sense, the organization must be large enough to create higher raking posts for promotion. Otherwise, the employees should be rewarded appropriately.

Brown, Wey and Foland (2018) highlighted that when a job provides an opportunity for individuals with tasks that stimulate opportunities for personal growth and learning, and the opportunity to be accountable for results; such

provides a basis for enhanced job satisfaction. Further, Kumar and Kamalanabhan (2017) indicated that jobs that provide chances for using skills and abilities, diversity of tasks, independence and feedback of their performance tend to be preferred by the employees. Regarding the opportunities for growth, two-thirds of employees in agrochemical industries in India covered in the study saw no such chances available in their units. While one-fifth said that they were already promoted, the remainings said they were still expecting promotions and other opportunities (Sarma, 2012). As Hayes, Douglas and Bonner (2015); Tongchaiprasit and Ariyabuddhiphongs (2016) concluded that opportunities provided to employees by the organization have positive relationship with job satisfaction.

H10: Effect of opportunities to growth has positive relationship on job satisfaction of sales promoters.

H11: Effect of opportunities to growth has positive relationship on work performance of sales promoters.

H12: Job satisfaction has mediation effect on the relationship between opportunities to growth and work performance of sales promoters.

2.2.3.5 Workload and Stress

These days, pressure at the working environment is unavoidable because of the aggressive idea of the contemporary workplace. McVicar (2016) said that pressure may even keep specialists caution, spurred, ready to work and master, contingent upon the accessible assets and individual attributes. In any case, there may be a breaking point or degree past that point, weight may wind up unmanageable prompting pressure that can endanger an employee's productivity (Agarwal, 2015). For this situation, the employee ought to be given important preparing to update his or her abilities to wind up capable in the working environment.

Occupation stress may fluctuate with the level of authoritative duty. In the event that the individual can't bear to leave his place of employment because of financial or different variables, at that point his negative inclination toward the utilizing association may turn out to be significantly more genuine (Shore, 2013). Then again, an unsatisfied employee might be missing all the more regularly, may encounter pressure that upsets colleagues and might be consistently searching for another activity (Griffin and Moorhead, 2012). Arrangement ought to be looked for how to enhance this circumstance by guiding or making better workplace.

Cooper (2013) examined and demonstrated that high reports of work related stress were identified with low levels of job satisfaction. Work related stress is viewed as an unwanted wonder came about because of insufficient adapting to the circumstance of a specific occupation (e.g., work over-burden, part struggle/vagueness, poor working conditions), and which results in negative mental and physical sick wellbeing outcomes (Lambert, Minor, Wells, and Hogan, 2016). This can be explained by clear expected set of responsibilities and altering workload, giving extra time installment or giving better offices.

Naseem (2018) additionally uncovered that the connection of stress and job satisfaction is interrelated, where stretch is a passionate, physical response produced as a result of a circumstance, individual or condition; and employment fulfillment is the end condition of feeling, experienced after an undertaking is expert. An examination led by Tariq, Ramzan and Riaz (2013) in Telecom area uncovered that overwhelming workload and worry at work put lead a worker towards disappointment that further outcomes in turnover. At conclusive stage these autonomous elements impacts adversely on authoritative execution which is contrarily affected by these variables.

If employee is not satisfied with the job, it might induce stress and might reduce commitment. In some cases it happens that employee is committed though he might be stressed or not satisfied with the job, then it could be one of his

personality traits (Agarwal, 2015). However, this sort of phenomenon may not be observed all the time.

In the event that employee is happy with the activity, it may actuate pressure and may lessen responsibility. At times it happens that representative is conferred however he may be pushed or not happy with the activity; at that point it could be one of his identity attributes (Agarwal, 2015). Nonetheless, this kind of marvel may not be watched constantly. Stress is actually a mental or physical state that arises when a person feels something going against his/her thinking or feelings. The factors such as intricacy, workload, and an increase in responsibility are the causes which lead to stress. These factors are also known as stressors and they always have depressing and demolishing impact on employees' performance and productivity (Qasim, Javed, & Shafi, 2014). Organization ought to consider the measure of workload since sensible day by workload will decide the fulfillment of workers (Mustapha & Ghee, 2013). Therefore, Ersan, Yildirim, Dogan and Dogan, 2013; Ganesan, 2017; Law and Guo (2016) concluded that workload and stress are negatively correlated to employee job satisfaction and productivity of an employee. The role conflict and role ambiguity on various facets of organizational commitment as well as work performance can be solved by job satisfaction (Trivellas & Santouridis, 2016).

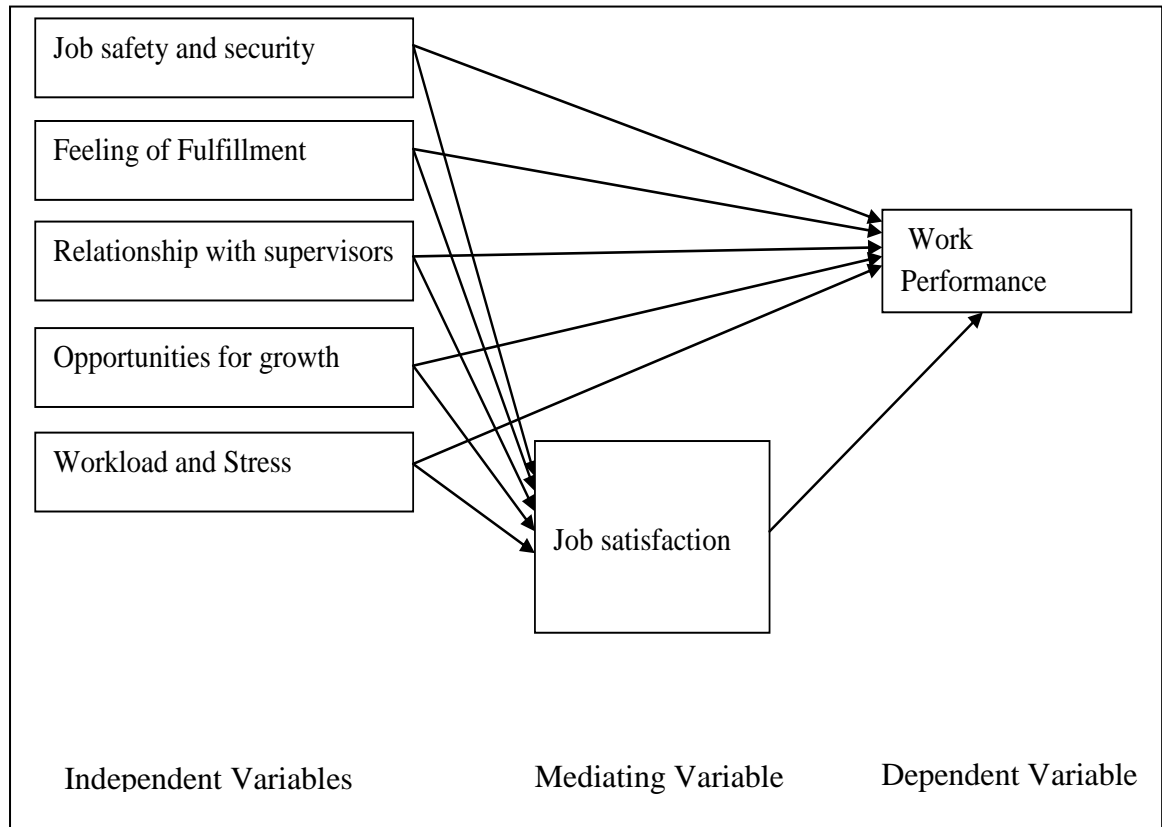
H13: Effect of workload and stress has negative relationship on job satisfaction of sales promoters.

H14: Effect of workload and stress has negative relationship on work performance of sales promoters.

H15: Job satisfaction has mediation effect on the relationship between workload and stress and work performance of sales promoters.

Figure 2.1 Conceptual Framework for Proposed Study

According to above hypotheses, the following conceptual framework was driven.



2.3 Conclusion

This chapter has discussed the review of the theoretical model and empirical findings that are used to develop the conceptual framework and hypotheses of the study. The research design, sampling design and data analysis plan for the study will be further discussed in next chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

Chapter 3 describes the methods and procedures used in study; and described in two sections: the research methodology (research design, sample and data collection, population of the study, research instrument, method of data analysis, and other issues it will examine are reliabilities and validity of the instrument for gathering data) and the conclusion.

3.1 Research Methodology of the Study

Research methodology is a series of procedures that helps the researchers using the logical tool, designs and analysis methods to find out the results required for proposed study. (Taylor, Bogdan, & DeVault, 2015; Walliman, 2017). The study will use survey approach to investigate how workplace components and job satisfaction influence work performance among sales promoters in XYZ Agrochemical Company, Myanmar.

3.1.1 Research Design

In this study, survey methods will be applied to collect data from sales promoters of XYZ Agrochemical Company. Reason to choose field survey is that method reflects phenomenon in the real life (Yin, 2017). Data was collected using questionnaires to measure the impact of job satisfaction on sales promoters' work performance in XYZ Agrochemical Company, Myanmar. A quantitative research method is used in this study as involving all related variables, and examines the relationship between job safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress, and job satisfaction towards sales promoters' work performance. To validate the conceptual framework discussed above, quantitative study was considered relevant. The questionnaire was distributed to all sales promoters of XYZ Agrochemical Company, Myanmar. About 427 questionnaires were distributed to sales promoters in XYZ Agrochemical Company, Myanmar. Hand-to-hand questionnaire distribution was employed. Demographic variables used in this study were age, gender, work experience, education background, working hours, and salary.

3.1.2 Target Population

In this study, survey data was collected from XYZ Agrochemical Company, Myanmar. There are altogether eight departments - management, accountancy, sales and marketing, research and development, human resource, corporate social responsibility, production, finance; among them sales promoters will be the focus group. Data was collected from all sales promoters in sales stations throughout Myanmar.

The study employed a census sampling technique to capture the entire population of sales promoters. According to Lohr (2010) a census is an investigation of each

unit, everybody in entire population. This technique is used for complete identification as well as complete count. This procedure was chosen by the specialist since it gave a genuine measure of the population with no sampling error, it likewise set benchmark information that was gotten for future studies, and it offered a point by point data about the little sub-bunches inside the population.

3.1.3 Data Collection and Measurement

Data collection is the technique for collecting required data which are identified after proposing the proposed solutions needed for research (Fielding, 2010). The tool used in this study was questionnaire. The data was collected from the sales promoters of XYZ Agrochemical Company, Myanmar. This method is also consistent with the claim that surveys are conducted to quantify certain factual information (Pallant, 2011). To collect the primary data, the researcher used self-administered questionnaire. Zikmund (2003) stated that self-administered questionnaire needed to be filled by the respondents rather than the interviewers. The survey questions consisted of two sections. The first part of the survey is to collect the demographic data such as age, working experience, gender, education level, working hours and salary. The second part is related to safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, and workload and stress, job satisfaction, and work performance.

3.1.4 Research Instrument

In order to find out the hypotheses results a set of questionnaire is launched to sales promoters. The questionnaires consist of workplace components which would effect both job satisfaction and work performance of sales promoters in XYZ Agrochemical Company. The questionnaires were based on the predefined variables which are going to find out whether the sales promoters satisfied or not at XYZ Agrochemical Company, Myanmar.

The questionnaires were built based on previous questionnaires and literature review. The sales promoters were asked to state their feelings and experience. Myanmar language was used in the questionnaires. It was translated by professional translators from the Yangon University of Foreign Languages (YUFL).

Likert scales are one of the most useful methods for collecting survey data. Respondents have to rank feelings concerning with questions from best to worst (Allen & Seaman, 2007). The study use five Likert scales pattern for the sales promoters to answer the questionnaires. The scale ranged from highest (strongly agree) to lowest (strongly disagree). Reliability test of pilot study was conducted on a sample of 30 sales promoters and the validity, correlation analysis, and regression analysis were conducted.

3.1.5 Ethical Consideration

According to Brace (2018), survey method should be transparency and carefully illustrated to not to be harmful to anyone that participates in the survey (McGuirk & O'Neill, 2016; Sundler, Björk, Bisholt, Ohlsson, Engström, & Gustafsson, 2014). For the ethical consideration, researcher did not go through personal information beyond research information concerning workplace components, job satisfaction and work performance. Before survey was conducted, researcher sent procedures and purpose of survey to management of XYZ Agrochemical Company. Although the data collection is a census method, the participation of respondents (sales promoters) is just voluntary. Researcher also mentioned that there will be no risk for participating in the survey.

3.1.6 Method of Data Analysis

Data analysis is a series of techniques that detecting and modelling from the data stage to required outcome of information. Finally, outcome of data analysis can be used for decision making of an organization (Creswell & Plano, 2010; Pearson, 2010). As per Cooper and Schindler (2011), the reason for information analysis is to lessen aggregated information to a sensible size, creating synopses, searching for examples, and applying statistical techniques.

The gathered data was run through Statistical Package for Social Science (SPSS) package to generate results. The data was then summarized through descriptive statistics and analyzed through inferential analysis. The researcher noted that a descriptive statistics was appropriate for study because study was concerned with finding out what the factors that influence employee satisfaction; and how satisfaction affects the employee performance in XYZ Agrochemical Company, Myanmar. Descriptive analysis encapsulates means, standard deviations, and percentages. The feedback of sales promoters are displayed in frequency table and chart, frequency distribution, histograms, mean and standard deviation, skewness and kurtosis.

3.1.6.1 Statistical Techniques

The aim of this analysis is to understand the characteristics of each variable. It was utilized to illustrate frequencies, mean value, and standard deviation of every study variable.

3.1.6.1.1 Inferential Analyses

Variables and questions are adopted from various scholar articles; modified to suit with the study.

Table 3.1 Variables and Source Articles for Questionnaire

Sr.	Variables	Sources
1.	Safety and security	Ouyang, Sang, Li and Peng (2015); Purpora and Blegen (2015); Sexton, Schwartz, Chadwick, Rehder, Bae, Bokovoy and Profit (2017)
2.	Feeling of fulfillment	Karim (2017); Millán, Hessels, Thurik, and Aguado (2013); Skaalvik and Skaalvik (2014)
3.	Relationship with supervisor	Hofmans, De Gieter and Pepermans (2013); Mas-Machuca, Berbegal-Mirabent and Alegre (2016); Sukriket (2018)
4.	Opportunities to growth	Bakker (2017); Parker, Morgeson and Johns (2017); Raziq and Maulabakhsh (2015)
5.	Workload and stress	Khamisa, Peltzer, Ilic and Oldenburg (2017); Munnangi, Dupiton, Boutin and Angus (2018); Zhou, Pu, Zhong, Zhu, Yin, Yang and Jia (2017)
6.	Job satisfaction	Azadeh, Bonab, Salehi and Zarrin (2015); Sarma (2012); Wagner, Kim and Gordon (2013)
7.	Work performance	Korschun, Bhattacharya and Swain (2014); Saeed, Waseem, Sikander and Rizwan (2014)

However, it is necessary that the contents should be revalidated (Fiori, Bollmann and Rossier, 2015; Saleem, 2015), because the instruments have been used in various firms and different sample sizes.

Therefore, the questionnaires were tested by 30 respondents to ensure that the questions were valid within the range. The 30 respondents for pilot testing were sales promoters in Yangon Division of XYZ Agrochemical Company, Myanmar. The participants were requested to go through the survey to confirm the clarity of questions and time needed for the survey completion.

3.1.6.1.2 Data Preparation and Screening

As hand-to-hand data collection method was used in this study, it is important to check that whether data was entered properly; and the accuracy of data (Tabachnick & Fidell, 2001). Therefore, detection and missing data and detection of outliers had to be done under data screening before analysing data. Validity and reliability of study constructs and other assumptions are to ensure that the analysis of data is done precisely to test the hypothesis proposed according to literature review.

3.1.6.1.3 Detection of Missing Data

Schwartz et al. (2015); Seif, Mignan, Zechar, Werner and Wiemer (2017) characterized lost information as data not accessible for a case around whom other data is accessible. Lost information was decreased as much as conceivable by checking for blunders in all the factors that fell exterior the run of conceivable outcomes at the point of time they were collected. Concurring to expansive test of the surveys, to guarantee that the questions were completely replied and to avoid lost information, uncompleted answers were dropped from being submitted. There were still adequate tests for encourage examination indeed after the choice to drop the cases of the lost information (Vadher & Manktelow, 2017). To guarantee that the information was redress, recurrence dissemination, and lost esteem investigation for each variable's beneath pondered were conducted. There was no lost information reported.

3.1.6.1.4 Instrument Validity

Several validity tests were also conducted to ensure that measurement scale measured what it is supposed to measure (Al-Hamdan, Manojlovich & Tanima, 2017; Chaabene, Negra, Capranica, Bouguezzi, Hachana, Rouahi, & Mkaouer, 2017). Validity tests can be in external or internal forms. External validity refers

to the data that should have the ability to be generalized across people, time and setting. Internal validity is concerned with one type of error variation which may prevent the study instrument from measuring what it was originally supposed to measure (Heale & Twycross, 2015). Two major validity tests that are widely accepted in business study are: content or face validity, and construct validity.

Content validity is related to the degree that the scale items represent the domain of the concept under study (Hair, Wolfinbarger, Ortinau & Bush, 2010; Scherer, Tondeur & Siddiq, 2017). The validity of the instrument was tested. Before the pilot study conducted a set of questionnaires was distributed for feedback and evaluation on the design of the questionnaires, grammar, phrasing of sentences and understanding. The suitability of each item, clearance, and linguistic style were judged.

Table showing results of validity test for pilot data is shown in APPENDIX A.

3.1.6.1.5 Test of Reliability of the Instrument

Reliability test defined that the level variables encapsulate the construct that it is predefined to measure. In this study, Cronbach's Alpha was employed to test the instrument's reliability. It tested the internal consistency of the instrument's measurement ability. Cronbach's Alpha is utilized in order to test the response credibility of the questionnaire and to guarantee harmony between the responses of the study sample. The value of Cronbach's Alpha which is lower 60 % is seemed poor (Bonett & Wright, 2015).

Table 3.3 Cronbach's Alpha Reliability Test for Pilot Testing

Variable	Number of Items	Cronbach's Alpha
Safety and Security	5	.767
Feeling of fulfillment	5	.735
Relationship with supervisor	5	.857
Opportunities to Growth	5	.861
Workload and stress	5	.846
Job satisfaction	5	.937
Work performance	5	.867
Total value	35	.855

Cronbach's Alpha test was used in this study in measuring reliability among variables (Ismail, 2012). The reliability near to 1.0 considers as the higher the internal consistency reliability, reliability above than 0.8 is considered as good, in the range of 0.7 is acceptable, and value less than 0.6 are considered poor. The above table shows total value of Cronbach's Alpha as 0.855; followed by 0.767 and 0.735 on safety and security, and can be considered as acceptable. Feeling of fulfillment; relationship with supervisor, opportunities to growth, workload and stress, work performance achieved on 0.857, 0.861, 0.846, 0.867 respectively, which are good. Job satisfaction stands at Cronbach's Alpha of 0.937, which is closer to 1.0 and will consider as the higher internal consistency reliability in this study. These variables are good and highly reliable, and can produce consistent output. To conclude, all the variables that use in this study have achieved the internal consistency reliability.

3.1.6.1.6 Multiple Regressions

Multiple regression techniques were used to determine whether the independent variables: job safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress have an effect on the mediating variable: job satisfaction; and on the dependent variable: work performance.

The study used multiple regression analysis to test the hypotheses. The test is used because work performance is the sole dependent variable with interval as job satisfaction, whereas there are five independent variables with the same measurement type (Garson, 2017). For the hypotheses testing, the multiple regression analysis was employed and correlation analysis was also applied. Correlation measures the association and relationship between two variables (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016; Kalaiselvi, Mangayarkarasi, Gomathi, Shivshankar, & Shunmugam, 2016).

3.1.6.1.7 Hierarchical Multiple Regressions

A hierarchical regression analysis was also conducted to test the mediating effect of job satisfaction on the relationship between workplace components and sales promoters' work performance. In accordance with Baron and Kenny (1986), certain criteria were needed to be met in order to test the mediating effect and afterwards the following three guidelines have to be fulfilled to determine whether or not job satisfaction mediates the relationship between independent variables and dependent variable.

- i. The independent variables (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress) variables (work environment factors) must be significantly correlated with the dependent variable (work performance)

ii. The independent variables (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress) must be significantly correlated with mediating variable (job satisfaction).

iii. The mediating variable (job satisfaction) must have significant relationship upon dependent variable (work performance).

According to Lok and Crawford (2004), full mediating effect will be stood when the relationship between independent variable and dependent variable is no longer related to each other at significant level. Partially mediated situation exist when there is still relationship at significant level; however the Beta value of independent variable is deducted when the mediating variable is participated.

3.2 Conclusion

The research methodology development allowed the researcher to carry out the study systematically and in a robust manner. These inputs allowed the researcher to be aware of the suitable process to employ in this study. The primary data collection method used was the survey questionnaire, where all the items' reliability was confirmed after the pilot study. The helpful cooperation from the management and sales promoters of XYZ Agrochemical Company, Myanmar allowed this study to be manageable. Furthermore, the determination of a suitable analysis that meets the study objectives assisted the understanding of further interpretations.

CHAPTER 4

DATA ANALYSIS AND INTRPRETATION

4.0 Introduction

Chapter Four discussed statistical analysis of the study variables and interpreted the outcomes of testing. Data screening is discussed followed by validity and reliability tests. To address the study questions, statistical analyses are applied, including descriptive statistics, correlations, and multiple regression analysis.

4.1 Sampling Results

4.1.1 Respondents' Profile

Before analyzing the data obtained from the survey, the demographic data that relates to workplace components, job satisfaction and work performance has to be shown and described according to population. By establishing the character of the sales promoters, the study can determine the extent to which the results are generalizable. Table 4.1 indicated percentage of population and response rates of questionnaires delivered to to the sales promoters in 23 sales stations of XYZ Agrochemical Company in Myanmar. Questionnaires distributed among sales promoters of XYZ Company and 427 questionnaires collected during one week. All questionnaires are usable; therefore response rate is 100%.

Table 4.1 Summary of Sales Promoters' Response Rate

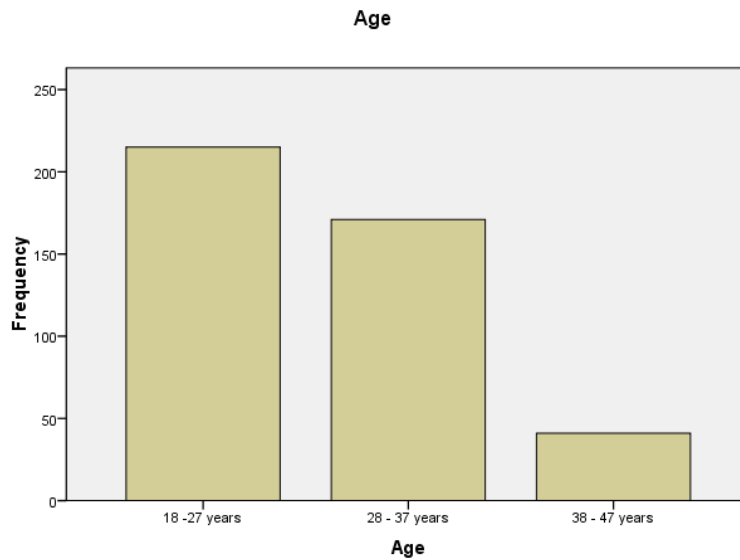
Summary of Response Rate	
Questionnaires administered	427
Number of responses	427
response rate	100%

Tables 4.2, 4.3, 4.4, 4.5, 4.6 and 4.7 below recapitulate the demographic profiles concerning gender, age, working experience, working hours, educational background and salary of the sales promoters. The demographic data were collected from each sales promoter and the data was gathered to solve an individual research question. Results of demographic profiles help to solve in interpretation of analysis data. Summaries of the demographic data collected from the sales promoters of XYZ Agrochemical Company in Myanmar are as shown below.

Table 4.2 Table of Respondents (Age)

Age	Frequency	Valid (%)
18 – 27	215	50
28 -37	171	40
38 -47	41	10
Total	427	100

Figure 4.1 Frequency Chart for Respondents' Age

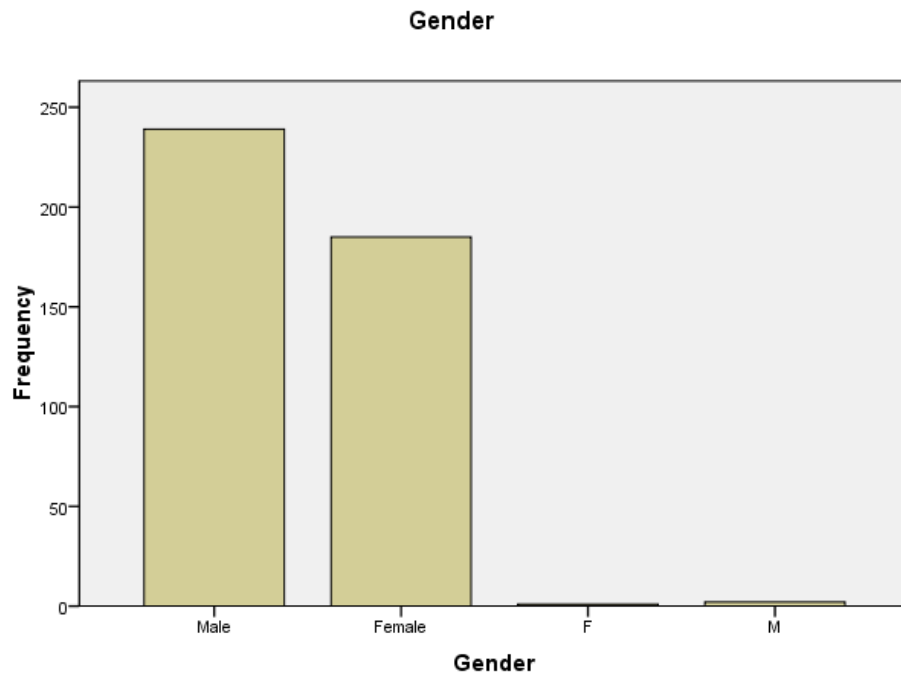


Most sales promoters are aged between 18 to 27 years of 215 among total 427 sales promoters, followed by 171 respondents those between 28 to 37 years old (40%). About only 10% of the sales promoters were between 38 to 47 years old while there was no sales promoter for ages ranged between 48 to 55 years and above 55 years.

Table 4.3 Table of Respondents (Gender)

Gender	Frequency	Valid (%)
Male	233	55
Female	194	45
Total	427	100

Figure 4.2 Frequency Chart for Respondents' Gender



According to demographic profile of gender, male sales promoters has higher population 233 (55%) in comparison with the population of female sales promoter 194 (45%) in total population of 427.

Table 4.4 Table of Respondents (Work Experience)

Work Experience (Years)	Frequency	Valid (%)
< 1	86	20
1 – 3	144	34
4 – 6	172	40
> 6	25	6
Total	427	100

Figure 4.3 Frequency Chart for Respondents' Working Experience

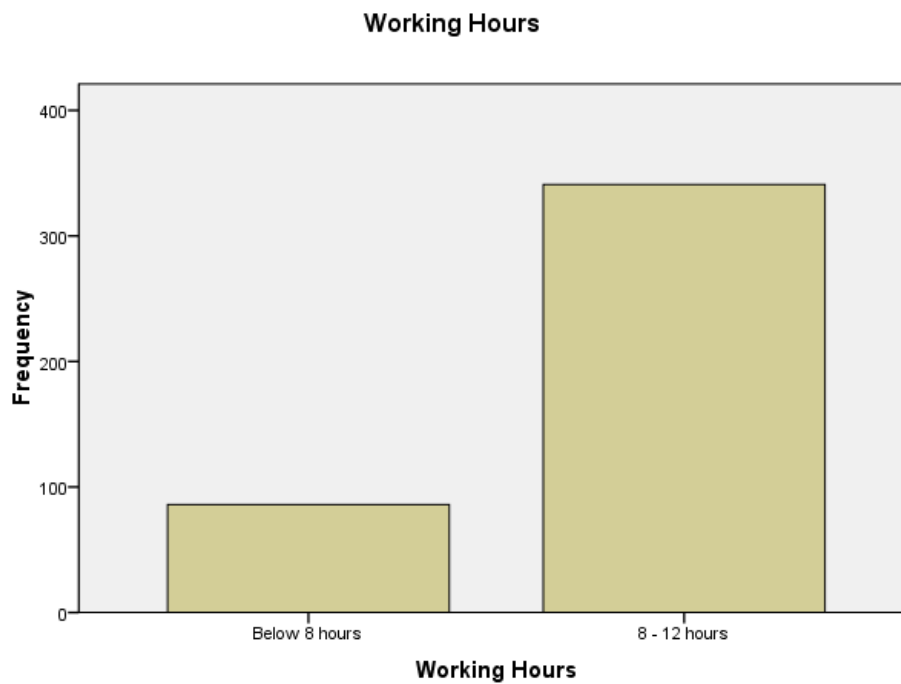


According to result of frequency table of sales promoters' work experience, the percentage indicated that 86 (20%) of the sales promoters have less than one years experience, where 172 (40 %) of sales promoters are ranged between four to six years by standing at highest quantity, followed by 144 (34 %) are between one to three years of working experience. There are 25 (6 %) of sales promoter who have over six years working experience.

Table 4.5 Table of Respondents (Work Hours)

Work Hours (Hours)	Frequency	Valid (%)
< 8	86	20
8 – 12	341	80
Total	427	100

Figure 4.4 Frequency Chart for Sales Promoters' Working Hours

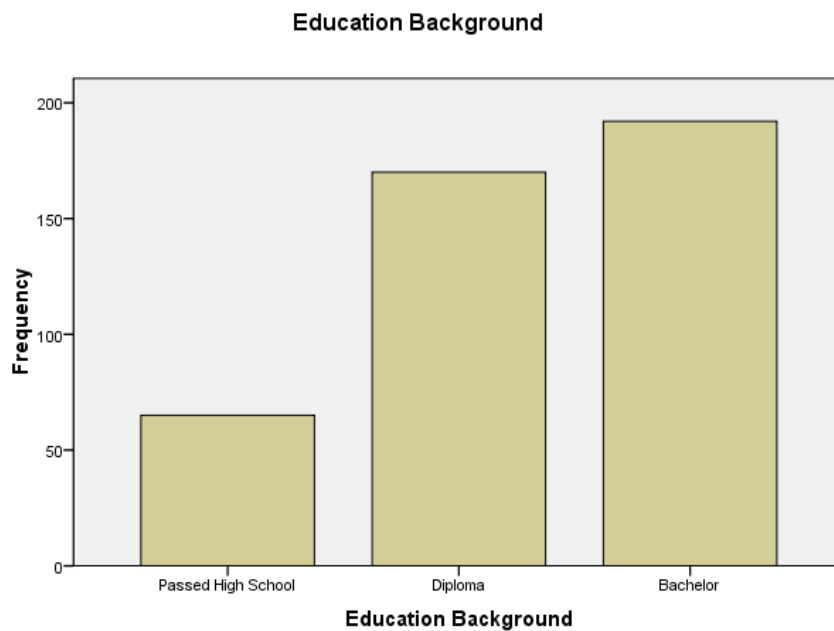


The analysis results for working hours of sales promoters show that 86 (20%) sales promoters whose working experience is under one year, has to work below eight hours; while the other 341 (80%) sales promoters have to work between 8 to 12 hours in order to hit sales targets. The minimum working hours of sales promoters over one year working experience is eight hours.

Table 4.6 Table of Respondents (Education Level)

Education Level	Frequency	Valid (%)
Passed high school	65	15
Diploma	170	40
Graduate	192	45
Total	427	100

Figure 4.5 Frequency Chart for Sales Promoters' Education Level



Results states that the highest quantity in education level was 194 (45%) graduate sales promoters, following 170 (40%) and 65 (15%) by diploma and passed high school sales promoters, respectively.

Table 4.7 Table of Respondents (Salary)

Salary (Kyat)	Frequency	Valid (%)
150,000 - 199,999	86	20
200,000 - 299,999	26	6
300,000 - 399,999	88	21
400,000 - 499,999	47	11
\geq 500,000	180	42
Total	427	100

Figure 4.6 Frequency Chart for Sales Promoters' Salary



The salaries of sales promoters do not depend on working experience and education level. Every sales promoter has to start between 150,000 and 199,999 (Kyats) at the beginning of less than one year working experience. After one year, salary is directly proportional to sales performance.

4.2 Factor Analysis

All the study variables regarding safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress, job satisfaction, and work performance were measured through Principle Component Analysis to identify factor loading. Byrne, Stewart and Lee (2004) suggested that any loading over 0.71 is considered excellent, 0.63 is considered very good, 0.55 is considered good, 0.45 is considered fair and finally, 0.32 is considered poor. For factor analysis, a total number of over 150 samples are ideal (Tabachnick & Fidell, 2001). The sample size is 427 and consistent with that, the study employed the Kaiser Meyer Olkin (KMO). Bartlett test of sphericity should be significant at $p < 0.05$, and KMO statistic should be at 0.6 at a minimum (Kaiser, 1974). The KMO values are interpreted by Hutcheson and Sofroniou (1999) as: between 0.5 and 0.7 is mediocre, between 0.7 and 0.8 is good, between 0.8 and 0.9 is great, and over 0.9 is superb.

4.2.1 Safety and Security

First of all, before testing factor analysis, KMO value has to be tested. The result of KMO was 0.702 which exceeded the value of 0.6 (Kaiser, 1974) and also Bartlett's test of sphericity was significant at 0.000. Since the KMO value of between 0.7 and 0.8 indicates good, it therefore gives support to the samples for safety and security items scale as being appropriate for factor analysis.

Varimax rotated principal component analysis was conducted on the five item scale. The factor loading indicated a value of between 0.613 and 0.822. None of the items were deleted. All items were loaded on a single factor called safety and security. Table 4.8 below indicates the factors extracted and loadings.

Table 4.8 Factor Loading for safety and security

Items	Component 1
Q1	0.773
Q2	0.724
Q3	0.822
Q4	0.613
Q5	0.725

4.2.2 Feeling of Fulfillment

Initially, to assess the factorability of the data, KMO revealed a value of 0.644 which exceeded the recommended value of 0.6 (Kaiser, 1974) and also Barlett's test of sphericity was significant at 0.000. Since the KMO value is between 0.5 and 0.7, which can be interpreted as mediocre (Hutcheson & Sofroniou, 1999), it therefore gives support to the samples for feeling of fulfillment items scale as being appropriate for factor analysis.

The factor loading indicated a value of between 0.633 and 0.762. None of the items were deleted. All items were loaded on a single factor, feeling of fulfillment. Table 4.9 below indicates the factors extracted and loadings.

Table 4.9 Factor Loading for feeling of Fulfillment

Items	Component 1
Q6	0.696
Q7	0.633
Q8	0.665
Q9	0.762
Q10	0.666

4.2.3 Relationship with Supervisor

Assessment of the factorability of the data through KMO measures, revealed a value of 0.591 and Barlett's test of sphericity was significant. Since the value of the above measurement indicates between 0.5 and 0.7, it can be classified as mediocre (Hutcheson & Sofroniou, 1999). Therefore, the samples for the factor scale were appropriate for FA. The factor loading for items were ranged between 0.582 and 0.756. Since all the items extracted were recorded above 0.4, none of the items were deleted. All the items loaded to a single factor, relationship with supervisor.

Table 4.10 Factor Loading for Relationship with Supervisor

Items	Component 1
Q11	0.756
Q12	0.687
Q13	0.582
Q14	0.72
Q15	0.721

4.2.4 Opportunities to Growth

Assessment of the factorability of the data revealed that KMO value of 0.775 which exceeded the recommended value of 0.6 (Kaiser, 1974) and also Barlett's test of sphericity, which was significant at 0.000. Since the KMO value is above 0.6, which is interpreted as in the range of mediocre by Hutcheson and Sofroniou, (1999), it therefore gives support to the samples for opportunities to growth items scale as being appropriate for factor analysis.

The factor loading indicated a value of between 0.435 and 0.786. None of the items were deleted as all items are above 0.4. All items were loaded on a single factor, opportunities to growth.

Table 4.11 Factor Loading for Opportunities to Growth

Items	Component 1
Q16	0.782
Q17	0.742
Q18	0.758
Q19	0.786
Q20	0.453

4.2.5 Workload and Stress

Table 4.12 Factor Loading for Workload and Stress

Items	Component 1
Q21	0.786
Q22	0.655
Q23	0.87
Q24	0.803
Q25	0.805

4.2.6 Job Satisfaction

The factorability of the data was also conducted through KMO which was at 0.65, exceeding the recommended value of 0.6 (Kaiser, 1974).

Table 4.13 Factor Loading for Job Satisfaction

Items	Component 1
Q26	0.754
Q27	0.701
Q28	0.469
Q29	0.795
Q30	0.837

4.2.7 Work Performance

KMO revealed a value of 0.680 which exceeded the recommended value of 0.6 (Kaiser, 1974) and also Barlett's test of sphericity, which was significant at 0.000. The factor loading indicated a value of between 0.564 and 0.891. None of the items were deleted. All items were loaded on a single factor and labelled as work performance.

Table 4.14 Factor Loading for Work Performance

Items	Component 1
Q31	0.741
Q32	0.756
Q33	0.891
Q34	0.564
Q35	0.75

4.3 Reliability Test

In order to do the reliability check, reliability analysis is conducted in SPSS. The task is conducted to check the reliability of the scales, internal consistency confirmation of the scales was carried by checking the Cronbach's alpha coefficient. The scale item with a coefficient alpha of above 7.0 is the cut-off point for measuring the reliability for the study (Meeker & Escobar, 2014). The following Table 4.8 reports the Cronbach's alpha of the variables for study. All variables for study have an excellent reliability with a coefficient of more than 0.7; the lowest Cronbach's alpha value is 0.706 for feeling of fulfillment. Therefore all internal data are consistent and acceptable. Moreover, the reliability test shown in Table 4.15, points out the Cronbach's alpha value was good at 0.831 for the workload and stress variable. Therefore, the study reported that the scales of all variables did not deviate from acceptable range.

Table 4. 15 Reliability Test for Variables

Variables	Cronbach's Alpha	Number of Items
Safety and security	0.764	5
Feeling of fulfillment	0.711	5
Relationship with supervisor	0.733	5
Opportunities to Growth	0.728	5
Workload and stress	0.831	5
Job satisfaction	0.741	5
Work performance	0.758	5

4.4 Descriptive Statistics

4.4.1 Normality Test (Skewness and Kurtosis of the Study Variables)

Normality of distribution of data can be examined to a certain extent by each variable's skewness and kurtosis values. Skewness values present the distribution score symmetry where a skewed variable mean will not be at the centre of distribution. On the other hand, kurtosis provide information regarding the peakedness of distribution which can be extremely peaked (with short and thick tail) or extremely flat (with long and thin tail) (Lantz, Andersson, & Manfredsson, 2016).

Distribution is considered to be normal when the skewness and kurtosis values are at zero. Positive skewness value is described as a cluster of cases to the left at a low value while negative skewness is described as the score cluster at the right with a long left tail (Lantz et. al., 2016). On the other hand, kurtosis values at zero indicate a relatively flat distribution called platykurtic and values above zero shows peaked distribution called leptokurtic. It is recommended by studies that samples be large enough (at least 200 and above) to prevent underestimation of variance. Perfect normality assumptions are seldom achieved.

A kurtosis value between ± 1.0 is considered excellent for most psychometric purposes, but a value between ± 2.0 is in many cases also acceptable, depending on the particular application (George & Mallery, 2016). As the sample size is 427, this was an expected result. The summary of the kurtosis and skewness of all the study variables are presented in Table 4.14. Data for these variables are normally distributed based on the test result, according to the test. Kurtosis value of 3 for a normal, while values exceeding 5 indicates data are nonnormally distributed (Bentler, 2006; George & Mallery, 2016). The values within the range of +1.96 and -1.96 are the said to be acceptable. Beyond these limits, it can be called skewed data (Gravetter, & Wallnau, 2010). Moreover, Bryne (2010); Hair et.al (2010) argued that data is considered to be normal if Skewness is between -2 to +2

and Kurtosis is between -7 to +7. Therefore, it can be concluded that all the study variables did not deviate from the normality test requirement.

Table 4.16 Skewness and Kurtosis of Study Variables

Variable	Skewness		Kurtosis	
	Statistics	Standard Error	Statistics	Standard Error
Safety and security	-1.121	0.118	2.089	0.236
Feeling of fulfillment	-1.372	0.118	4.132	0.236
Relationship with supervisor	-1.372	0.118	3.415	0.236
Opportunities to Growth	-1.114	0.118	2.305	0.236
Workload and stress	-1.049	0.118	1.18	0.236
Job satisfaction	-0.435	0.118	-0.332	0.236
Work performance	-1.607	0.118	4.384	0.236

Figure 4.7 Histogram for Safety and Security

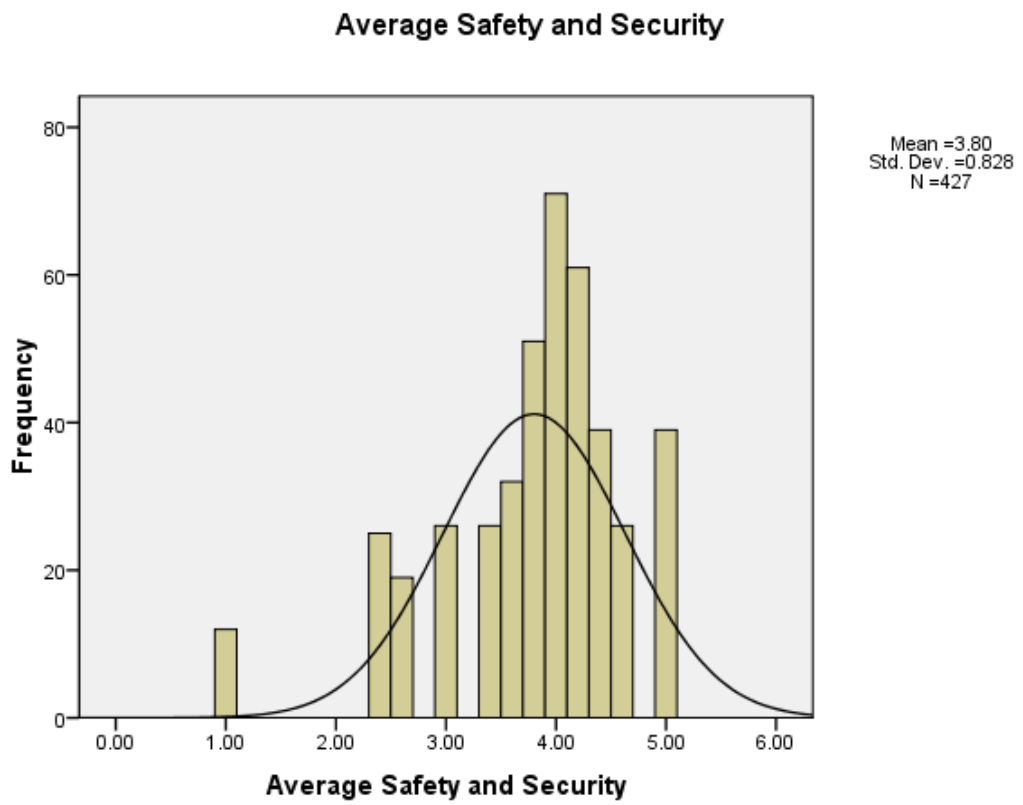


Figure 4.8 Histogram for Feeling of Fulfillment

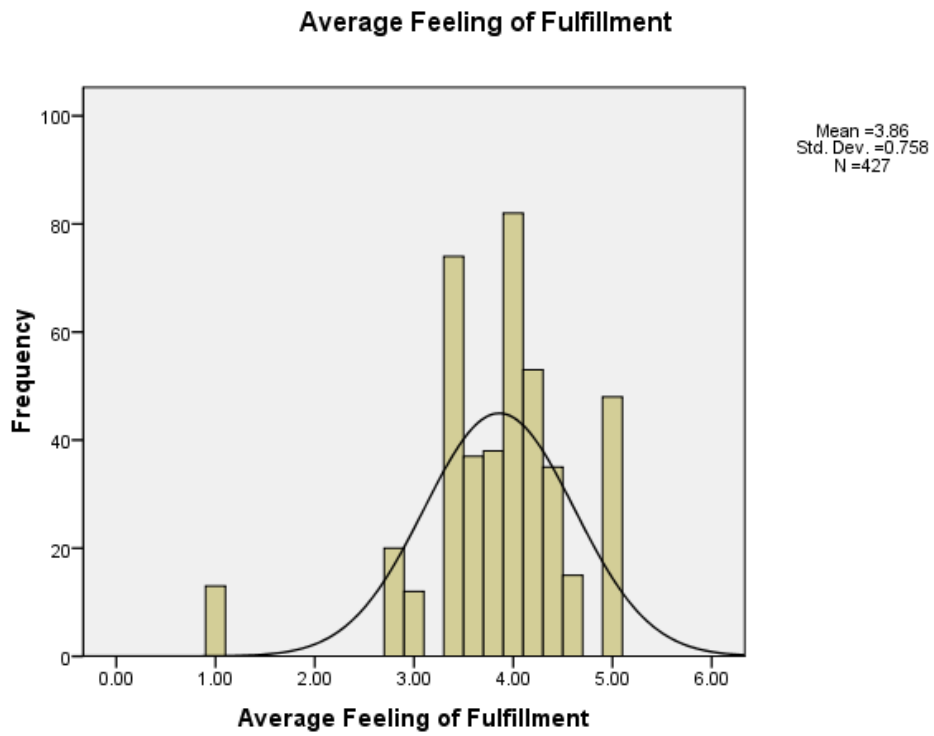


Figure 4.9 Histogram for Relationship with Supervisor

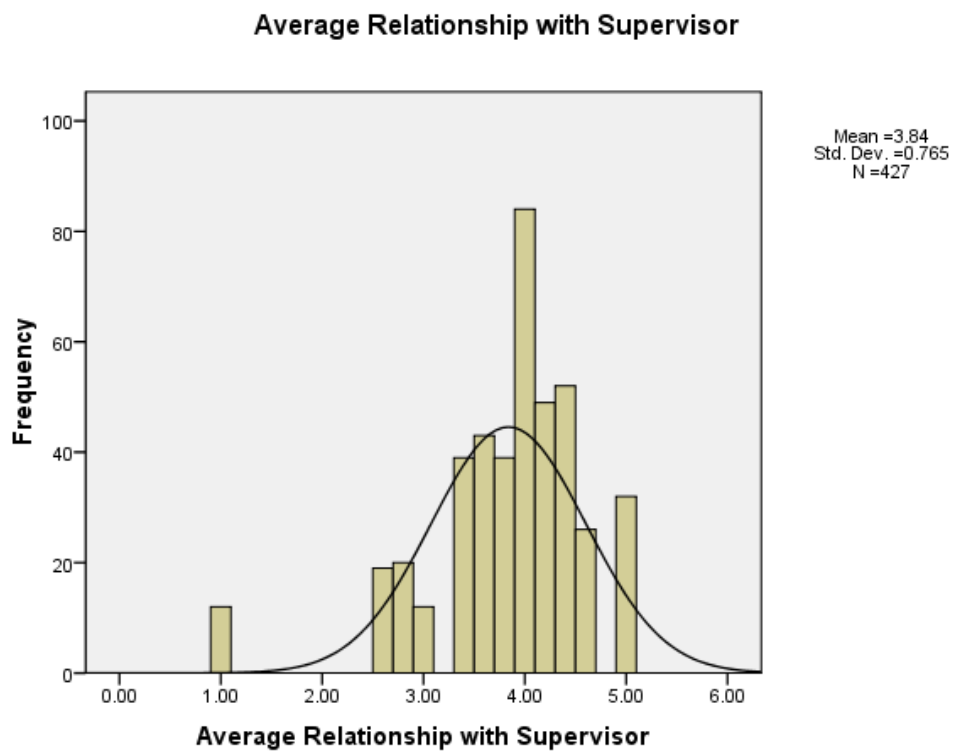


Figure 4.10 Histogram for Opportunities to Growth

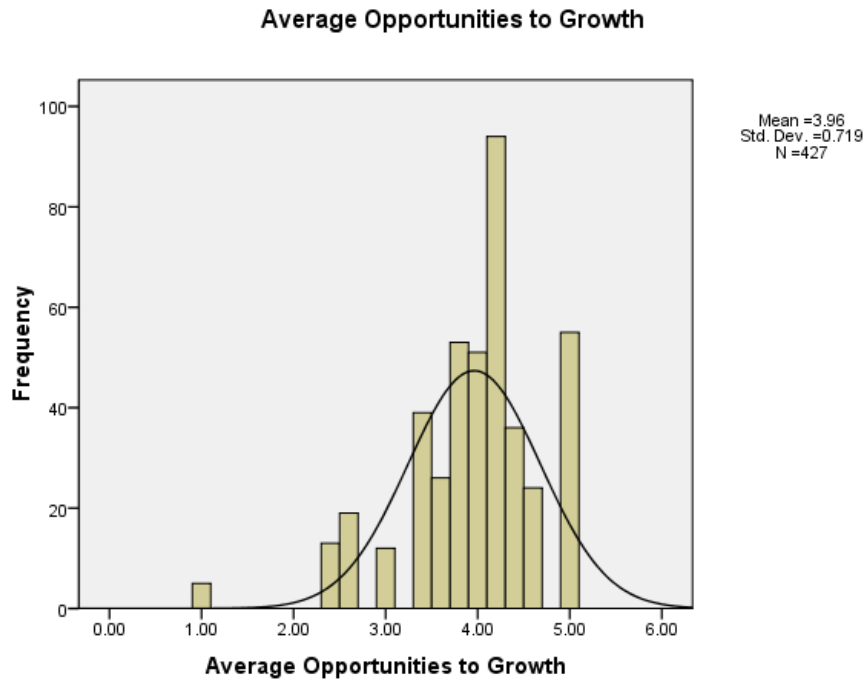


Figure 4.11 Histogram for Workload and Stress

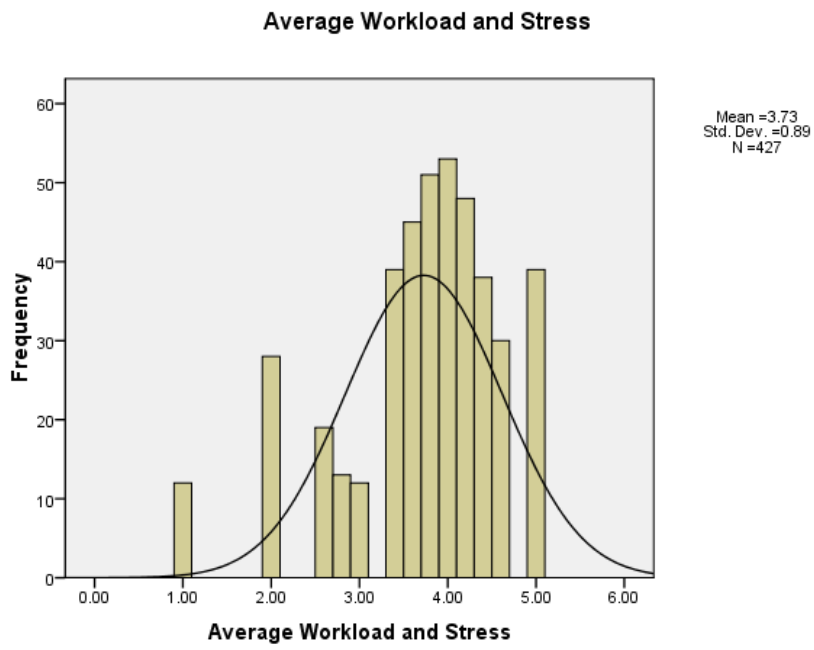


Figure 4.12 Histogram for Job Satisfaction

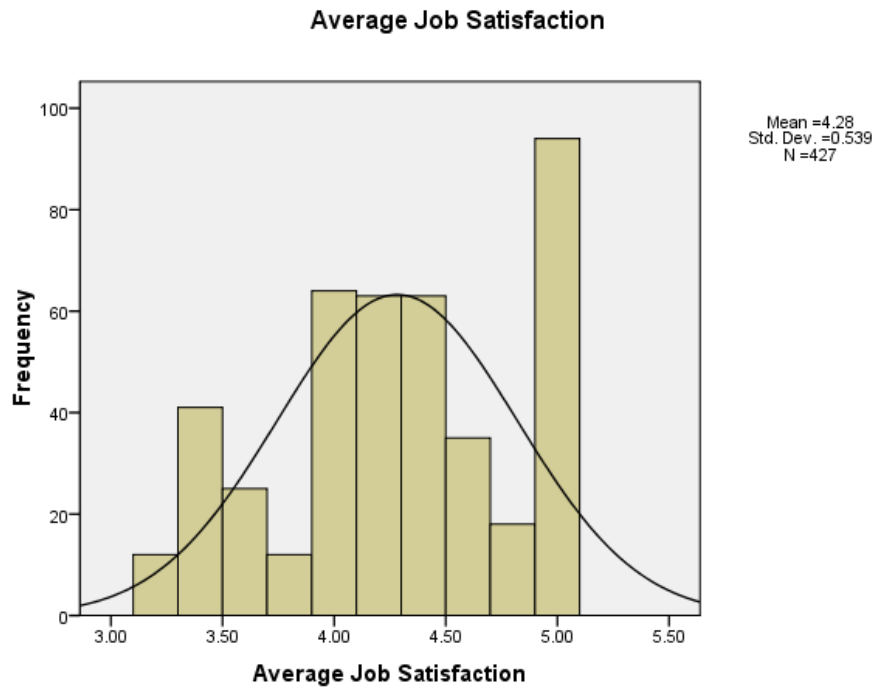
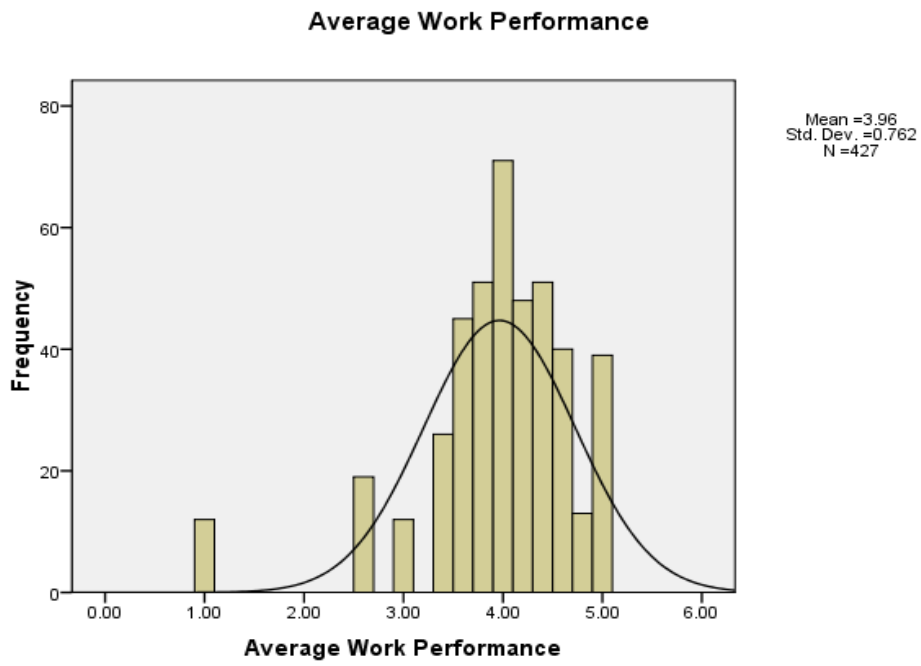


Figure 4.13 Histogram for Work Performance



4.4.2 Mean and Standard Deviations of the Study Variables

The useable samples for this study consist of 427 sales promoters from XYZ Agrochemical Company in Myanmar. Table 4.17 below presents the mean and standard deviation of all the variables under study. All the variables were measured on a five interval scale. All the variable means were higher than three. It ranged from 3.7341 to 4.2515.

Table 4.17 Mean and Standard Deviation of Study Variables

Variables	Mean	Standard Deviation	N
Safety and security	3.8141	0.82393	427
Feeling of fulfillment	3.8904	0.75232	427
Relationship with supervisor	3.8464	0.75334	427
Opportunities to Growth	3.9564	0.72893	427
Workload and stress	3.7541	0.87926	427
Job satisfaction	4.2515	0.57275	427
Work performance	3.9728	0.75384	427

4.4.2.1 Safety and Security

The descriptive statistics of the safety and security is shown in Table 4.18. Table showed 82% of sales promoters agreed (incorporated agree and strongly agree), while only 10% disagreed (incorporated disagree and strongly disagree) and 18% were being neutral for work place safety and security. In addition, for nature of work safety and security, 82% and 18% of sales promoters agreed and disagreed respectively, and there was not neutral value. It showed that, 105% agreed (agree and strongly agree) with providing safety aid; 8% of the sales promoters disagreed; and 40% were neutral. For providing trainings for using safely chemicals and pesticides, 20% did disagree and 73% accept the statement. Only

6% of sales promoters rejected the statement for providing safety first aids equipments remaining 77% were agree and other 17% were neutral.

Table 4.18 Respondents' Percentage with Safety and Security

Items	Strongly Disagree		Disagree		Average		Agree		Strongly Agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Q1	31	7	12	3	78	18	116	27	190	45
Q2	54	12	25	6	0	0	195	46	153	36
Q3	12	3	23	5	170	40	153	36	69	16
Q4	63	15	24	5	32	7	186	44	122	29
Q5	12	3	12	3	72	17	202	47	129	30

4.4.2.2 Feeling of Fulfillment

The feeling of fulfillment indicated by the respondents is shown in Table 4.19. Table showed 79% of sales promoters agreed (incorporated agree and strongly agree), while only 13% disagreed (incorporated disagree and strongly disagree) and 8% were being neutral for ability to work across departments and functions. The results shows that 17% of sales promoters disagreed (incorporated disagree and strongly disagree) fulfilling basic needs at work; 72% agreed (incorporated agree and strongly disagree); and remain 11% are neutral with that. Regarding to materials and equipments, 3% strongly disagreed with that; while 94% of the sales promoters agreed (incorporated agree and disagree); and 3% neutral. There was no result for disagree. For value fitting with organizational values, 9.8% of sales promoters disagreed (incorporated disagree and strongly disagree); 88.8% agreed (incorporated agree and strongly disagree); and remain 5.4% are neutral with that. 33.5% of sales promoters disagreed (incorporated disagree and strongly disagree) with giving freedom to do job; 49.7% agreed (incorporated agree and strongly disagree); and remain 16.9% are neutral with that.

Table 4.19 Respondents' Percentage with Feeling of Fulfillment

Items	Strongly Disagree		Disagree		Average		Agree		Strongly Agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Q6	42	10	12	3	33	8	216	50	124	29
Q7	12	3	60	14	48	11	144	34	163	38
Q8	12	3	0	0	13	3	168	39	234	55
Q9	23	5.4	19	4.4	23	5.4	218	51.1	144	33.7
Q10	56	13.1	87	20.4	72	16.9	131	30.7	81	19

4.4.2.3 Relationship with Supervisor

The results of relationship with supervisor as indicated by the respondents are as shown in Table 4.20. Table showed 70% of sales promoters agreed (incorporated agree (28.3%) and strongly agree (40.7%) with good relationship with supervisor; while slightly over 12% were strongly agree with that statement. In addition, for treating and appreciating equally, 7% disagreed (incorporated 6.8% strongly disagree and 0.2% disagree); 26% was neutral while 88.8% was agree (incorporated agree and strongly disagree). It also shows 68% agreed (incorporated agree and strongly agree) with management style of current supervisor; 26% average agree and remaining 5.2% of the sales promoters disagreed (incorporated disagree and strongly disagree) with this. 76.8% agreed (incorporated agree and strongly agree) with the supporting reasonable suggestions from supervisor; slightly more than 9% agreed that there is some extent of isolation; 12.6% answered as average and remaining 10.6% (incorporated disagree and strongly disagree). Supervisor appreciation shows 62.6% agreed (incorporated agree and strongly agree); 15.2% showed disagreed (incorporated disagree and strongly disagree) and 22.2% were average, respectively.

Table 4.20 Respondents' Percentage with Relationship with supervisor

Items	Strongly Disagree		Disagree		Average		Agree		Strongly Agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Q11	48	12.2	0	0	84	19.7	121	28.3	174	40.7
Q12	29	6.8	1	0.2	34	8	199	46.6	164	38.4
Q13	11	2.6	11	2.6	111	26	197	46.1	97	22.7
Q14	23	5.4	22	5.2	54	12.6	242	56.7	86	20.1
Q15	41	9.6	24	5.6	95	22.2	166	38.9	101	23.7

4.4.2.4 Opportunities to Growth

The data from Table 4.21 stated that only slightly below 15% disagreed (incorporated disagree and strongly disagree) with opportunities to learn; while slightly above 76% agreed (incorporated agree and strongly agree) with opportunities to learn; and just more than 9% were neutral with that. In addition, the percentage for supporting additional training for education 20.1% disagreed (incorporated disagree and strongly disagree); 76.3% agreed (incorporated agree and strongly agree) with that; and only 3.5% were average. The Table shows that only 2.4% disagreed (incorporated disagree (1.2%) and strongly disagree (1.2%)) with opportunities for advancement; 87.4% agreed (incorporated agree and strongly agree); while 10.3% of the sales promoters were average with that statement. Moreover, the sales promoters of 88.5% agreed (incorporated agree and strongly agree) with job lifting to higher level; while 9.4% was average; and only 2.1% disagreed (incorporated strongly disagree (1.2%) and disagree (0.9%)). It shows 22.5% disagreed (incorporated disagree and strongly disagree) with opportunities to apply innovative ideas; 65.1% agreed (incorporated agree and disagree); while 12.4% were average agree with that.

Table 4.21 Respondents' Percentage with Opportunities to Growth

Items	Strongly Disagree		Disagree		Average		Agree		Strongly Agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Q16	37	8.7	26	6.1	38	8.9	188	44	138	32.3
Q17	35	8.2	51	11.9	15	3.5	193	45.2	133	31.1
Q18	5	1.2	5	1.2	44	10.3	169	39.6	204	47.8
Q19	5	1.2	4	0.9	40	9.4	211	49.4	167	39.1
Q20	29	6.8	67	15.7	53	12.4	184	43.1	94	22

4.4.2.5 Workload and Stress

The description of the workload and stress shown by sales promoters are described in Table 4.22. Slightly below 70% agreed (incorporated agree and strongly agree) with stressful feeling for sales targets; more than 9% disagreed (incorporated disagree and strongly disagree); while slightly over 20% were neutral with that. In addition, the sales promoters percentage for flexibility of workload and working hours 69.8% agreed (incorporated agree and strongly agree); 25.3% disagreed (incorporated disagree and strongly disagree); 20.8% were avert statement. 51.3% agreed (incorporated agree and strongly agree) with tight deadlines for sales promoters; 9.5% disagreed (incorporated disagree and strongly disagree); 37.5% were average agree with this statement. It also shows more than 81.9% agreed (incorporated agree and strongly agree) with getting sufficient breaks; 17.6% disagreed (incorporated disagree and strongly disagree) with such breaks; while only 0.5% was average agree on that. The Table shows 75.2% agreed (incorporated agree and strongly agree) with sales performance goes down when feeling stress, while 13.1% disagreed (incorporated disagree and strongly disagree) with stress is directly proportional to sales performance; and 11.7% was reluctant to give definite answer.

Table 4.22 Respondents' Percentage with Workload and Stress

Item s	Strongly Disagree		Disagree		Average		Agree		Strongly Agree	
	Freque ncy	%	Freque ncy	%	Freque ncy	%	Freque ncy	%	Freque ncy	%
Q21	11	2.6	29	6.8	89	20.8	192	45	106	24.8
Q22	67	15.7	41	9.6	40	9.4	196	45.9	83	19.4
Q23	11	2.6	37	8.7	160	37.5	146	34.2	73	17.1
Q24	29	6.8	46	10.8	2	0.5	197	46.1	153	35.8
Q25	29	6.8	27	6.3	50	11.7	119	27.9	201	47.3

4.4.2.6 Job Satisfaction

Table 4.23 showed that the majority of sales promoters, over 98% (incorporated agree and strongly agree) agreed the statement of feeling valued and affirmed at work, slightly below 2% was neutral, while neither disagree nor strongly disagree was mentioned. Moreover, sales promoters of 75.4% agreed (incorporated agree and strongly agree) with satisfaction with job; 12.6% disagreed (incorporated strongly disagree 0.2 and agree 12.4%); and 12% was neutral with that. In addition to that, 95.4% agreed (incorporated agree and strongly agree) with giving strong sense of personal satisfaction; while only 0.2% was strongly disagree and 4.4% was average agreed with that statement. There was no disagree answer for that. Also the Table shows 96.9% agreed (incorporated agree and strongly agree) with reasonable workload as expected before; while only 1.6% was average agreed and 1.4% while (incorporated strongly disagree (0.2%) and disagree (1.2%)). The descriptive shows 73.1% agreed (incorporated agree and strongly agree) with recognition and appreciation at work; 11.7% disagreed (incorporated strongly disagree and disagree) while the remaining 15.2% was average agree on the statement.

Table 4.23 Respondents' Percentage with Job Satisfaction

Item s	Strongly Disagree		Disagree		Average		Agree		Strongly Agree	
	Freque ncy	%	Freque ncy	%	Freque ncy	%	Freque ncy	%	Freque ncy	%
Q26	0	0	0	0	8	1.9	256	60	163	38.1
Q27	1	0.2	53	12.4	51	12	153	35.8	169	39.6
Q28	0	0	1	0.2	19	4.4	164	38.4	243	57
Q29	1	0.2	5	1.2	7	1.6	212	49.7	203	47.3
Q30	13	3	37	8.7	65	15.2	165	38.6	147	34.5

4.4.2.7 Work Performance

The results of descriptive statistic of work performance as indicated by the respondents are as shown in Table 4.24 below. The table presented that slightly more than 76% agreed (incorporated agree and strongly agree) with gaining personal accomplishment; just over 7% disagreed (incorporated disagree and strongly disagree) with gaining personal accomplishment; and around 16% were neutral with statement. The percentage for skills ability are put into good use, 90.4% agreed (incorporated agree and strongly agree); 8.9% disagreed (incorporated strongly disagree and agree), and only 0.7% was average agree with that. 59.9% of sales promoters agreed with coming up with creative solutions to novel; only 4.6% disagreed (incorporated strongly disagree and disagree) while 34.9% of the sales promoters were average agree. In addition, the Table shows that 76.5% agreed (incorporated agree and strongly agree) with the responsibility is incentive for good performance statement; 13.6% was strongly disagree and 9.9% was average agree with the statement. There was no disagree answer for that. 77.9% agreed (incorporated agree and strongly agree) with can concentrate well on job statement; while 5.65% was disagree (incorporated strongly disagree and disagree) and 16.5% was with average agree, respectively.

Table 4.24 Respondents' Percentage with Work Performance

Item s	Strongly Disagree		Disagree		Average		Agree		Strongly Agree	
	Freque ncy	%	Freque ncy	%	Freque ncy	%	Freque ncy	%	Freque ncy	%
Q31	29	6.8	3	0.7	68	15.9	104	24.4	223	52.2
Q32	29	6.8	9	2.1	3	0.7	213	49.9	173	40.5
Q33	11	2.6	11	2.6	149	34.9	171	40	85	19.9
Q34	58	13.6	0	0	42	9.9	194	45.4	133	31.1
Q35	11	2.6	13	3	70	16.5	203	47.4	130	30.5

4.5 Correlation Analysis

In order to answer the research question regarding relationship strength between study ariables, correlation analysis is carried in SPSS. In using correlation techniques to explore relationships among variables, Tabachnick and Fidell (2001) have recommended that certain conditions or assumptions have to be met. Firstly, the level of measurements needed for testing the relationships between two variables should be at intervals or in ratio scale (continuous variables) (Pallant, 2011).

4.5.1 Correlation among the Study Variables

Pearson correlation extraction can be seen in Table 4.23, on all the seven variables (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress, job satisfaction, and work performance). Based on Dillon, Madden and Firtle (1993), Pearson correlation coefficient (r) ranges between the limits of value -1 to +1. Positive 1 indicates a perfect positive correlation and the negative correlation indicates otherwise.

Correlation of zero (0) refers to the absence of correlation. Benny and Feldman (1985) suggested as a rule of thumb, that the correlation coefficients that exceed 0.8 (very strong correlation) will likely result in multicollinearity. Cohen (1992), on the other hand, put forward a guideline on the effect size of the correlation coefficients in social science studies as: small effect size, $r=0.1 - 0.29$, medium, $r=0.30- 0.49$, and large, $r=0.50$. Results of the correlation analysis indicate positive correlations as the absolute value is between the ranges of 0.047 to 0.398. Job satisfaction was found to have a small positive correlation with safety and security ($r= .310$, $p=0.01$); feeling of fulfillment ($r= .297$, $p=0.01$); relationship with supervisor ($r= .263$, $p=0.01$); opportunities to growth ($r= .392$, $p=0.05$); workload and stress ($r= .047$, $p=0.330$) and job satisfaction ($r= -.232$, $p=0.01$); while job satisfaction had medium positive correlation with work performance ($r= .398$, $p=0.01$).

Table tested for correlation analysis is shown in APPENDIX B.

4.6 Multiple Regression Analysis

4.6.1 Assumptions of Multiple Regressions

In order to proceed with the hypothesis testing for this study, statistical techniques such as multiple regressions was utilized based on certain conditions. However, to ascertain that the data meets the requirements for the multiple regressions, certain assumptions have to be fulfilled, such as: sample size, multicollinearity and singularity, outliers, normality and homoscedasticity of residuals (Tabachnick & Fidell, 2001).

The first assumption that has to be fulfilled is the minimum sample size so as to generalize the population under study (Green, 1991). It has been suggested that the formula for calculating the number of cases or samples for testing multiple correlation is: $N=50 + 8K$ (where K =number of predictors), especially if the test is

the overall model. For this study, with five predictors, the minimum case required is $50 + 8(5) = 90$ cases. The usable sample size for this study was approximately 427. The second assumption refers to multicollinearity and singularity, which are related to the correlations between the predictor variables (Tabachnick & Fidell, 2001).

Specific explanatory variables are correlated significantly with other independent variables, which could probably stem from multicollinearity. Therefore, before proceeding with the regression analysis, the study checked the predictor variables for multicollinearity.

Table 4.26 Testing for Multicollinearity

Variables	Collinearity statistics	
	Tolerance	VIF
(Constant)		
Safety and security	0.380	2.628
Feeling of fulfillment	0.671	1.491
Relationship with supervisor	0.465	2.150
Opportunities to growth	0.617	1.621
Workload and stress	0.629	1.591
Job Satisfaction	0.662	1.511

As a result, small tolerance value and large VIFs values indicate the redundancy of issues concerning correlation items. Accordingly, the VIFs of variables in this study should not exceed 10. Table 4.24 contains the VIFs of variables with largest VIF (2.628) being well under the threshold of $VIF = 10$, as recommended by Hair (2006); this shows the absence of multicollinearity issue in the multiple regression models. Therefore, no violation of the assumption is expected in this study as independent variables.

4.6.2 Hypothesis Testing

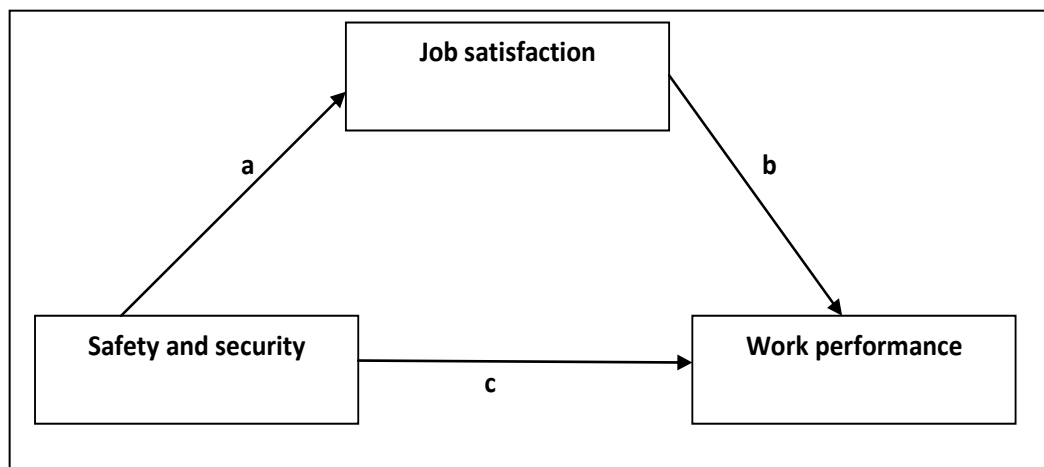
In order to achieve the study objectives discussed Chapter One, the testable hypotheses were developed in Chapter 2. The following part provides the testing of relationship between the independent, mediating and dependent variables under study as hypothesized in Chapter 2.

H1: Effect of safety and security has positive relationship on job satisfaction of sales promoters.

H2: Effect of safety and security has positive relationship on work performance of sales promoters.

H3: Job satisfaction has mediation effect on the relationship between safety and security and work performance of sales promoters.

Figure 4.14 Job Satisfaction Mediates the Relationship Between Safety and Security and Sales Promoters' Work Performance



The hierarchical regression analysis was then used to check the mediating effect job satisfaction on the relationship between the safety and security and sales promoters' work performance. Three regression analysis paths were carried out as shown in Figure 4.14 above.

Table 4.27 Safety and Security and Work Performance by Job Satisfaction

Variables	R square	B	T	Sig	F-Value	Sig Change	Tolerance
Safety and security	0.121	0.348	7.664	.000	58.741	.000	1.000
Job Satisfaction	0.174	0.417	9.453	.000	89.356	.000	1.000
Model 1							
Safety and security	0.681	0.825	30.106	.000	906.354	.000	1.000
Model 2							
Safety and security	0.700	0.774	27.259	.000	494.197	.000	0.897
Job Satisfaction		0.147	5.184	.000			0.897

To assess Path a, safety and security were used to predict the mediator variable of job satisfaction, and were found to be significant at $p < 0.01$, (R square = 0.121), contributing 12.1 % of variance in job satisfaction. Therefore, condition one (H1) was supported. Safety and security was positively and significantly correlated to job satisfaction (B= 0.348; $t = 7.348$; $p < 0.01$).

When Path b was assessed, the mediating variable of job satisfaction was entered to predict the level of sales promoters' work performance. The result revealed it to be significant at (B= 0.417; $t = 9.453$; $p < 0.001$), which in turn supports the second condition. About 17.4 % of the variance in sales promoters' work performance is affected by job satisfaction.

In Path c, (when Path a and b were controlled), before the inclusion of the mediator as previously revealed, as indicated in Model one, the R square was at 0.681 which was significant at 0.001 level. Previously, it was found to be significantly correlated at (B= 0.825; $t = 30.106$; $p < 0.001$). Therefore, H2 was accepted. However, after the inclusion of the mediator variable of job satisfaction, as shown in Model Two, the previous significant relationship did not reveal any insignificant relationship to account for the third support for the perfect mediator. The strength of relationship indicated a decrease (B= 0.774; $t = 27.259$; $p < 0.001$), the R2 was 0.125 at 0.001 significance level. When the mediator was included, the

equation for R square revealed a significant (F change = 0.000) increase from 0.681 to 0.700, indicating an improvement of 1.9 % in the variance of the physical work environment (R2 change = 0.019).

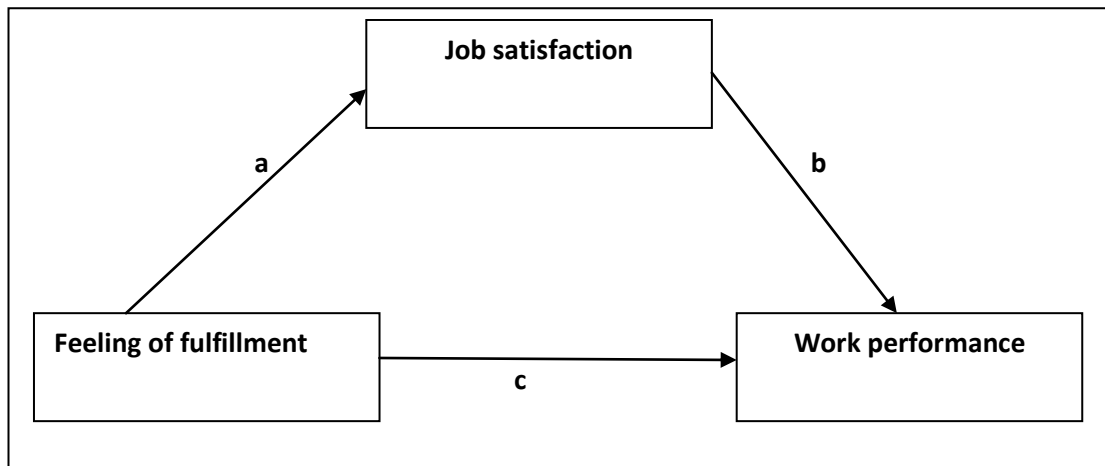
As indicated in Table 4.25a above, the Beta coefficient of the independent variable value was reduced but still was statistically significant after the inclusion of the mediator. Therefore, it can be concluded that job satisfaction only partially mediates the safety and security and sales promoters' work performance relationship.

H4: Effect of feeling of fulfillment has positive relationship on job satisfaction of sales promoters.

H5: Effect of feeling of fulfillment has positive relationship on work performance of sales promoters.

H6: Job satisfaction has mediation effect on the relationship between feeling of fulfillment and work performance of sales promoters.

Figure 4.15 Job Satisfaction Mediates the Relationship Between Feeling Of Fulfillment Sales Promoters' Work Performance



The hierarchical regression analysis was then used to check the mediating effect job satisfaction on the relationship between the feeling of fulfillment and sales

promoters' work performance. Three regression analysis paths were carried out as shown in Figure 4.15 above.

Table 4.28 Feeling of Fulfillment and Work Performance by Job Satisfaction

Variables	R square	B	T	Sig	F-Value	Sig Change	Tolerance
Feeling of fulfillment	0.127	0.357	7.871	.000	61.953	.000	1.000
Job Satisfaction	0.174	0.417	9.453	.000	89.356	.000	1.000
Model 1							
Feeling of fulfillment	0.015	0.122	2.542	.011	6.463	.011	1.000
Model 2							
Feeling of fulfillment	0.175	-0.030	-0.637	.524	44.819	.000	0.873
Job Satisfaction		0.428	9.052	.524			0.873

To assess Path a, feeling of fulfillment was used to predict the mediator variable of job satisfaction and was found to be significant at $p < 0.01$, (R square = 0.127), contributing 12.7 % of variance in job satisfaction. Therefore, condition one was supported. Feeling of fulfillment was positively and significantly correlated to job satisfaction ($B = 7.871$; $t = 2.146$; $p < 0.01$). Therefore H4 was accepted.

When Path b was assessed, the mediating variable of job satisfaction was entered to predict the level of sales promoters' work performance. The result revealed it to be significant at ($B = 0.417$; $t = 9.453$; $p < 0.01$), which in turn supports the second condition. About 17.4 % of the variance in sales promoters' work performance is affected by job satisfaction.

In Path c, (when Path a and b were controlled), before the inclusion of the mediator as previously revealed, as indicated in Model one, the R square was at

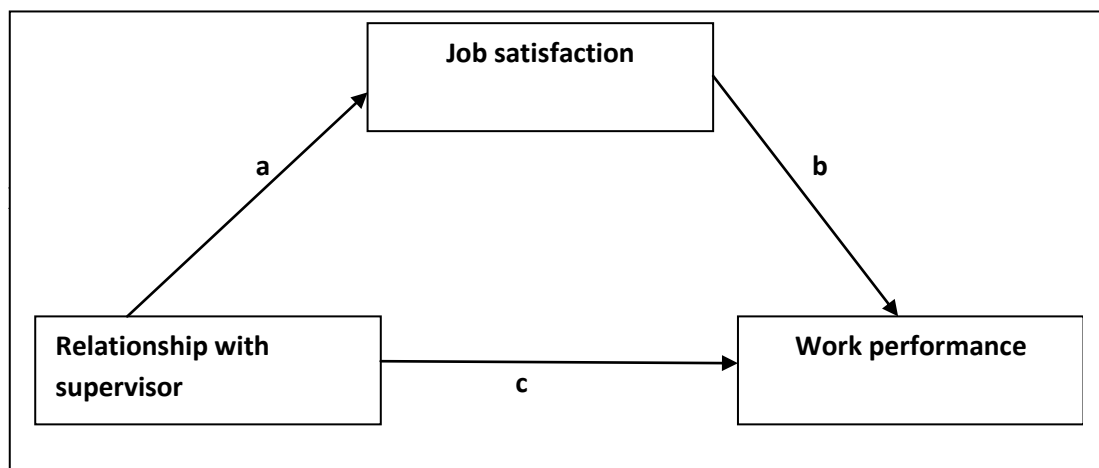
0.015 which was significant at 0.011 level. Therefore, it was found to be significantly correlated at ($B= 0.122$; $t= 2.542$; $p<0.05$). Therefore, H5 was accepted. However, after the inclusion of the mediator variable of job satisfaction, as shown in Model Two, the previous significant relationship revealed insignificant relationship to account for the third support for the perfect mediator. The strength of relationship indicated a decrease ($B= -0.30$; $t= - 0.637$); and the R square was 0.175 at 0.524 significance level, when the mediator was included. Therefore, it can be concluded that job satisfaction fully mediate the feeling of fulfillment and sales promoters' work performance relationship. As a result of that, the proposed H6 was accepted.

H7: Effect of relationship with supervisor has positive relationship on job satisfaction of sales promoters

H8: Effect of relationship with supervisor has positive relationship on work performance of sales promoters

H9: Job satisfaction has mediation effect on the relationship between relationship with supervisor and work performance of sales promoters

Figure 4.16 Job Satisfaction Mediates Relationship between Relationship with Supervisor and Work Performance



The hierarchical regression analysis was then used to check the mediating effect job satisfaction on the relationship between the relationship with supervisor and promoters' work performance. Three regression analysis paths were carried out as shown in Figure 4.16 above.

Table 4.29 Relationship with Supervisor and Work Performance by Job Satisfaction

Variables	R square	B	T	Sig	F-Value	Sig Change	Tolerance
Relationship with supervisor	0.098	0.313	6.799	.000	46.23	.000	1.000
Job Satisfaction	0.174	0.417	9.453	.000	89.356	.000	1.000
Model 1							
Relationship with supervisor	0.565	0.752	23.501	.000	552.300	.000	1.000
Model 2							
Relationship with supervisor	0.602	0.689	21.339	.000	320.116	.000	0.902
Job Satisfaction		0.201	6.229	.000			0.902

To assess Path a, relationship with supervisor was used to predict the mediator variable of job satisfaction and was found to be significant at $p < 0.01$, (R square = 0.098), contributing 9.8 % of variance in job satisfaction. Therefore, condition one was supported. Relationship with supervisor was positively and significantly correlated to job satisfaction (B= 0.313; t= 6.799; $p < 0.01$). Therefore, H7 was accepted.

When Path b was assessed, the mediating variable of job satisfaction was entered to predict the level of sales promoters' work performance. The result revealed it to be significant at (B= 0.417; t= 9.453; $p < 0.01$), which in turn supports the second condition. About 17.4 % of the variance in sales promoters' work performance is affected by job satisfaction.

In Path c, (when Path a and b were controlled) before the inclusion of the mediator as previously revealed, as indicated in Model one, the R square was at 0.565 which was significant at 0.000 level. It was found to be significantly correlated at (B= 0.752; t= 23.501; p<0.01). Therefore, H8 was accepted.

However, after the inclusion of the mediator variable of job satisfaction, as shown in Model Two, the previous significant relationship did not reveal any insignificant relationship to account for the third support for the perfect mediator. The strength of relationship indicated a slight decrease (B= 0.689; t= 21.339; p<0.01). The R square was 0.602 at 0.000 significance level, when the mediator was included, the equation for R square revealed a significant (F change = 0.000) increase from 0.565 to 0.602, indicating an improvement of 3.7 % in the variance of the lighting (R square change = 0.037).

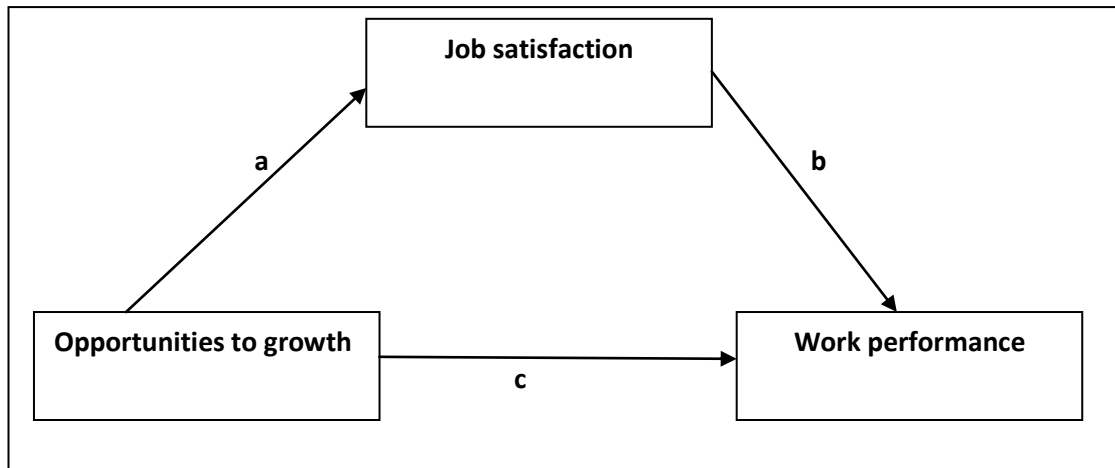
As indicated in Table 4.29 above, the Beta coefficient of the independent variable value was reduced but still was statistically significant after the inclusion of the mediator. Therefore, it can be concluded that job satisfaction only partially mediates the relationship with supervisor and sales promoters' work performance. Therefore, H9 was accepted.

H10: Effect of opportunities to growth has positive relationship on job satisfaction of sales promoters.

H11: Effect of opportunities to growth has positive relationship on work performance of sales promoters.

H12: Job satisfaction has mediation effect on the relationship between opportunities to growth and work performance of sales promoters.

Figure 4.17 Job Astisfaction Mediates the Relationship Between Opportunities to Growth and Sales Promoters' Work Performance



Job satisfaction was expected to mediate opportunities to growth to sales promoters' work performance. The hierarchical regression analysis was then used to check the mediating effect job satisfaction on the relationship between the opportunities to growth and sales promoters' work performance. Three regression analysis paths were carried out as shown in Figure 4.17 above.

Table 4.30 Opportunities to Growth and Work Performance by Job Satisfaction

Variables	R square	B	T	Sig	F-Value	Sig Change	Tolerance
Opportunities to growth	0.202	0.449	10.373	.000	107.595	.000	1.000
Job Satisfaction	0.174	0.417	9.453	.000	89.356	.000	1.000
Model 1							
Opportunities to growth	0.251	0.501	11.950	.000	142.796	.000	1.000
Model 2							
Opportunities to growth	0.297	0.394	8.639	.000	89.736	.000	0.798
Job Satisfaction		0.24	5.263	.000			0.798

To assess Path a, the relationship between opportunities to growth and job satisfaction is tested. The results showed that p value is significant at 0.000 where R square = .202; means opportunities to growth contributed 20.2% variance in job satisfaction. Therefore, condition one was supported. Opportunities to growth was positively and significantly correlated to job satisfaction (B= 0.449; t= 10.373; p<0.01). Therefore, H10 was accepted.

When Path b was assessed, the mediating variable of job satisfaction was entered to predict the level of sales promoters' work performance. The result revealed it to be significant at (B= 0.417; t= 9.453; p<0.01), which in turn supports the second condition. About 17.4 % of the variance in sales promoters' work performance is affected by job satisfaction.

In Path c, (when Path a and b were controlled), before the inclusion of the mediator as previously revealed, as indicated in Model one, the R square was at 0.251 which was significant at 0.000 level. It was found to be significantly correlated at (B= 0.501; t= 11.950; p<0.01). Therefore, H11 was accepted.

However, after the inclusion of the mediator variable of job satisfaction, as shown in Model Two, the previous significant relationship did not reveal any insignificant relationship to account for the third support for the perfect mediator. The strength of relationship indicated a decrease ($B= 0.394$; $t= 8.639$; $p<0.01$). The R square was 0.297 at 0.000 significance level, when the mediator was included, the equation for R square revealed a significant (F change = 0.000) increase from 0.251 to 0.297, indicating an improvement of 4.6 % in the variance of the noncash fringe benefits (R square change = 0.046).

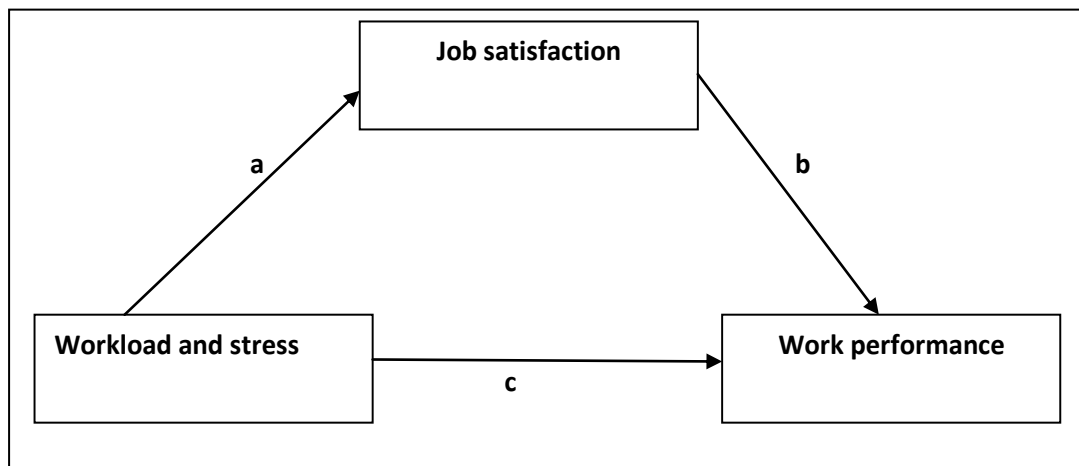
As indicated in Table 4.30 above, the Beta coefficient of the independent variable value was reduced but still was statistically significant after the inclusion of the mediator. Therefore, it can be concluded that job satisfaction only partially mediates the fringe benefits and workers' productivity relationship. Therefore, H12 was accepted.

H13: Effect of workload and stress has negative relationship on job satisfaction of sales promoters.

H14: Effect of workload and stress has negative relationship on work performance of sales promoters.

H15: Job satisfaction has mediation effect on the relationship between workload and stress and work performance of sales promoters.

Figure 4.18 Job Astisfaction Mediates the Relationship Between Workload and Stress and Sales Promoters' Work Performance



The hierarchical regression analysis was then used to check the mediating effect job satisfaction on the relationship between the workload and stress and sales promoters' work performance. Three regression analysis paths were carried out as shown in Figure 4.18 above.

Table 4.31 Workload and Stress and Work Performance by Job Satisfaction

Variables	R square	B	T	Sig	F-Value	Sig Change	Tolerance
Workload and stress	0.001	0.037	0.764	.445	0.584	.445	1.000
Job Satisfaction	0.174	0.417	9.453	.000	89.356	.000	1.000
Model 1							
Workload and stress	0.489	0.699	20.169	.000	406.774	.000	1.000
Model 2							
Workload and stress	0.642	0.685	23.554	.000	380.283	.000	0.999
Job Satisfaction		0.391	13.463	.000			0.999

Job satisfaction was expected to mediate workload and stress to sales promoters' work performance. Three regression analysis paths were carried out as shown in Figure 4.18 above.

To assess Path a, workload and stress was analyzed to predict its impact on job satisfaction; and the result showed that p value was not significant (p= 0.445, R square= 0.001). Condition one was unsupported. Therefore, H13 was rejected.

Path b was tested to identify impact of job satisfaction on sales promoters' work performance. According to the results, the relationship was significant at (B= 0.417; t= 9.453; p<0.01). Therefore, Path B met with second condition of model. About 17.4 % of the variance in sales promoters' work performance is affected by job satisfaction.

In Path c, the direct relationship of workload and stress and sales promoters' work performance are tested in Model one; R square value 0.489 was significant at 0.000 where (B= 0.699; t= 20.169; p<0.01). Therefore, workload and stress is positively related on sales promoters' work performance. Therefore, H14 was rejected.

Since workload and stress has no significant relationship with sales promoter's job satisfaction, it does not meet the predefined requirements to test whether job satisfaction of sales promoter's on the relationship between workload and stress and work performance. Therefore, hypothesis 15 (H15 was rejected).

4.7 Recapitulation of the Study

The study was depended on Herzberg's Motivator-Hygiene Theory and Social Exchange Theory. The study's population comprises the sales promoters in the all sales stations of XYZ Agrochemical Company through out Myanmar; and the total response rate was reported at 100%.

The result of the Cronbach Coefficient Alpha of the variables received a significant reliability report with coefficients ranging from 0.736 - 0.801, higher than 0.7. Multiple regression and simple linear regression analysis were applied for the assessment of the relationship within variables and mediating effects of job satisfaction.

Based on the above findings, the factors that effect job satisfaction in the context of XYZ Agrochemical Company, Myanmar should be redesigned to make that environment more suitable and conducive to enhancing sales promoters' work performance. The factors such as safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress should be redesigned so that sales promoters achieve higher level of satisfaction and

practice a free-flow of ideas to increase and work performance (Anbuoli, 2012). These options would allow the studies to accept or reject the following hypotheses:

Table 4.32 Summary of Hypothesis Tests

No.	Hypothesis	Result
1	H1: Effect of safety and security has positive relationship on job satisfaction of sales promoters.	Accepted
2	H2: Effect of safety and security has positive relationship on work performance of sales promoters.	Accepted
3	H3: Job satisfaction has mediation effect on the relationship between safety and security and work performance of sales promoters.	Accepted
4	H4: Effect of feeling of fulfillment has positive relationship on job satisfaction of sales promoters.	Accepted
5	H5: Effect of feeling of fulfillment has positive relationship on work performance of sales promoters.	Accepted
6	H6: Job satisfaction has mediation effect on the relationship between feeling of fulfillment and work performance of sales promoters.	Accepted

No.	Hypothesis	Result
7	H7: Effect of relationship with supervisor has positive relationship on job satisfaction of sales promoters.	Accepted
8	H8: Effect of relationship with supervisor has positive relationship on work performance of sales promoters.	Accepted
9	H9: Job satisfaction has mediation effect on the relationship between relationship with supervisor and work performance of sales promoters.	Accepted
10	H10: Effect of opportunities to growth has positive relationship on job satisfaction of sales promoters.	Accepted
11	H11: Effect of opportunities to growth has positive relationship on work performance of sales promoters.	Accepted
	H12: Job satisfaction has mediation effect on the relationship between opportunities to growth and work performance of sales promoters.	Accepted
13	H13: Effect of workload and stress has negative relationship on job satisfaction of sales promoters.	Rejected

No.	Hypothesis	Result
14	H14: Effect of workload and stress has negative relationship on work performance of sales promoters.	Rejected
15	H15: Job satisfaction has mediation effect on the relationship between workload and stress and work performance of sales promoters.	Rejected

4.8 Conclusion

In Chapter Four, the data was analyzed in SPSS 16.0 and interpreted; and the results of the tests were checked whether findings meet the hypotheses proposed in Chapter Two. In the next Chapter Five, the findings of Chapter Four are discussed and its implication on theories, decision making and future study are highlighted and presented in a proper sequence. Table 4.30 below is the summary of the results of the hypotheses tests.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

Chapter Five discusses analyzed results of Chapter 4. In this Chapter 5, the key findings and results of the hypothesis are discussed in some detail. Theoretical implications, limitations of the study, contributions of the study and finally suggestions for future study are also presented. The linear regression analysis results showed that all the independent variables, safety and security, feeling of fulfillment, relationship with supervisor, and opportunities to growth were positively affected on the job satisfaction of sales promoters. However, the mediating effect of job satisfaction on sales promoters' work appeared to indicate only partial mediation; with no perfect mediation; and for two variables between feeling of fulfillment and workload and stress are not supported as a mediating variable. On the basis of survey results, it is clear that job satisfaction of sales promoters is significantly impacting the work performance of sales promoters.

In Chapter 5, findings of hypotheses will be discussed with evidences from empirical studies. Additionally, recommendations for management, limitation of the study will also be discussed in this chapter.

5.1 Discussion of Findings

Findings of the study concern the significance of factors impacted on the job satisfaction of sales promoters; the relationship between workplace components and work performance of sales promoters mediated by job satisfaction; and finally, workplace components impact upon the productivity of workers. This study has laid down the basis for future examinations of the reasons behind job satisfaction and work performance.

Job satisfaction was expected to mediate independent factors to sales promoter's work performance, but the data in this study demonstrated that job satisfaction only one fully and three partially mediated between the independent variables and sales promoters' work performance relationship.

The level of satisfaction of sales promoters can be higher when the more safety and security is provided at the work. The satisfaction level of sales promoter's went down when there are difficulties at workplace. In addition, Bakotic and Babic (2013); Taduvana (2017) empirically demonstrated that unsafety and insecure nature of work and workplace environment is negatively proportional to the job satisfaction. Therefore, according to survey findings and literature evidences, hypothesis 1 (H1) is approved for sales promoters in XYZ Agrochemical Company.

Subsequently, the survey results conducted in China, Germany and United States by Roll (2015) showed that insecure nature of job and workplace is negatively related to employee productivity outcome level. Therefore, the study results of relationship between job safety and security and sales promoters work performance are identical to the former empirical results. In this study, the mediation analysis of job satisfaction partially mediated on the relationship between safety and security of sales promoters in XYZ agrochemical company, Myanmar and work performance.

The level of satisfaction of sales promoters can be higher when the more feeling of fulfillment is provided at the work. Jolodar (2012); Lopes, Lagoa and Calapez (2014) also stated that if the autonomy and basic needs of the employees are not kept up with organizational development scheme, there would be limitations in employee job satisfaction and well-being, as well as organizational productivity. Findings of current study showed that job satisfaction depends on the the nurturing of personnel. When the sales promoters started their work in XYZ, they expect basic needs as accommodation, aids, food, otherwise the employee will not satisfied their job even they got high salary. Therefore, hypothesis four (H4) aligned with previous findings and it was accepted.

An examination of current study indicated that the relationship between feeling of fulfillment and work performance was positive and significant. Furthermore, Akbar and Prasadja (2018) stated in study that member of the team with high work autonomy would involve further in risk - taking, alternative thinking, and hopefully promote creativity and work performance. As Myanmar is a developing country, the labors also expect the basic needs such as food, accommodation, health care programs beyond salary. Therefore, the higher fulfillment of basic needs for the sales promoters, the greater the level of work performance. Moreover, empirical evidence showed that the more the employee gain the basic needs from job, the higher the level of productivity (Hetland, Hetland, Schou, Pallesen & Notelaers, 2011). Job satisfaction perfectly mediated the feeling of fulfillment and sales promoters' work performance relationship.

The level of satisfaction of sales promoters can be higher when the better communication channel is obtained between sales promoters and supervisor at the work. Moreover, according to Qureshi and Hamid (2017), the literature proposed to outline that through providing responsive supervisor support job satisfaction could be effectively enhanced. Then, Tsitmideli, Skordoulis, Chalikias, Sidiropoulos and Papagrigoriou (2016) carried out the statistical evidence that subordinates' job satisfaction and work performance are eventually affected by the relationship that is developed between them and their supervisors. In XYZ

Agrochemical Company, sales promoters' job satisfaction would more likely increase when the supervisors understood and friendly, praised satisfactory performance encouraged feedback from subordinates and displayed personal and genuine interest in sales promoters.

The healthier communication with supervisor made the sales promoters to gain higher level of sales performance. Avci (2017) also lighted that the support of supervisor and manager is do needed to better work productivity. Similar to the previous literatures, the work performance of sales promoters at XYZ agrochemical company, Myanmar, was relied on support and guidance of supervisor. Alternatively, the better communication of sales promoters and supervisor promoted the work performance of sales promoters. Job satisfaction only partially mediated the feeling of relationship with supervisor and sales promoters' work performance relationship. SocialExchange Theory, which considered that job satisfaction functions as a mediator, supported the results of the study (Thibaut & Kelley, 1959).

The level of satisfiction of sales promoters can be higher when the more opportunities to growth are provided at the work. Raziq and Maulabakhsh (2015); Rahman, Akhter, and Khan (2017) also approved that opportunities to growth and job satisfaction were positively correlated. The finding also showed that sales promoters of XYZ Agrochemical Company will be satisfied with their job as long as the orgainzation offers the opportunities for career development and promotion.

The level of work performance of sales promoters can be higher when the more opportunities to growth are provided at the work. The findings of Rodriguez and Walters (2017) reported that training and development have a positive impact on the performance of employees with regards to their jobs. Frenkel and Bednall (2016) added that opportunities for getting promotion within an organization can enhance the productivity and performance of employees through motivation schemes. The sales promoters of XYZ agrochemical company, Myanmar also expected to continue their education on jobs; and trainings are expected to offer as

the knowledge gained from trainings and workshop supports the sales promoters to work with confidence while doing sales promotion and marketing. Sales promoters also expected to gain other opportunities like field trips and applying innovative ideas on the job. The mediation analysis supported that the notion that job satisfaction partially mediates the opportunities to growth and sales promoters' work performance relationship.

For workload and stress was not significant with respect to job satisfaction. The result is aligned with finding of Rehman, Irum, Tahir, Ijaz, Noor and Salma (2012), which showed that because of the economic conditions of developing countries, workload and stress are directly proportional to the job satisfaction. Employees accept heavy workload to get better income; and certain level of stress turns into motivation or forces to satisfy the job. In addition, the study for XYZ Agrochemical Company in Myanmar, feedbacks of sales promoters informed that workload and stress was not negatively impacted on job satisfaction; and it was positively related.

The study outcome was contrary to expectation and previous empirical findings, as an employee is faced with heavy workload and stress at work, the level of satisfaction and work performance will be decreased (Chaudhary, 2011; Risamasu, Nursyamsi and Rasjid, 2018). However, the findings of Mittal and Bhakar (2018), the result revealed that the performance of an employee increases to a little extent with increase in role overload as a certain amount of stress is good for performance. At XYZ Agrochemical Company, Myanmar, the finding was similar to Mittal and Bhakar (2018). The income (salary) of sales promoter was solely dependent on sales productivity (work performance). Sales target of every month must not be lower than the previous month. Sales promoters above one year working experience have to work between eight to 12 hours for hitting the sales target. Therefore, heavy workload was not excessive stressor for sales promoters; and it could be even a motivating factor for high level of sales performance. Finally, certain level of stress ignited the sales promoters of XYZ Agrochemical Company to perform better sales productivity.

In sum, the results of this current study highlighted the positive effects of workplace components (safety and security, feeling of fulfillment, relationship with supervisor, and opportunities to growth) except workload and stress perceived as good impact on sales promoters' job satisfaction at XYZ Agrochemical Company, Myanmar. The high level of a job satisfaction determinants (safety and security, feeling of fulfillment, relationship with supervisor, opportunities to growth, workload and stress) perceived as high impact on sales promoters' work performance. This study suggests that management of the company should consider to lift up job satisfaction level of sales promoters to reduce the possibility of losing workers or lowering sales performance.

Therefore, the conclusion can be made that the sales promoters from XYZ Agrochemical Company had low moderate level of job satisfaction. Importantly, XYZ Company should consider the correlation of job satisfaction with work performance. According to Judge, Thoresen, Bono, and Patton (2001), a significant average correlation exists between job satisfaction and work performance. The study showed that there is a provable relationship between workplace components, job satisfaction and work performance of sales promoters in XYZ Agrochemical Company.

5.2 Significance to Management

The research analyzed job satisfaction as a mediator in the relationship between workplace components (safety and security, feeling of fulfillment, opportunities to growth, relationship with supervisor, workload and stress) and sales promoters' work performance.

According to previous empirical findings, it is clearly known that job satisfaction mediates between workplace components and employees' productivities. However, management of XYZ just understands weak relationship between job

satisfaction and organizational productivity; as there are still less reports for importance of sales promoters' satisfaction in agrochemical industry. Therefore, future Myanmar researchers and management of XYZ should extend further researches upon sales promoters' satisfaction.

It is obvious that fulfilling the needs of sales promoters may have positive impact on individual job satisfaction as well as sales productivity. Supervisor's support was critical for helping sales promoters to carry out the tasks. The interpersonal role of the supervisor was significant for encouraging positive relationships and maximizing sales promoters' self-confidence. Skilled and respected supervisors were needed to assist employees in performing their jobs better and in developing their future role. In future studies, researchers should analyse the mediating effects of justice, faithfulness, employees' morale on the relationship between workplace components and sales promoters' productivity

5.3 Study Limitations and Their Implications

Not unlike other studies, this study has its own limitations, which are listed as follows:

First, data for this study was gathered at a single point in time. It is important to stress that questionnaire surveys designed to include close-ended questions do not permit qualitative interaction. While qualitative study is exploratory, this study is only confined to quantitative method. The research was done on sales promoters' work performance of XYZ Agrochemical Company, Myanmar. The findings will not be impacted on employees of remaining departments within organization, as the job satisfaction will be differed according to duty and responsibility. Moreover, the results might not be transferable to other companies due to different working hours and sales distribution styles.

Second of all, sales promoters experiencing bad relationships with supervisor, workload and stress, feeling of fulfillment are reluctant to complain about their

experiences, some of the respondents have different ideas in the same question. Most workers are fearful of their nature of work safety and security and they suffer in silence often blame themselves.

Sales promoters are often ashamed and afraid of revealing their experiences to a stranger, which may result in exacerbating their situation. Therefore, some of the participants in this study might not have been completely transparent when answering their survey. Third of all, future study dedicated to job satisfaction and work performance of sales promoters should consider the employment of a qualitative or mixed method. In this study, job satisfaction was examined for its mediating role; hence, future studies should make use of more negative aspects causing the sales promoters to unsatisfy at work and find out reasons for low sales performance.

All data were self-reported, which may introduce bias. Moreover, the study only focused on five workplace components associated with job satisfaction. There might be other variables that impact sales promoters' job satisfaction and work performance. More factors should be investigated in further studies. Not only there are very less researches for job satisfaction of Myanmar business environments, but also studies for job satisfaction in agrochemical sector are still less compared to other industries. Therefore, literature review for the study was gathered from different industries in different countries.

5.4 Recommendations

Future studies may concentrate on various industries and compare the results with this study's findings, which would help validate this study's findings through a general sample of participants. In addition, companies should attempt to eliminate the distraction behavior, mistreatment behavior, and workers' negative relationship at the workplace to assist them in working satisfactorily and boosting sale performance. Moreover, companies should facilitate good workplace

conditions for sales promoters to maximize job satisfaction and work performance.

In the study, some sales promoters have more to add outside of the survey questions. Some of them wanted their stories concerning bad workplace components and errant behavior to be heard so they can be resolved. Therefore, a qualitative analysis or mixed method study may help extend the evaluations of the attitudes and feelings of those respondents who experienced unsuitable bad and who have been a target of mistreatment or those who have witnessed others being mistreat or are unhappy with their bad relationship with their managers at work.

Future studies could also explore the impact of unsuitable physical and negative behavior upon the profitability of the company. Research studies should employ a larger representative sample to provide an extensive understanding of the impact of unsafety and insecure work environment and nature, feeling of under provision, bad relationship with supervisor, decline for opportunities, and the workload and stress to the sales promoters. Rather than just doing researches on employees' job satisfaction, management should find out which are dissatisfying factors for sales promoters; should make surveys how to heal dissatisfaction points of sales promoters. The most important point for future researchers is to apply both qualitative and quantitative researches on Myanmar Agrochemical firms.

5.5 Conclusion

Job satisfaction is challenging to define and has been considered as a difficult area to examine in agrochemical industry in Myanmar. In addition, there has been increasing interest in literature regarding the issue of job satisfaction of Myanmar employees. Factors in the organization that contribute to the facilitation of job satisfaction at work exist, and management should know how to develop a challenging but positive job satisfaction factors to encourage employees to achieve the aims of the organization.

The job satisfaction and work performance of sales are very important for agrochemical manufacturing and distribution companies. It is critical that those companies succeed in increasing their employees' performance. The findings of the research in XYZ Agrochemical Company shows that sales promoters' job satisfaction take as a significant mediator in the relationship between workplace components and work performance in the agrochemical manufacturing and distribution industry in Myanmar.

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APPENDIX A

Table 3.2 Validity Test for Pilot Data

	Safety and Security	Feeling of Fulfillment	Relationship with Supervisor	Opportunities to Growth	Workload and Stress	Job Satisfaction	Work Performance
Safety and Security	1	.156	.662**	.638**	.519**	.379*	.813**
		.412	.000	.000	.003	.039	.000
	30	30	30	30	30	30	30
Feeling of Fulfillment	.156	1	.589**	.387*	.156	.514**	.276
	.412		.001	.034	.410	.004	.140
	30	30	30	30	30	30	30
Relationship with Supervisor	.662**	.589**	1	.497**	.445*	.418*	.801**
	.000	.001		.005	.014	.021	.000
	30	30	30	30	30	30	30
Opportunities to Growth	.638**	.387*	.497**	1	.376*	.564**	.601**
	.000	.034	.005		.041	.001	.000
	30	30	30	30	30	30	30
Workload and Stress	.519**	.156	.445*	.376*	1	.564**	.673**
	.003	.410	.014	.041		.001	.000
	30	30	30	30	30	30	30
Job Satisfaction	.379*	.514**	.418*	.564**	.564**	1	.464**
	.039	.004	.021	.001	.001		.010
	30	30	30	30	30	30	30
Work Performance	.813**	.276	.801**	.601**	.673**	.464**	1
	.000	.140	.000	.000	.000	.010	
	30	30	30	30	30	30	30

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

* . Correlation is significant at the 0.05 level (2-tailed)

APPENDIX B

Table 4.25 Correlation Test for Study Variables

	Safety and security	Feeling of Fulfillment	Relationship with Supervisor	Opportunity to Growth	Workload and Stress	Job Satisfaction	Work Performance
Safety and security	1	.065	.595**	.483**	.552**	.310**	.799**
		.179	.000	.000	.000	.000	.000
	427	427	427	427	427	427	427
Feeling of Fulfillment	.065	1	.383**	.225**	.019	.297**	.134**
	.179		.000	.000	.690	.000	.005
	427	427	427	427	427	427	427
Relationship with Supervisor	.595**	.383**	1	.367**	.405**	.263**	.709**
	.000	.000		.000	.000	.000	.000
	427	427	427	427	427	427	427
Opportunity to Growth	.483**	.225**	.367**	1	.315**	.392**	.455**
	.000	.000	.000		.000	.000	.000
	427	427	427	427	427	427	427

	Safety and security	Feeling of Fulfillment	Relationship with Supervisor	Opportunity to Growth	Workload and Stress	Job Satisfaction	Work Performance
Workload and Stress	.552** .000 427	.019 .690 427	.405** .000 427	.315** .000 427	1 .330 427	.047 1 427	.714** .000 427
Job Satisfaction	.310** .000 427	.297** .000 427	.263** .000 427	.392** .000 427	.047 .330 427	1 1 427	.398** .000 427
Work Performance	.799** .000 427	.134** .005 427	.709** .000 427	.455** .000 427	.714** .000 427	.398** .000 427	1 1 427

**Questionnaires for JOB SATISFACTION AND SALES PROMOTERS'
WORK PERFORMANCE: A CASE STUDY OF AN AGROCHEMICAL
COMPANY, MYANMAR**

(All questions are compulsory)

Section A:

1. What is your age?

- 18-27
- 28-37
- 38-47
- 48-55
- 55+

2. What is your gender?

- Male
- Female

3. How many years have you been with this company?

- Less than a year
- 1-3 years
- 4-6 years
- Over 6 years

4. Total working hours per day

- 8 hours and below
- 8 to 12 hours
- 12 hours and above

5. Educational background

- Passed high school
- Diploma
- Bachelor

6. How much is your salary (in Kyats)?

Section B:

Please read the following statements and choose the responses that apply most accurately to you by ticking the relevant columns.

Sr.	Questionnaires	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
		1	2	3	4	5
Safety and Security						
1.	My work place have full of security and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	The nature of my job is safe and secured	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	The company provides safety aids whenever I deal with chemicals and pesticides	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	The company offers trainings for using chemicals and pesticides safely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	The company supports suitable and sufficient first aid equipment and assistance to use when an employee is suffered from chemical toxin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feeling of Fulfillment						
1.	I work effectively across departments and functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	I feel my work fulfills my basic needs (safety, welfare, healthcare, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	I have the materials and equipment that I need in order to do my work right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sr.	Questionnaires	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
		1	2	3	4	5
4.	My values fit with the organizational values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Manager or HOD gives me freedom to do my job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with Supervisor						
1.	My working relation with supervisor is good, he/she encourages me to work better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	People are treated with respect and appreciation regardless of race, gender, position, function / department, age, disability, etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	I satisfied with the management style of my current supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	My supervisor listens to my concerns and support reasonable suggestions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	My supervisor appreciates my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to Growth						
1.	I have opportunities to learn what I want to learn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	The company supports for additional training and education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	There are opportunities for my own	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sr.	Questionnaires	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
		1	2	3	4	5
	advancement in this organization					
4.	I hope my job lift me up to higher level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	I have opportunity to apply my innovative ideas on work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workload and Stress						
1.	I feel stressful with my monthly sales target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	I feel that workload and working hours for sales promoters are flexible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	I feel that there are too many deadlines in my work which are regularly too tight	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	I am able to take sufficient breaks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	When I am stress at my work, my sales performance goes down	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Satisfaction						
1.	I feel valued and affirmed at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	In general, I am particularly proud or satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	The job gives a strong sense of personal satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	The amount of work I am expected to do is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	I feel recognized and appreciated at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sr.	Questionnaires	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
		1	2	3	4	5
Employee's Work Performance						
1.	I gain personal accomplishment through my work	○	○	○	○	○
2.	My skills and abilities are put into good use in my work	○	○	○	○	○
3.	I am coming up with creative solutions to novel, difficult problems	○	○	○	○	○
4.	I feel that responsibility over my job is good incentive to encourage good performance	○	○	○	○	○
5.	I concentrate well on my job	○	○	○	○	○

ဝန်ထမ်းစွမ်းဆောင်ရည်နှင့် လုပ်ငန်းခွင် စိတ်ကျေနပ်မှု ဆိုင်ရာ မေးခွန်းများ

(အောက်ပါမေးခွန်းများအားပြည့်စုံစွာဖြည့်စွက်ပေးပါ။)

အခန်း က

ရုံးခွဲအမည် -----

အမည် -----

၁။ အသက်

- ၁၈ နှစ် - ၂၇ နှစ်
- ၂၈ နှစ် - ၃၇ နှစ်
- ၃၈ နှစ် - ၄၇ နှစ်
- ၄၈ နှစ် - ၅၅ နှစ်
- ၅၅ နှစ် အထက်

၂။ ကျား/မ

- ကျား
- မ

၃။ ကုမ္ပဏီ အမှုထမ်းသက်

- တစ်နှစ်အောက်
- ၁ နှစ် - ၃ နှစ်
- ၄ နှစ် - ၆ နှစ်
- ၆ နှစ် အထက်

၄။ တနေ့ တာဝန်ထမ်းဆောင်ရချိန်

- ၈ နာရီအောက်
- ၈ နာရီ မှ ၁၂ နာရီ
- ၁၂ နာရီအထက်

၅။ ပညာအရည်အချင်း

- အထက်တန်းအောင်
- ဒီပလိုမာ
- ဘွဲ့ရ

၆။ လစာ (ကျပ်)

အခန်း ၁

အကြောင်းအရာ တစ်ခုအတွက် မိမိနှင့် အကိုက်ညီဆုံး ဖြစ်မည့် အကွက်တစ်ကွက် တွင်သာ အမှန်ဖြစ် ခြစ်ပေးပါ။

စဉ်	မေးခွန်း	ပြည့်အဝ သဘောတူ	သဘောတူ	သာမန်	သဘောမတူ	လုံးဝ သဘောမတူ
		၁	၂	၃	၄	၅
ဘေးကင်းမှု နှင့် လုံခြုံမှု						
၁။	လုပ်ငန်းခွင် ဘေးကင်း လုံခြုံမှု အပြည့်အဝ ရှိသည်။	○	○	○	○	○
၂။	ကျွန်ုပ် ၏ လုပ်ငန်း သဘာဝမှာ ဘေးကင်း လုံခြုံ မှု ရှိသည်။	○	○	○	○	○
၃။	ခါတုပစ္စည်းများ ၊ ပိုးသတ်ဆေးများ ကိုင်တွယ် ရတိုင်း ကုမ္ပဏီမှ အန္တရာယ်ကင်း စေရန် အထောက်အကူ ပစ္စည်းများ ပံ့ပိုးပေးသည်။	○	○	○	○	○
၄။	ခါတုပစ္စည်းများ ၊ ပိုးသတ်ဆေးများ ကိုင်တွယ် ရောင်းချရာတွင် ဘေးကင်း လုံခြုံမှု ရှိစေရန်အတွက် ကုမ္ပဏီမှ သင်တန်းများ ပို့ချပေးသည်။	○	○	○	○	○
၅။	ခါတုပစ္စည်း အဆိပ် သင့်သော ဝန်ထမ်းများ အတွက် ကုမ္ပဏီ က သင့်လျော် သော ရှေးဦး သူနာပြု ပစ္စည်း ကိရိယာ များ နှင့် အထောက် အပံ့များ အလုံအလောက် ပေးသည်။	○	○	○	○	○
ကျေနပ် အားရမှု ခံစားချက်						
၁။	ဌာနများ ချိတ်ဆက်လျက် အလုပ်တာဝန်များကို ထိရောက်စွာ	○	○	○	○	○

စဉ်	မေးခွန်း	ပြည့်အဝ သဘောတူ	သဘောတူ	သာမန်	သဘောမတူ	လုံးဝ သဘောမတူ
		၁	၂	၃	၄	၅
	ထမ်းဆောင်နိုင်သည်။					
၂။	ကျွန်ုပ်၏ လုပ်ငန်းက အခြေခံ လိုအပ်ချက်များ ဖြစ်သော ဘေးကင်း လုံခြုံမှု၊ စားဝတ်နေရေး ဖူလုံမှု၊ ကျန်းမာရေး ဆိုင်ရာ စောင့်ရှောက်မှု စသည် တို့ကို ဖြည့်ဆည်းပေးသည်။	○	○	○	○	○
၃။	ကျွန်ုပ်ဆောင်ရွက် လိုသော လုပ်ငန်း အတွက် လျော်ကန်သော ပစ္စည်း ကိရိယာ အလုံ အလောက် ရှိသည်။	○	○	○	○	○
၄။	ကျွန်ုပ်၏ တန်ဖိုးထားမှု များသည် ကုမ္ပဏီ ၏ တန်ဖိုးထားမှု များနှင့် အံဝင် ခွင်ကျဖြစ်သည်။	○	○	○	○	○
၅။	ကျွန်ုပ် ၏ လုပ်ငန်းကို ထိရောက်စွာ ဆောင်ရွက်နိုင်ရန် မန်နေဂျာ နှင့် ဌာနမှူး က လွတ်လပ်ခွင့် ပေးထားသည်။	○	○	○	○	○
စုပါဇွတ်စာ နှင့် ဆက်ဆံရေး						
၁။	အလုပ်ခွင်တွင် ကျွန်ုပ် အား ပိုမိုကောင်းမွန်စွာ ဆောင်ရွက်နိုင်ရန် အားပေး သောကြောင့် စုပါဇွတ်စာနှင့် ဆက်ဆံ ရေး ကောင်းမွန်သည်။	○	○	○	○	○
၂။	လူမျိုး၊ ကျား/မ၊ ရာထူး၊ တာဝန်၊ ဌာန၊ အသက် အရွယ် ၊ မသန်စွမ်းမှု အစ ရှိသည်တို့ကို ထည့်သွင်း စဉ်းစားခြင်း မရှိပဲ လူများ ကိုလေးစားမှုတန်ဖိုးထား မှု ဖြင့် ဆက်ဆံသည်။	○	○	○	○	○
၃။	လက်ရှိ စုပါဇွတ်စာ ၏ စီမံခန့်ခွဲမှု ပုံစံကို ကျေနပ်နှစ်သက်သည်။	○	○	○	○	○
၄။	ကျွန်ုပ်၏ ခက်အခဲများကို စုပါဇွတ်စာက အလေး ထား နားထောင် ပြီး လျော် ကန် သောအကြံဉာဏ် များပေးသည်။	○	○	○	○	○
၅။	ကျွန်ုပ် ၏ စုပါဇွတ်စာ က ကျွန်ုပ် ဆောင်ရွက် သော အလုပ်များကို တန်ဖိုးထား ချီးကျူးသည်။	○	○	○	○	○
အခွင့်အလမ်းများ						
၁။	ကျွန်ုပ်သင်ကြားလိုသည် များကို သင်ကြားရန် အခွင့်အလမ်းရှိသည်။	○	○	○	○	○

စဉ်	မေးခွန်း	ပြည့်အဝ သဘောတူ	သဘောတူ	သာမန်	သဘောမတူ	လုံးဝ သဘောမတူ
		၁	၂	၃	၄	၅
၂။	ပညာဆက်လက် သင်ကြား ရန်နှင့် သင်တန်းများ ထပ်မံ တက်ရောက်ရန် အလုပ်က ပံ့ပိုးပေးသည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
၃။	ဤအဖွဲ့ အစည်းတွင် ကျွန်ုပ်၏ တိုးတက်မှု အတွက် အခွင့်အလမ်း များ ရှိသည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
၄။	ကျွန်ုပ်၏ အလုပ်က ပိုမိုမြင့်မား သော အဆင့်သို့ တွန်းပို့ပေးမည် ဟု ယုံကြည်သည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
၅။	လုပ်ငန်းခွင် တွင် ကျွန်ုပ် ၏ တီထွင်ဆန်းသစ်သော အကြံဉာဏ်များ ကို အသုံးပြုနိုင်သည့် အခွင့်အလမ်း ရှိသည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
လုပ်ငန်းတာဝန် နှင့် စိတ်ဖိစီးမှု						
၁။	ကျွန်ုပ် သည် သတ်မှတ် ထားသော အရောင်းစံချိန် နှင့် ပတ်သက်၍ စိတ်ဖိစီး မှု ခံစားရသည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
၂။	အရောင်းတာဝန်ခံ များအတွက် ပေးအပ်ထားသော အလုပ် တာဝန် နှင့် အလုပ်ချိန် တို့သည် လွန်စွာတင်းကျပ် မှု မရှိပါ။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
၃။	အလုပ်ခွင် တွင် တာဝန် အချိန်ကိုက် ပြီးဆုံးအောင် ဆောင်ရွက်ရန် နောက်ဆုံး သတ်မှတ် ရက် (deadlines) များရှိပြီး ၎င်းအချိန်များမှာ ပုံမှန်အားဖြင့် တင်းကျပ်ကာ အပြောင်းအလဲမရှိပါ။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
၄။	အလုပ်သည် ကျွန်ုပ်အတွက် လုံလောက်သော အနားယူချိန် ၊ အားလပ်ချိန်များ ရှိပါသည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
၅။	အလုပ်ခွင် ၌ စိတ်ဖိစီးမှု များရှိလာသောအခါ ကျွန်ုပ်၏ အရောင်းအားများ ကျဆင်းသွားသည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
အလုပ်အပေါ် တွင် ကျေနပ်မှု						
၁။	ကျွန်ုပ် ကို အလုပ်ခွင်တွင် တန်ဖိုးထားပြီး အသိအမှတ်ပြုသည်ဟု ခံစားရသည်။	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

စဉ်	မေးခွန်း	ပြည့်အဝ သဘောတူ	သဘောတူ	သာမန်	သဘောမတူ	လုံးဝ သဘောမတူ
		၁	၂	၃	၄	၅
၂။	ကျွန်ုပ်၏ အလုပ်ကို ကျေနပ် နှစ်သက် သည်။	○	○	○	○	○
၃။	အလုပ်သည် တစ်ကိုယ်ရည် ကျေနပ်မှု ကို အပြည့်အဝ ခံစားရရှိစေသည်။	○	○	○	○	○
၄။	ကျွန်ုပ်မရှေ့လင့် ထားသော လုပ်ငန်းပမာဏ သည် ကြောင်းကျိုး ဆီလျော်မှု ရှိသည်။	○	○	○	○	○
၅။	ကျွန်ုပ်ကို လုပ်ငန်းခွင်တွင် အသိအမှတ်ပြုပြီး အလေးထားသည်ဟု ခံစားရသည်။	○	○	○	○	○
လုပ်ငန်းခွင် စွမ်းဆောင်မှု						
၁။	ကျွန်ုပ်သည် အလုပ်ခွင်တွင် ထမ်းဆောင်ရမည့် တာဝန်များ ပြီးမြောက် အောင်ဆောင်ရွက်နိုင်သည်။	○	○	○	○	○
၂။	ကျွန်ုပ်သည် ကျွန်ုပ်၏ အရည်အသွေး နှင့် ကျွမ်းကျင်မှုကို အလုပ်ခွင် တွင် ကောင်းစွာ အသုံးပြုနိုင်သည်။	○	○	○	○	○
၃။	ကျွန်ုပ်သည် ထူးခြားခက်ခဲသော ပြဿနာများအတွက် ထိုးထွင်း တည်ထွင် ဖြေရှင်းချက်များကို လုပ်ဆောင်နိုင်ခဲ့သည်။	○	○	○	○	○
၄။	ကျွန်ုပ်လုပ်ငန်းအတွက် တာဝန် ရှိမှု သည် ကောင်းမွန်စွာ စွမ်းဆောင်နိုင်ရန်အတွက် အားပေးသည့် တွန်းအား ဖြစ်သည် ဟုခံစား ရသည်။	○	○	○	○	○
၅။	ကျွန်ုပ်၏ လုပ်ငန်း အပေါ်တွင် ကောင်းမွန်စွာ အာရုံ စူးစိုက် ထားနိုင်သည်။	○	○	○	○	○

ကျေးဇူးတင်ပါသည်။

ထက်ထက်အောင် (17UKM04376)

University Tunku Abdul Rahman (UTAR)

ကွာလာလမ်ပူမြို့ ၊ မလေးရှား။