



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

Master's Thesis of Public Administration

**The Relationship between Job
Characteristics and Job Satisfaction of
Public Officials in the Ministry of Foreign
Affairs of Myanmar**

**미얀마 외교부 공무원의 직무 특성과
직무 만족도 관계를 중심으로**

August 2020

**Graduate School of Public Administration
Seoul National University
Global Public Administration Major**

Khine Cho Thi

The Relationship between Job Characteristics and Job Satisfaction of Public Officials in the Ministry of Foreign Affairs of Myanmar

Academic Advisor Lee, Soo Young

Submitting a master's thesis of Public Administration

April 2020

**Graduate School of Public Administration
Seoul National University
Global Public Administration Major**

Khine Cho Thi

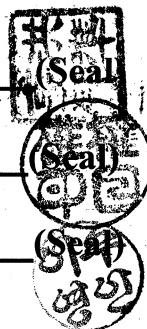
**Confirming the master's thesis written by
Khine Cho Thi**

June 2020

Chair **Hong, Joon-Hyung**

Vice Chair **Kwon, Illoong**

Examiner **Lee, Soo Young**



Abstract

The Relationship between Job Characteristics and Job Satisfaction of Public Officials in the Ministry of Foreign Affairs of Myanmar

Khine Cho Thi

Global Public Administration Major

The Graduate School of Public Administration Seoul

National University

The study aimed to analyze the relationship between job characteristics and job satisfaction of the public officials in the Ministry of Foreign Affairs of Myanmar. Job Characteristic Model of Hackman and Oldham (1975), comprising five job dimensions such as skill variety, task identity, task significance, autonomy, and job feedback, was applied for the current study. By focusing on the quantitative methods by survey research design, the study furthermore conducted semi-structured interviews for the purpose of better understanding and deeper explanation

for the quantitative results. For the survey, Job Diagnostic Survey (JDS) questionnaires were utilized as the research instrument.

The results presented that job characteristics have positive relation with employees' job satisfaction in the Ministry of Foreign Affairs of Myanmar. Among five dimensions of job characteristics, which were selected for this study, feedback, autonomy, task significance and skill variety have positive significant relationship with the dependent variable job satisfaction. However, only task identity showed statistically insignificant relationship with job satisfaction according to the survey data results.

Keywords: Job characteristics, Job satisfaction, Job Characteristics Model (JCM), Job Diagnostic Survey (JDS)

Student ID: 2018-26676

TABLE OF CONTENTS

Abstract	i
List of Tables	vi
List of Figures	vii
Chapter I. Introduction	1
1.1. Background of the study	1
1.2. Purpose of the study	3
1.3. Organization of the study	3
1.4. Statement of the Problem	4
1.5. Significance of the study	5
1.6. Definition of the terms	6
1.7. Outlines of the Research	7
Chapter II. Literature Review	9
2.1. A Discussion of Theory and Precedent Study Review	9
2.1.1. Job Characteristics	9
2.1.2. Job Characteristics Model	10
2.1.3. Job Satisfaction	17
2.2. Precedent Study of the Relationship between Job Characteristics and Job Satisfaction	21
Chapter III. Research Methodology	25
3.1. Conceptual Framework of the Study	25
3.2. Research Question	26

3.3. Population and Sampling -----	27
3.4. Data Collection -----	28
3.5. Instrumentation -----	29
3.6. Data Analysis Methodology -----	32
Chapter IV. Data Analysis and Research Findings -----	33
4.1. Demographic Information of the Study -----	33
4.2. Descriptive Statistics -----	37
4.2.1. Summary of Responses -----	37
4.2.2. Descriptive Statistics of Job Characteristics -----	43
4.2.3. Descriptive Statistics of Job Satisfaction -----	44
4.3. Correlation between Five Dimensions of Job Characteristics and Job Satisfaction -----	45
4.4. Hypotheses Testing -----	46
4.5. The Interview Results for the Relationship between Job Characteristics and Job Satisfaction -----	53
4.5.1. The Relationship between Job Characteristics and Employees' Job Satisfaction -----	53
4.5.2. The Relationship between Five Dimensions of Job Characteristics and Employees' Job Satisfaction -----	54
4.6. Summary of the Findings -----	60
Chapter V. Discussion, Conclusion and Recommendation -----	62
5.1. Discussion of Findings on the Relationship between Job Characteristics and Job Satisfaction -----	63

5.2. Recommendation for Further Research -----	70
5.3. Implication -----	71
5.4. Conclusion -----	74
5.5. Limitations of the Study -----	75
Bibliography -----	77
Appendix A -----	85
Appendix B -----	91
국문초록 -----	93
Acknowledgement -----	94

Lists of Tables

Table 1: Demographic Information of the Study	36
Table 2: Summary of Responses	38
Table 3: Descriptive Statistics of Five Dimensions of Job Characteristics	44
Table 4: Descriptive Statistics of Job Satisfaction	44
Table 5: Correlation between Five Dimensions of Job Characteristics and Job Satisfaction	45
Table 6: Regression Analysis for the Relationship between Independent Variables, Dependent Variables and Control Variables	48
Table 7: Summary of Hypotheses Findings	68

Lists of Figures

Figure 1: Conceptual Framework of the Study	26
---	----

Chapter I. Introduction

1.1. Background of the Study

The role of employees is as important and significant as the role of a leader or a manager in an institution as a result of the growing diversity of job nature and the popularity of human resources and organizational management concepts. Both researchers and organizational leaders have realized the crucial role of employees and they tried to prove that the organizational goals could be achieved by the meeting of the individual employee's needs. In this growing awareness, employees' job satisfaction, motivation and commitment have been the main focus of many scholars and are recognized as the most important factors for the development and accomplishment of organizational goals and objectives. Among these factors, this study has specifically emphasized employees' job satisfaction in relation to the characteristics of their job.

Employees' job satisfaction is crucial not only for the success of business companies and enterprises but also for the achievement of organizations' missions, regardless of its status being a private organization or a public organization. In this regard, it is essential for the superiors in both sectors to consider ways to create a favorable working environment in order to maintain and motivate their employees to serve the best services and produce potential outputs. Robbins (2007) stated that an organization with satisfied workforce rises to be more effective and

powerful.

Many researches have proved the differences between the nature of public organizations from that of private ones. A company or a private company may only focus on the profits for the measure of its success and in some reason, the role of employees may become less important. However, for public organizations, the implementation of a organization's mission greatly depends on every single actor involved in it and the achievement of the vision of public organization is often difficult to measure. In comparison to private organizations, public organizations would take a constant and longer period of time to achieve its vision and such a result substantially depends on the corporate efforts of each actors working in the organization. Moreover, the most distinctive fact laid between private and public organizations is the effects of organizational outcomes. For a private organization, the outcome of the organization will only impact on a few groups of people or executive members. However, it is apparent that there is a greater impact over many people, including the reputation of the country in the case of a public organization. Therefore, it is essential for the superiors from public organizations to learn and understand the components that could make subordinates feel motivated, satisfactory and to adapt to the nature and design of the work itself. Furthermore, the role of public officials, and their job satisfaction is also as preeminent as the pivotal role and functions of public organizations.

1.2. Purpose of the Study

There are many researchers who have learned about job satisfaction and have approved numerous independence variables that can affect on the employees' job satisfaction both intrinsically and extrinsically. Among the various indicators, this study will concentrate on the relationship between employees' job satisfaction and job characteristics. Job satisfaction may be inherent in the individual employee and the work itself can be one of the best measurements of job satisfaction; whether the work gives the individual to accept accountability, motivating responsibilities and chance for learning. Therefore, this study also indicated several relevant possibilities that show job characteristics affecting on the employees' job satisfaction. To do so, this study referred to the five core dimensions of the job characteristics; feedback, autonomy, task significance, task identity and skill variety, suggested by Hackman and Oldham in their Job Characteristics Model, and aimed to identify the most impactful factor which can highly influence the individuals' satisfaction on their job. Furthermore, the study wishes to provide a mechanism that may support the community in their efforts to redesign jobs that can create more satisfying environment for its employees.

1.3. Organization of the Study

This study analyzed the relationship between job characteristics and job satisfaction of public officials in the Ministry of Foreign Affairs

of Myanmar. The Ministry is comprised with seven departments and each of these departments has different job natures and job characters according to its functions. Moreover, there are (34) embassies and (4) consulates offices under the Ministry and the survey has also been conveyed to the public officials who are working in these embassies and consulates.

1.4. Statement of the Problem

The first important issue of the area is the lack of previous researches which had studied job satisfaction, job characteristics and also the relationship between them in the targeted country and its organizations. Although there are many researches that have studied employees' job satisfaction in private companies and enterprises, there are only a few researches conducted over public organizations, especially in developing countries like Myanmar.

The country is still on the stage of progressing for its development and best practices of its government organizations. The public officials are still required to improve their overall qualifications and enthusiasm to support the government in order to match with the government officials working in the developed countries. Therefore, it is important to have well motivated and highest job satisfied public officials for the purpose of a better development. Moreover, in Myanmar, the rate of salary is relatively low; especially the salary of public officials is typically lower when compared to the salary that most of the private sector employees receives.

In reality, the role and functions of the public organization is as important as those of private sectors, and somehow more crucial than that of the private sectors. Therefore, it is necessary to learn whether or not that job characteristics of the organizations have significant effects on job satisfaction of public officials and to persuade and redesign in order to enhance their level of satisfaction. The targeted ministry; Ministry of Foreign Affairs, is recognized as one of the most crucial organizations among the public organizations in Myanmar, and the public officials from the ministry are also assigned in various embassies abroad as the representatives of the country. In this aspect, the organization needs more officials with highest job satisfaction so that to make improvements for the organization and produce desirable performances.

1.5. Significance of the study

It is found out that even in the last few decades, there are very limited numbers of researches which had been conducted in relation to the country, its government organizations and public officials. In this respect, this study wishes to fill in this gap and investigated whether there is a relationship between the characteristics of the job itself and employee's job satisfaction in the Ministry of Foreign Affairs of Myanmar as another start-up or a renewing point for the future researches on Myanmar public organizations. Thereupon, this study will analyze which dimension among five core job characteristics has the greatest impact on employees' job satisfaction in the targeted organization. The recognition of this

relationship may impart of the improvement of the targeted working environment and bringing in the will of motivation of the public officials to meet their individual needs. Moreover, this study will contribute as a part of the literature or a reference for future studies about public organizational nature in Myanmar as well as the in-depth job characteristics and job satisfaction of its public officials, despite of the fact that it put emphasis on a single organization.

1.6. Definition of the terms

(a) Job characteristics

Job characteristics can be defined as the nature and design of job itself that can affect on specific outcomes for the work. Job characteristics are described as job demands and job resources that can result in positive and negative outcomes within the workplace (Schaufeli et al, 2002).

(b) Job Characteristics Model

A well-known work design theory that was introduced by Hackman and Oldham in 1975 by being based on the earlier studies of Hackman and Lawler, Turner and Lawrence (1965) and Hulin and Blood (1968). According to Hackman and Oldham, the five dimensions in the Model and their definitions are mentioned as follows:

Feedback: The degree to which the worker has knowledge of results, that is they have already known clear, specific and detailed information about the effectiveness of their job performance.

Autonomy: The degree to which the job provides the employee with significant freedom, independence, and discretion to plan out the work and determine the procedures in the job.

Task Significance: The degree to which the job affects other people's lives. The influence can be either in the immediate organization or in the external environment.

Task Identity: The degree to which the job requires the job-holders to identify and complete his work with a visible outcome.

Skill Variety: The degree to which a job requires various activities, requiring the worker to develop a variety of skills and talents.

(c) Job Satisfaction

Job satisfaction is a pleasant, positive emotional state resulting from the assessment of one's job or work experience (Locke, 1976).

1.7. Outlines of the Research

This study comprised with five chapters as follows:

Chapter I, Introduction, introduces the research background, research purpose and problem statement, significance of the study and definition of each terms.

Chapter II, Literature Review, describes the relevant literature reviews on each of the variables and the relationship between job characteristics and job satisfaction.

Chapter III, Research Methodology, illustrates the conceptual framework, research questions and hypothesis, population and sampling, data collection and brief of data analysis procedure.

Chapter IV, Data Analysis and Research Findings, demonstrates the finding results, analysis and discussion of the outputs.

The last chapter V, Discussion, Recommendation and Conclusion, summarizes the findings and proposes recommendations for improving the effectiveness of the current model.

Chapter 2. Literature Review

2.1. A Discussion of Theory and Precedent Study Review

2.1.1. Job Characteristics

Job characteristics can be defined as the nature and design of job itself that can affect on the specific outcomes for the work. Job characteristics are described as job demands and job resources that can result in positive and negative outcomes within the workplace (Schaufeli et al, 2002). According to the description in business dictionary, job characteristics involve qualities or feature specific to job such as working conditions, physical and mental demands, skills and knowledge required. Job characteristics focus on the relationship between work and the individual and deal with certain aspects of a job that can be altered to create higher job satisfaction (Miller, 1977). Researchers have started to put more attention on the influence of job design on employees' behaviours and attitudes after finding out that changes in the work environment were accompanied by changes in employee attitudes, motivation and satisfaction (Bakker & Timms, 2011). Johari and Yahya (2016) considered job characteristics as an aspect of organizational environment that may affect behavioral outcome because the attractiveness of the job determines the level of effort the employee is

willing to exert to his/her job. Measurability, job clarity, and degree of challenge were some of the job characteristics cited in (Perry and Porter, 1982). Hackman and Oldham suggested that changing the relevant work design would be beneficial for the success of the job because job characteristics have the impacts on employee's satisfaction, motivation and performance.

2.1.2. Job Characteristics Model

Hackman and Oldham presented the Job Characteristics Model in 1975 that was based on the earlier studies of Hackman and Lawler, Turner and Lawrence (1965) and Hulin and Blood (1968). Then, this model has become a prominent model for the researchers to learn how to redesign job for its outcome achievement. Some of the researchers recognize that the Job Characteristics theory incorporated the strengths of classical organizational theory, human relations theory, behavioral science theory and the systems approach to work design. Job design describes how jobs, tasks and roles are structured, enacted and modified and their impact on the individual, group and organizational outcomes (Grant & Parker, 2009). According to Bakker and Timms (2011), the way that a job is designed strongly influences how employees perceive their job, and in turn, how they perform their tasks. The Job Characteristics Model (JCM) of Hackman and Oldham has generated a great deal of research and debate relating to how perceptions of the task environment influence employee outcomes (Aldag et al., 1981; Gardner and Cummings, 1988; Roberts and

Glick, 1981; Spector and Jex, 1991). Changes in the work environment are accompanied by changes in employee attitudes, and motivation has led to managers and researchers focus their attention on the influence of job design on employee attitudes and behaviours (Bakker & Timms, 2011).

Hackman and Oldham (1975, 1976) indicated that their purpose for creating the Job Characteristics Model was based on the concept that organizational productivity is influenced by the quality of the relationship between people who do the work and the jobs they perform. They firmly believed that job characteristics, in other words, job design can strongly influence on the employees' opinion to their job and it can affect on the certain job outcomes. They described that when a job is enriched, employees tend to be more satisfied with the job in general. The later researchers who wanted to analyze the relationship between job characteristics and certain job outcomes have applied this Job Characteristics Model by having tested the reliability of the model and have approved the relationship between them. The model identifies five core job characteristics that can be applied to any job design such as feedback, autonomy, task significance, task identity and skill variety.

Feedback is related to the degree to which the worker has clear, specific and detailed information about the effectiveness of their job performance. It is important to know what's the direction and purpose of a job when performing the functions. If the employee clearly know about what can they do after accomplishing their job and what will be the basic

need for his or her job' completion, they can feel confidence and satisfaction on their job performance and results. Coelho and Augusto (2010) also explained feedback that top management need to give feedback to the employee so that they know which areas that need to be improved and it can lead to better understanding of their work nature. Ilgen and Hollenbeck (1991) described that feedback provides information about the results of work activities and the efficacy of means for achieving desired goals, clarifying in this way the means-end connections. If the employees know clearly about their organizational goal, nature of their organization and also performance management system of their job, they can perform better and they can also know what they should do for their achievement.

The second dimension of the model, autonomy, is the degree to which the job provides the employee with significant freedom, independence, and discretion to plan out the work and determine the procedures in the job. Autonomy is regarded as a crucial factor for any sectors not only in the workplace but also in every community. Every employee should be given relevant autonomy and freedom according to their position in their workplace. Even the lowest position staff should attain the proper autonomy in work because every actors in an organization need to be responsive and accountable for each of their action and output to their job. The participation even as a partial role in decision making process can lead to not only employees' satisfaction but

also their sense of responsibility for the consequences of it and job performances. If workplace has higher level of autonomy, the outcomes of this work will also highly rely on each actor's own efforts.

Hackman and Oldham indicated task significance as the degree to which the job affects other people's lives. The influence can be either in the immediate organization or in the external environment. The employees feel more meaningfulness in a job that substantially improves either psychological or physical well-being of others than a job that has limited effect on anyone else. Everyone can feel proud, self-confidence and satisfaction when they perceive that their effort can impact not only on their own improvement but also on other people life beneficial. Furthermore, Wright (2007) described the concept of task significance as the notion that one's performance on a task will lead to a positive impact on other people. Wright also stated that the perceived congruence of the organization's mission and employee's personal values to the employee's sense of identity, and the perception of achieving the assigned goals as personally meaningful.

Task identity is regarded as the degree to which the job requires the jobholders to identify and complete a work, regardless of a piece of job or the whole job, with a visible outcome. Workers experience more meaningful in a job they are involved in the entire process rather than just being responsible for a part of the work. For instance, if the employees perceive that their every action can affect on job outcomes, in some

extent, regardless of their position, they will take more accountability for their performances and will feel more meaningful in their workplace.

The last characteristic, skill variety, means that the degree to which a job requires various activities, requiring the worker to develop a variety of skills and talents. The employees can feel more meaningful when the job needs several different skills and abilities than when the jobs are in the routine basis. Human nature generally prefers the new, active and adventurous life than normal everyday life style. Similarly, the employees will be more interested in learning the new things and performing the different tasks than performing the same normal work duty everyday in their workplace. Even though some people believe that doing a single task everyday can make the employee more skillful, it can also make them dissatisfied with their job. If the organization or work needs variety of skills and talents for its employees, they will try better not only for their personal knowledge growth but also for their work enhancement. In this study, Ministry of Foreign Affairs needs both educational backgrounds and variety of talents to serve around the world. Furthermore, the public organizations in Myanmar have been focusing on training the public servants to be skillful in both their educational skills related to their organization and the various talents such as sports and arts for establishing social networking among the employees and reduction of job stress.

According to Hackman and Oldham's findings in their Job Characteristics Model (JCM), the core five job dimensions can strongly

affect on the personal and work outcomes such as internal work motivation, general job satisfaction, growth satisfaction and work effectiveness or work performance. Internal work motivation indicates the amount of motivation and satisfaction a worker will get from the job when performing well on the job. This satisfying feeling can serve as an incentive for continuing to do well. Growth satisfaction is gained from self-direction and from learning, and from personal accomplishment at work. Growth satisfaction indicates employee satisfaction when employees have enriched opportunities for personal learning growth at work. General job satisfaction is the satisfaction or feeling of satisfaction with the overall job performance. General satisfaction indicates employee satisfaction when employees indicate how satisfied they are with their jobs and how frequently they think of quitting their jobs. Work effectiveness can be defined as to be successful in the job has made a difference. Work effectiveness indicates an employee's satisfaction in both the quality and quantity of goods or services produced. People will experience positive feelings when they can perform well or produce high quality services that they can be proud.

There are different findings depending on the conceptual framework of each researcher. Many researchers in testing the model have analyzed the relationship between the five core job characteristics and the personal and work outcomes directly and some utilized the three psychological states which Hackman and Oldham used in their research

theory. There are also some researchers who have criticized on the validity of Job Characteristics Model with the mediating effect of three psychological states on the relationship between five core job dimensions and job outcomes. Boonzaier, Ficker and Rust (2001) highlighted the facts of whether all three psychological states are necessary for positive outcomes to emerge, whether the relationships between job characteristics and psychological states exist as specifically prescribed by the model, and whether the psychological states are complete mediators of the relationships between job characteristics and outcomes. Furthermore, Fried & Ferris (1987), Hogan & Martell (1987) and Renn & Vandenberg (1995) suggested that there are direct relationships between the job characteristics and the outcomes. These authors suggest that the psychological states are an unnecessary complication to the model. Renn and Vandenberg found that psychological states are only partial mediators, while Fried and Ferris (1987) and Hogan and Martell (1987) found that the inclusion of the psychological states did not increase the predictive power of the JCM. Pinder (1984) stated there is evidence that people's perception of the task characteristics remains stable over time but that there may be a change in their emotional reactions to them. In this aspect, the different research findings will be found according to the way that the researcher constructs his conceptual framework and the way he analyzed. In this study, the researcher examined the relationship between the five core job dimensions and one of the work related outcomes, job

satisfaction, directly. The conceptual framework of the study will be described in the following chapter.

2.1.3. Job Satisfaction

As the workforce of the individual employee is important in achieving the organizational goal, we can't neglect the feeling of them towards their career life. The individual feeling of the employees regarding to their job, whether it is satisfied or dissatisfied, has the great impact on their job performances resulting the effect on the organizational success. The researchers who studied about job satisfaction had defined job satisfaction in various ways. In addition, there are various influencing factors and different measurements for job satisfaction that have been studied and proved by many researchers around the world. The research findings will be different according to their conceptualization and measurements. Rode (2004) claimed that job satisfaction constitutes an important aspect of people's general life contentment. According to Howard & Frink (1996), job satisfaction is recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. Locke (1976) defined job satisfaction as a pleasant, positive emotional state resulting from the assessment of one's job or work experience. In addition, he also described job satisfaction as a person's reactions in relation to his or her work, which not only applies to the work performed, but also to specific aspects of attitudes to working conditions and benefits, in particular, salary, working conditions, work

environment, promotion prospects and job content, etc. Hunt, Chonko, and Wood (1985) provided a similar definition and they considered job satisfaction as “the extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of his/her job”.

According to the identification of Spector, 1997; Locke, 1976; Smith, Kendall & Hulin, 1969 and Fields, 2002; there are two aspects of job satisfaction depending on the nature of it such as the facets satisfaction and overall satisfaction.

Moreover, Hulin and Judge (2003) stated that job satisfaction includes multidimensional psychological responses to an individual’s job, and that these personal responses have cognitive affective and behavioral components. Some of the researcher found that job satisfaction is a very important factor in general quality of life because it is closely connected with working life, everyday life, and mental health (Orpen, 1978; Schmitt and Bedeian, 1982; Faragher, Cass & Cooper, 2005). Likewise, Cherrington, 1994; Acorn, Ratner & Crawford, 1997; Ostroff, 1992; Spector, 1997, stated that employees who experience high job satisfaction contribute to organizational commitment and job involvement.

In 2007, Kaliski suggested that job satisfaction involves doing a job one enjoys, doing it well and being rewarded for one’s efforts. Moreover, Ketchain (2003) described that workplace will be more efficient and productive if it has people who have higher level of job satisfaction and feeling comfortable with their organization. Gavin and

Vinten (2006) also stated that when an employee is satisfied with his or her job, the employee is confirming that the set of job characteristics is being fulfilled to create a positive job satisfaction.

Rajat (2009) told that job satisfaction describes how content an individual is with his or her job (Rajat, 2009). Job satisfaction is a multidimensional phenomenon and it is therefore argued that different scholars identify different job satisfaction factors or facets (Bolin, 2007). The phenomenon of job satisfaction is associated with five main factors namely: “achievement, recognition, work itself, responsibility and advancement” Herzberg, Mausner & Snyderman (1959, 80). According to Woods and Weasmer (2002), workers’ job satisfaction is derived from collegial relationship that they enjoy at their place of work. Robbins and Judge (2008) assert that employees derive their job satisfaction from such facets as: the job itself, salary, job opportunity of their own advancement, supervision, and relationship with their workmates. Gupta & Joshi (2008) concluded in their study that job satisfaction is an important technique used to motivate the employees to work harder. They also agreed that job satisfaction is very important because most of the people spend a major of their life at their workplace.

In the past time, most of the organization thought the human beings as the machines and put more emphasized on the outputs. Many theorists had proved that most of the employees would dislike the rigid, controlled approach in their workplace and also pointed out that only few employees

are satisfied in working area although the organization was successful. Brief and Aldag claimed that the economic advantages may not be so great when job dissatisfaction leads to absenteeism, turnover, and the problem of supervising employees who feel that their jobs are monotonous. After then, many theorists and researchers have been emphasizing on the employees' job satisfaction. There are some theories such as Maslow's Hierarchy of needs (1943), Herzberg's Two-factor Motivator-Hygiene theory (1976) and Adam's Equity Theory (1965) that have explained the importance of job satisfaction and its influence on the organizational achievement. Hackman and Oldman's Job Characteristics Model is also one of the most popular theory to prove the importance of job satisfaction.

Herzberg's Two-Factor Theory (1976) mentions that intrinsic motivators such as achievement, responsibility and advancement cause job satisfaction, while extrinsic factors referred to as hygiene factors (salary, working conditions, job security, etc). Liu and White (2011) also described that job satisfaction can be divided into two dimensions, namely, intrinsic job factors and extrinsic job factors. Examples of intrinsic job factors are responsibility, advancement and an individual quest for achievement and recognition, whereas extrinsic job factors include; pay, supervision, organizational policies and procedures, and working conditions (Spector, 1997).

According to Ellickson and Logsdon (2001), two general

categories of antecedent variables about job satisfaction have been identified. These are environmental factors and personal characteristics. Personal factors focus on individual attributes and characteristics, whereas the environment factors are associated with work itself and the work environment (Mafini et al., 2011:145). According to Spector (1997, 30), the aspects or dimensions of job satisfaction are divided into two principal groups. The first one is that the job environment itself and factors that are associated with job are important influences of job satisfaction. This includes how people are treated, the nature of job tasks, the relationship with other people in the workplace, and rewards. Second, there are individual factors that the person brings to the job.

For this study, the work environment itself, which means work design will be considered as a measurement for job satisfaction and among many other different dimensions of job characteristics, five core dimensions of Hackman & Oldham's Job Characteristics that have the most similar relevancy with the targeted organization, was used as the measures of independent variables while the job satisfaction was the dependent variable.

2.2. Precedent Study of the Relationship between Job Characteristics and Job Satisfaction

There are many researchers who have studied the relationship between job characteristics and job satisfaction by using Hackman and Oldman's Job Characteristics Model by means of both each of the

characteristics from the core five characteristics and all of those. According to Coelho and Augusto (2010), autonomy can motivate and enable employees to try new ideas and learn from consequences, and expend their domain- relevant skills. Noor Azzah and Rudzi (2007) showed that there is a significant relationship between feedback, autonomy, task significance, task identity and skill variety, and job satisfaction. In the research of Katsikea, Theodosiou, Perdakis and Kehagias (2011), they found that there is a positive relationship between autonomy, skill variety, feedback and job satisfaction.

In another study by Sadler-Smith, El-Kot, and Leat (2003) in a study of a manufacturing facility found that work criterion autonomy was associated with job satisfaction in a non- Western context (Egypt). Thomas, Buboltz and Winkelspecht (2004) found support for their hypothesis that job satisfaction was more directly influenced by job characteristics than by personality. Myers-Briggs (year) and Wong, Hui and Law (1998) found that overall and intrinsic job satisfaction is reciprocally related to job perception or job characteristics.

According to the study of McNeese-Smith (1996), his study indicated that employees who have higher perception of job characteristics have more job satisfaction and they are more likely to stay in the job bringing the results of more productive. Henson (1996) and Smith (1998) have reported that skill variety is related to job satisfaction while Biggs (2003) claimed that there is a weak relationship between skill

variety and job satisfaction when compared with organizational commitment and worker relations. In Kapoor's (2001) study on job satisfaction in a business enterprise, he stated that there is no significant relationship between the five core job characteristics and job satisfaction. Spector and Jex (1991) found that perception on job characteristics and job satisfaction was only moderately related.

The research from Katsikea, Theodosiou, Perdakis, and Kehagias (2011) showed that the higher level of job autonomy, skill variety, and job feedback can lead to higher job satisfaction of the sales managers in their study. According to the study of Kim, knight, and Crutsinger (2009) on job characteristics by examining the relationship between employees' perceptions of job characteristics and job satisfaction, the findings indicated that the employees' perception toward job characteristics had positive effects to job satisfaction. Moreover, Pasi (1995) studied on "Job dimensions, job satisfaction" and the result showed that each of the five core dimensions contributed to job satisfaction. Among these five dimensions, autonomy and feedback contribute most significantly to the level of satisfaction. In the study of Margeotes (1994), task significance, autonomy and feedback were highly correlated with job satisfaction.

Sequentially to the research questions and in aligned with the precedent studies that were described in the previous chapter, the research hypotheses were as follows:

Hypothesis 1: Feedback can positively affect on the job satisfaction of the

employees in public officials in the Ministry of Foreign Affairs of Myanmar;

Hypothesis 2: Autonomy can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;

Hypothesis 3: Task significance can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;

Hypothesis 4: Task Identity can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;

Hypothesis 5: Skill variety can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;

Chapter 3: Research Methodology

This chapter prescribes the conceptual framework and research method in general. Besides the conceptual framework and research methodology, this chapter mainly describes the population and sampling, data collection, instrumentation including the explanation of the measurements related to the independent and independent variables of the study, and also contains the data analyzing methods.

3.1. Conceptual Framework of the Study

The study focused on the relationship between job characteristics and job satisfaction of the public officials in the Ministry of Foreign Affairs. Job characteristics comprising five core dimensions such as feedback, autonomy, task significance, task identity and skill variety, accordingly to the Job Characteristics Model of Hackman & Oldham, is the independent variables and the employees' job satisfaction is the dependent variable in this study. The study analyzed data which were collected from a random sample of public officials in the Ministry of Foreign Affairs of Myanmar and also supported the interview results. For both independent and dependent variables, the survey questionnaires from Job Diagnostic Survey (JDS) which was introduced by Hackman & Oldham, were utilized for testing the relationship between five dimensions of job characteristics and job satisfaction among the public officials of the Ministry of Foreign Affairs of Myanmar. Moreover, the control variables

such as gender, age, salary, working place and working tenure were included in regression analysis.

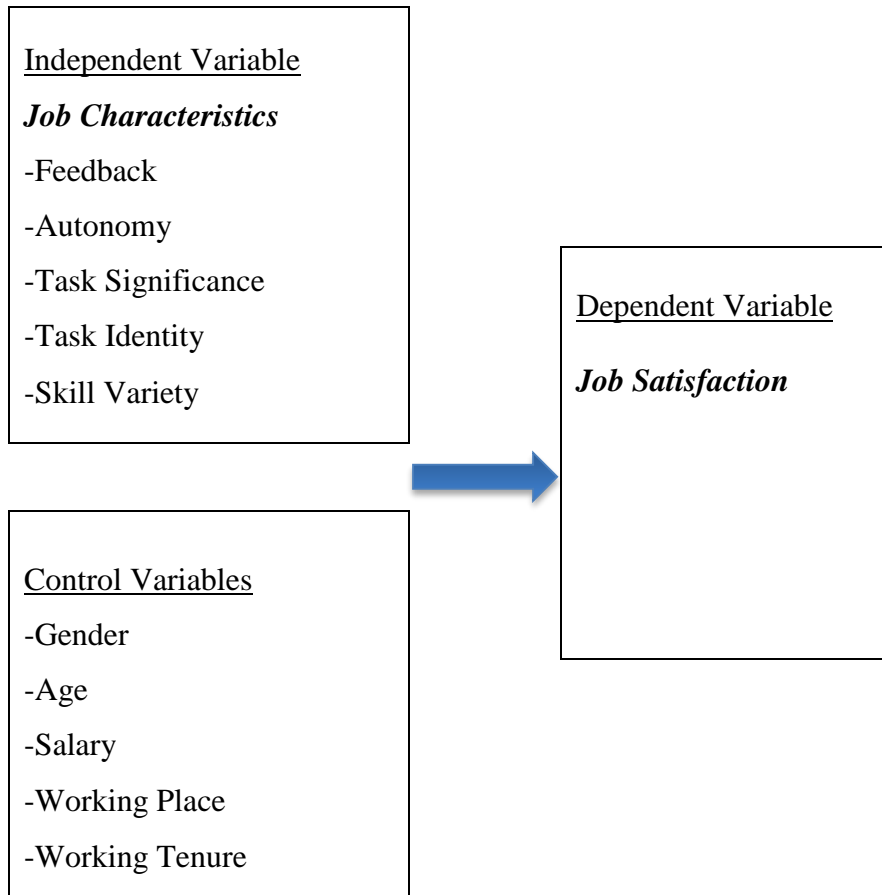


Figure 1: Conceptual Framework of the Study

3.2. Research Question

The research question in the current study was based on the concept of job characteristics relate with employee's job satisfaction fundamentally derived from Job Characteristics Model of Hackman & Oldham in 1975. There are many researchers who have applied this model

as a proof of the relationship between job characteristics and the specific related outcomes of the model such as job satisfaction, motivation and job performance. Majority of these studies were conducted in the private enterprises of the developed countries. So, to make a clear differentiation and escape from old patterns of the past studies, the current research followed the same model but with a different approach. Specifically, instead of making research on the private organization in a developed country, this study investigated the relationship between job characteristics, specifically five core dimensions from Job Characteristics Model such as feedback, autonomy, task significance, task identity and skill variety and job satisfaction in the aspect of public organization of a developing country, Myanmar. Accordingly, the research question for the study was as follows:

Q: Do job characteristics have a relationship with employees' job satisfaction?

3.3. Population and Sampling

The population of this study was public officials with different positions beginning from staff level to mid-level officers whom are not only from the different divisions in the head-quarter of the Ministry of Foreign Affairs but also from different Myanmar embassies abroad and the public officials who were currently studying abroad. The total number of populations in the organization is 1100, excluding high-level officials who did not be counted in the survey of the study. This survey was

conducted by probability sampling with simple random sampling techniques. By using simple random sampling, everyone in the targeted population has the chance to be selected in a fair and equal basic. From the sampling frame of the target group of public officials from different levels, a sample size of 250, (around 22.7% of the population), was chosen by using simple random table and the questionnaires were distributed. However, the researcher received only 154 responses, and out of these responses, only 150 responses (60% response rate) were properly applicable for the purpose of this study because 4 respondents omitted to answer the questionnaire completely. Five officials from different working place, working tenure and different ranks were interviewed by using semi-structured questions.

3.4. Data Collection

The study applied both quantitative and qualitative approaches by putting more emphasis on quantitative data gathered through survey questionnaires. The survey was conducted for quantitative data by using the questionnaires from Job Diagnostic Survey (JDS) introduced by Hackman & Oldham and the survey through online Google forms. After that, the survey questionnaires were managed to be distributed to a large quantity of public officials with different positions not only from different divisions in the head-quarter of the Ministry of Foreign Affairs but also from various Myanmar embassies assigned abroad via email through the simple random sampling method. The researcher asked the respondents to

choose from the range that can closely resemble their perception on the job characteristics and job satisfaction by using five-points likert-scales. By then, the data was recorded in Microsoft excel and imported into Statistical Package for the Social Science (SPSS) software for the purpose of statistical analysis using correlation and regression analysis. Semi-structure interviews were sequentially conducted for the purpose of providing better understanding and strengthening the findings of the survey data on the relationship between job characteristics and job satisfaction.

3.5. Instrumentation

This study was non-experimental, both quantitative and qualitative researches through the survey and semi-structure interviews were conducted to the public officials in the Ministry of Foreign Affairs of Myanmar. This study examined whether there is a relationship between job characteristics and job satisfaction by implying five core job dimensions of Hackman & Oldham's Job Characteristics Model in 1974, which provides as the main instrument designed in their model to use as a measurement for the five core job characteristics and its outcomes. Hackman & Oldham described about the purpose of Job Diagnostic Survey in their article that was published in 1974 as JDS is intended (a) to diagnose existing jobs to determine if (and how) they might be redesigned to improve employee motivation, job satisfaction and productivity, and (b) to evaluate the effects of job changes on employees. Numerous precedent

studies have broadly applied the Job Diagnostic Survey to test the reliability of the Job Characteristics Model and the relationship between the respective five core job dimensions and job satisfaction. In JDS, the authors have included not only the items for five core job characteristics but also the measures for job satisfaction covering general satisfaction and also some aspects for specific satisfaction as job security, payment, social relations and supervision, etc. The total of 31 questions, 17 questions for five job dimensions of job characteristics and 14 questions to measure employees' job satisfaction included. The five points likert-scales were used to the statements based on job characteristics and job satisfaction. The range of the measure for each of the five job characteristics started from very little (1) to very much (5) and for some of the questions from very inaccurate (1) to very accurate (5). Similarly, for job satisfaction, the research applied the same questionnaires from Job Diagnostic Survey in five points likert-scales ranging from very dissatisfied (1) to very satisfied (5). The sample questions are as follows: "To what extent does doing the job itself provide you with information about your work performance? Does the actual work itself provide clues about how well you are doing – aside from any "feedback", co-workers or supervisors may provide?" (feedback), "How much autonomy is there in your job? To what extent does your job permit you to decide on your own how to go about doing the work?" (autonomy), "This job is one where a lot of other people can be affected by how well the work gets done." (job significance), "To what

extent does your job involve doing a whole and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people?” (task identity), “The job requires me to use a number of complex or high-level skills.” (skill variety), and “Generally speaking, I am very satisfied with this job.” (job satisfaction). The scores from the responses for each question were added to the total scores of each dependent and independent variable after recoding negatively or reversely formulated questionnaires like “The job is simple and repetitive.” (skill variety).

Additionally, the demographic variables such as gender, age, salary, working place and working tenure were included as control variables to ensure the impact of the changes in the independent variables on dependent variables. The range for gender (1= male, 2= female), age (1= 20 ~ 30 years), 2= 31~40 years old, 3= 41~50 years old, 4= 51~60 years), salary (1= 150000~200000, 2= 200001~300000, 3= 300001~400000, 4= above 400000), working place (1= head-quarter, 2 = embassy abroad, 3= scholar), working tenure (1= 1~4 years, 2= 4~8 years, 3= 8~12 years, 4= more than 12 years). However, as the researcher has already mentioned above, the main focus of the study was on the quantitative data attained from the survey questions and the data from the interviews was used for the supporting and deeper understanding the result findings from quantitative data analyzing. The survey

questionnaires and interview questions were attached in the Appendix of this study.

3.6. Data Analysis Methodology

This study applied SPSS 25 software for analysis of the data collected from the respondents. The descriptive statistics that include mean, medium, mode, maximum, minimum and standard deviation of the two variables were computed in the study. The correlation and multiple regressions were calculated to analyze the relationship between job characteristics including each of core five job dimensions and job satisfaction as an overall with a sample of 150 respondents. All the analyzing such as the significance of the model and the coefficients of correlation, coefficient of regression model was tested by 95% confidence level.

Chapter 4: Data Analysis and Research

Findings

This chapter described the findings related to the respective variables of the study and analyzed whether there is a relationship between the selected five core job characteristics and employees' job satisfaction or not in the Ministry of Foreign Affairs of Myanmar.

As mentioned in the previous chapter, this study used SPSS 25 software for data analysis in the quantitative research approach explaining descriptive statistics, correlation, linear regression and the standardized beta coefficient in relation to the variables involved. Next, data collected from the respondents were analyzed under a method comprised of three main parts: (a) describing of demographics information of the respondents and descriptive statistics of each independent and dependent variables, (b) examining the correlation and regression between dependent and independent variables followed by hypothesis testing and also testing the model with the inclusion of control variables, and lastly, (c) the summary of the findings of this study. This chapter will present the data analyzing and findings from the survey only and the semi-structured interviews results will be followed by the discussion part in next chapter.

4.1. Demographic Information of the study

In this section, the detailed information of demographical data of

the respondents are presented. From the sampling frame of the total population, a population of 250 was the researcher's target expectation and a set of self-administered survey questionnaires were distributed to them. Out of these 250, the researcher received 154 responses, and 4 out of this 154 were removed because these respondents had failed to answer the questions and demographic information completely. Therefore, the research analyzed the data collected from the total number of 150 respondents and in simple calculation, it received 60% of the targeted expectation.

In the demographic information of the study, gender, age, salary, working place and working tenure kinds of factors were included and through the analysis, it showed that the rate of female respondents was obviously larger than the male respondents counting from the female category (n=121, 80.7%) and male (n=29, 19.3%) among total respondents of 150. Under the category of age, it was ranged by starting from 20-30, 31-40, 41-50 and 51-60 (the retired age is 60). Majority of the respondents were from the age of 20 to 30 and the age group of 51 to 60 was the least responses among the age group. The ratio of the respondents from the age group was 20-30 (n=98, 65.3%), 31-40 (n=43, 28.7%), 41-50 (n=8, 5.3%) and 51-60 (n=1, 0.7%).

In addition to gender and age, the researcher also used respondent's salary as one of the demographic data. With regards to such information, the respondents who received the salary range from 150000-

200000 was 65 (43.3%), from 200001-300000 was 61 (40.7%), from 300001-400000 was 8 (5.3%) and the respondents whose salary rate was over 400000, 16 (10.7%) respectively. In regarding to the workplace of the respondents, the researcher grouped the workplaces into 3 main sets which was (i) the respondent group who are currently performing in the head-quarter, (ii) the respondent group who are currently assigned in the foreign embassies and (iii) those studying abroad. According to the data, it showed that the rate of the respondents from Headquarter was 86 (57.34%), the rate from foreign embassies was 47 (31.33%) and the rate from studying abroad was 17 (11.33). Regarding to the working tenure, the ratio of the responses from the range of 1-4 years was 20 (13.34), 4-8 years was 57 (38%), 8 to 12 years was 47 (31.33%) and over 12 years was 26 (17.33%) respectively. Moreover, the descriptive statistics including mean, standard deviation and standard error of overall job satisfaction by each demographic which is control variable of this study, were also calculated for the purpose of to examine the influence of control variables on the dependent variable by the detailed information was shown in Table 1. The detailed tests will be presented by the following multiple regression parts.

Table 1: Demographic Information of the Study

Var	Group	Freq	%	Min	Max	Mean	Std Dev.	Std. Err
Gender	Male	29	19.3	33	68	51.07	7.57	1.43
	Female	121	80.7	22	65	47.98	7.86	0.71
Age	20-30	98	65.3	32	68	48.53	7.55	0.76
	31-40	43	28.7	22	66	48.14	8.64	1.32
	41-50	8	5.3	34	59	51.25	7.99	2.83
	51-60	1	0.1	-	-	-	-	-
Salary rate	150000- 200000	65	43.3	31	63	47.67	7.33	0.89
	200001- 300000	61	40.7	22	65	48.90	8.37	1.09
	300001- 400000	8	5.3	42	68	52.00	7.58	2.68
	Above 400000	16	10.7	34	66	49.31	8.39	2.09
Work place	Head- quarter	86	57.3	31	68	48.06	7.90	0.85
	Assign- ment	47	31.3	22	66	49.34	7.79	1.14
	Scholar	17	11.4	29	59	48.94	8.20	1.99
Tenure	1-4 years	20	13.3	29	63	47.25	7.88	1.76
	4-8 years	57	38	34	68	49.32	7.29	0.97

	8-12	47	31.3	32	61	47.38	6.84	0.99
	years							
	over 12	26	17.4	22	66	50.04	10.4	2.05
	years							
Total		150	100					

4.2. Descriptive Statistics

4.2.1. Summary of Responses

The present study used five-point Likert Scale with a total number of 31 questionnaires related to each of independent and dependent variables. The questions are arranged starting from negative response to positive one which means very dissatisfied/ strongly disagree/ very little/ very inaccurate to very satisfied/ strongly agree/ very much/ very accurate depending on the type of questions. Table 2 showed the detailed results of responses regarding to each questions.

Table 2: Summary of Responses

Var	Questions	Mean	STD	Percentage				
				1	2	3	4	5
F1	To what extent does doing the job itself provide you with information about your work performance? Does the actual work itself provide clues about how well you are doing –aside from any "feedback", co-workers or supervisors may provide?	3.46	0.93	3.4	8.9	39	36.3	12.3
F2	To what Extent do your supervisors or co-workers let you know how well you are doing on your job?	3.45	0.99	4.8	8.2	41.1	30.8	15.1
F3	The supervisors and co-workers on this job almost never give me any "feedback" about how well I am doing in my work.	3.29	1.17	17.1	24.7	32.2	19.9	6.2
F4	Just doing the work required by the job provides many chances for me to figure out	3.35	0.96	4.8	12.3	34.2	41.1	7.5

	how well I am doing.							
A1	How much autonomy is there in your job? To what extent does your job permit you to decide on your own how to go about doing the work?	3.01	0.93	7.6	16.7	47.2	23.6	4.9
A2	The job gives me the considerable opportunity for independence and freedom in how I do the work.	3.73	1.06	6.2	17.1	41.8	35	11
A3	The job provides me many chances to use my personal initiative or judgment in carrying out the work.	3.15	1.03	4.8	6.8	23.8	38.1	26.5
TS1	In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?	3.75	0.95	0.7	8.9	30.1	35.6	24.7
TS2	This job is one where a lot of other people can be affected by how well the work gets done.	3.70	0.89	0	8.2	33.6	37	21.2

TS3	The job itself is very significant or important in the broader scheme of things.	3.50	0.97	2.8	6.9	39.3	35.2	15.9
TI1	To what extent does your job involve doing a whole and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people.	3.45	0.89	2.1	11.6	35.6	41.8	8.9
TI2	The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.	3.25	1.09	13.8	25.5	38.6	15.9	6.2
TI3	The job provides me the chance to completely finish the pieces of work I begin.	3.54	0.99	2.8	8.3	31.3	42.4	15.3
SV1	How much variety is there in your job?	3.49	1.10	6.9	6.2	31	37.2	18.6
SV2	To what extent does the job require you-to do many different things at work, using a	3.63	0.96	1.4	6.2	38.4	34.2	19.9

	variety of your skills and talents?							
SV3	The job requires me to use a number of complex or high-level skills.	3.62	0.91	4.1	6.2	27.4	44.5	17.8
SV4	The job is simple and repetitive.	2.86	1.09	13	16.4	43.2	21.2	6.2
JS1	Generally speaking, I am very satisfied with this job.	3.44	0.80	0.7	7.6	42.8	39.3	9.7
JS2	It's hard in this job, for me to care very much about whether or not the work gets done right.	3.75	1.13	10.3	18.6	41.4	24.1	5.5
JS3	I feel a great sense of personal satisfaction when I do this job well.	3.81	0.95	0.7	9	23.4	37.9	29
JS4	My opinion of myself goes up when I do this job well.	3.84	0.92	4.1	6.2	27.4	44.5	17.8
JS5	I am generally satisfied with the kind of work I do in this job.	3.71	0.94	2.8	7.6	21.4	49.7	18.6
JS6	I am generally satisfied with the amount of salary and other benefits I receive.	2.77	0.93	11.6	21.9	45.9	18.5	2.1
JS7	I am generally satisfied	3.48	0.80	1.4	5.5	44.5	39	9.6

	with the people I talk to and work with on my job.							
JS8	I am generally satisfied with the degree of respect and fair treatment I received from my boss.	3.27	0.96	5.5	13	36.3	37.7	7.5
JS9	I am satisfied with the chance to get to know other people while on the job.	3.62	0.88	2.1	4.8	34.2	41.1	17.8
JS10	I am satisfied with the overall quality of the supervision you receive in your work.	3.50	0.92	4.1	6.2	35.6	42.5	11.6
JS11	I am satisfied with the chance to help other people in work.	3.45	0.97	2.1	7.5	28.8	47.3	14.4
JS12	How secure things look for me in the future in this organization.	3.37	0.85	2.7	8.9	44.5	34.2	9.6
JS13	I am generally satisfied with the amount of job security I have.	3.51	0.86	1.4	9.6	32.9	44.5	11.6
JS14	I am generally satisfied with the degree to which I am fairly paid for what I contribute to this organization.	3.05	1.07	4.8	8.9	34.9	39	12.3

F=feedback, A=autonomy, TS=task significance, TI=task identity, SV=skill variety,
JS=job satisfaction

Through the result indicated, it could be interpreted that the range of mean value of each item for job satisfaction was from 2.77 to 3.84, which means that most respondents seemed to be satisfied with most of the factors related to their job. According to the mean values of the job characteristics factors, most of the respondents generally approved the importance of job characteristic dimensions, especially the highest mean value of 3.70 (item 9) under task significance factor. For the negative or reversed questions (item 3, 13, 20), recode system was used before starting all the required calculation.

4.2.2. Descriptive Statistics of Job Characteristics

The descriptive statistic of independent variable; overall descriptive studies of each dimension of job characteristics were shown in Table 3. The minimum and maximum values were 4 and 20 for feedback, 4 and 15 for autonomy, 5 and 15 for task significance, 4 and 15 for task identity and 6 and 18 for skill variety respectively. The mean and standard deviation were 13.54 and 2.97 for feedback, 9.89 and 2.19 for autonomy, 10.95 and 2.18 for task significance, 10.23 and 2.09 for task identity and 13.61 and 2.14 for skill variety respectively. All the variables, except feedback, are relatively normal with skewness and kurtosis of ≤ 1 . The detailed description of mean, standard deviation, skewness and kurtosis were shown in the following table.

Table 3: Descriptive Statistics of Five Dimensions of Job Characteristics

Variables	N	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
Feedback	150	4	20	13.54	2.97	-0.413	1.163
Autonomy	150	4	15	9.89	2.19	-0.335	-0.092
Task Significance	150	5	15	10.95	2.18	-0.459	-0.029
Task Identity	150	4	15	10.23	2.09	-0.491	0.651
Skill Variety	150	6	18	13.61	2.14	-0.651	0.973

4.2.3. Descriptive Statistics of Job Satisfaction

Table 4 showed the overall descriptive statistics of dependent variable (job satisfaction). The minimum and maximum values for job satisfaction were 22 and 68 respectively. Mean score for job satisfaction was 48.56 with standard deviation of 7.871 as shown in the table.

Table 4: Descriptive Statistics of Job Satisfaction

Variable	N	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
Job Satisfaction	150	22	68	48.56	7.87	-0.477	0.404

4.3. Correlation between Five Dimensions of Job Characteristics and Job Satisfaction

In this study, the Pearson's correlation coefficient between each dimension of job characteristics and job satisfaction were also tested to know the correlation and direction of the linear relationship between them. Evans (1996) described that the value of correlation coefficient which has the value between 0.00 to 0.19 as "very weak", between 0.20 to 0.39 as "weak", between 0.40 to 0.59 as "moderate", between 0.60 to 0.79 as "strong" and between 0.80 to 1.0 as "very strong". As mentioned in the previous chapter, all of the data in this study were analyzed by using SPSS statistics program version 25. In the following table 5, the correlation of all dimensions of job characteristics and job satisfaction was presented in details.

Table 5: Correlation between Five Dimensions of Job Characteristics and Job Satisfaction

Var.	JS	F	A	TS	TI	SV
JS	1					
F	0.48	1				
A	0.49	0.37	1			
TS	0.48	0.32	0.44	1		
TI	0.39	0.45	0.35	0.23	1	
SV	0.49	0.30	0.37	0.37	0.31	1

According to the Pearson's Value of the data results in Table 5, there was a positive correlation between all the five dimensions of job characteristics and job satisfaction. Among these five dimensions of job characteristics, four aspects had moderate correlation: feedback ($r= 0.48$, $p<0.01$), autonomy ($r= 0.49$, $p<0.01$), task significance ($r= 0.48$, $p<0.01$) and skill variety ($r= 0.49$, $p<0.01$); while one had weak correlation, task identity ($r= 0.39$, $p<0.01$), and all the correlations were statistically significant at the 0.01 level. Among these five dimensions of independent variables, the two variables autonomy and skill variety ($r=0.49$, $p<0.01$), turned out to consume the highest level of correlation and whereas, the correlation of task identity with job satisfaction was found as the weakest one among these independent variables ($r=0.39$, $p<0.01$).

The inter-correlations among each dimension of job characteristics were weak except the correlations between feedback and task identity ($r=0.45$, $p<0.01$), and between autonomy and task significance ($r=0.44$, $p<0.01$), which showed the moderate correlations to each other.

4.4. Hypotheses Testing

This section will present the findings of hypothesis testing by conducting regression analysis related to the five dimensions of independent variable, control variables and dependent variable with the aim to identify the influence of control variables on the relationship between independent and dependent variables. Firstly in Model 1, the

regression test in relation with five control variables such as gender, age, salary, working place and working tenure to dependent variable, job satisfaction, was calculated to examine whether there was a significant association between these control variables and dependent variable. After that, the Model 2 for multiple regressions between all the control variables, the first dimension of job characteristics feedback and job satisfaction was conducted. Consequently, the rest dimensions of job characteristics were added in similar basic one by one in the next steps from Model 3 to 6, (the detailed steps and results were shown in the following table, Table 6).

Table 6: Regression Analysis between Dependent Variables, Independent Variables and Control Variables

Dependent Variable: Job Satisfaction																		
IVs	Model 1			Model 2			Model 3			Model 4			Model 5			Model 6		
	Std. β	Std. Err	P- val ue	Std. β	Std. Err	P- val ue	Std. β	Std. Err	P- val ue	Std. β	Std. Err	P- val ue	Std. β	Std. Err	P- val ue	Std. β	Std. Err	P- val ue
G	-0.16	1.66	0.061	-0.14	1.47	0.059	-0.18	1.35	0.008	-0.17	1.29	0.009	-0.17	1.28	0.008	-0.16	1.24	0.010
Age	0.02	1.13	0.814	-0.08	1.02	0.271	-0.05	0.93	0.440	-0.05	0.89	0.441	-0.05	0.88	0.413	-0.02	0.86	0.656
S	0.09	0.75	0.317	0.08	0.66	0.315	0.04	0.60	0.502	0.04	0.58	0.488	0.05	0.57	0.463	0.04	0.55	0.497
WP	0.02	1.02	0.800	0.25	0.89	0.747	0.04	0.82	0.623	0.09	0.78	0.896	0.02	0.78	0.972	-0.01	0.75	0.862
WT	0.01	0.70	0.867	-0.01	0.62	0.942	-0.04	0.57	0.589	0.03	0.56	0.596	0.04	0.56	0.542	0.05	0.54	0.406
F				0.48	0.19	0.000	0.34	0.19	0.000	0.28	0.18	0.000	0.23	0.20	0.002	0.21	0.19	0.004
A							0.38	0.25	0.000	0.26	0.27	0.001	0.23	0.27	0.002	0.19	0.26	0.012
TS										0.28	0.27	0.000	0.28	0.26	0.000	0.23	0.26	0.001
TI													0.13	0.27	0.058	0.10	0.26	0.149
SV																0.23	0.25	0.001
R2	0.036			0.258			0.378			0.436			0.450			0.490		
A.R2	0.002			0.227			0.347			0.404			0.415			0.454		
F	1.067			8.280			12.318			13.605			12.729			13.369		
Sig.	0.381			0.000			0.000			0.000			0.000			0.000		

According to the results in Table 6, only the gender variable among five control variables had a significant contribution to the prediction of the dependent variable, job satisfaction at the 0.05 level (Model 1). The rest of the control variables did not show any significant relations as the P-values of these variables were quite high in each of the Model. After putting all the independent variables to the Model (Model 6), the results showed the statistically significant to explain the Model fit for the prediction of the dependent variable with the R square value 0.454 with the sig. in ANOVA equaled to 0.000. According to this results in Model 6, which was included all the related variables, the model can explain that the independent variables of the study can explain 45.4% of the variance in employees' job satisfaction. Furthermore, the p-values of feedback, autonomy, task significance and skill variety had statistically significant relationship with job satisfaction meanwhile the task identity at 0.05 level did not show as statistically significant relationship as the others. Therefore, the result concluded that among five dimensions of job characteristics variable, feedback, autonomy, task significance and skill variety had the positive significant relationship with employees' job satisfaction while task identity did not have.

H1: Relationship between Feedback and Job Satisfaction

According to the Pearson's value, which was shown in Table 5, the independent variable feedback had positive moderate correlation with job satisfaction by the Pearson's value of 0.48 at the 0.01 significant level.

The regression analysis in Table 6 showed that the p-value of feedback was 0.004 ($B=0.21$, $p<0.05$), which can explain that 1 unit increases in job feedback leads to about 21% of job satisfaction in the target organization. As per result, the hypothesis 1, “Feedback can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar”, was supported. The similar results were found in the previous study of Pasi (1995), Sadler-Smith, El-Kot, Leat (2003), Said and Munap (2010) and Augusto (2010) who have proved that job feedback have significant relationship with employees’ job satisfaction.

H2: Relationship between Autonomy and Job Satisfaction

According to the Pearson’s value, which was shown in Table 5, the independent variable autonomy had positive moderate correlation with job satisfaction by the value of 0.49 at the 0.01 level. The regression analysis for the model in Table 6, showed the p-value of autonomy was 0.012 ($B=0.19$) which is less than 0.05 alpha value. Therefore, the null hypothesis 2 was rejected which mean the variable autonomy had significant relationship with job satisfaction at the 0.05 level. Hence, the hypothesis 2, “Autonomy can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar”, was supported. This finding was similar to the findings of Noor Azzah and Rudzi (2007) and Augusto (2010) while contradictory with the finding of Apisit Tungkiatsilp (2003) who claimed that autonomy was not positively related to job satisfaction.

H3: Relationship between Task Significance and Job Satisfaction

The independent variable task significance had positive moderate correlation with job satisfaction by the value of 0.48 at the 0.01 level accordingly to the Pearson's value in Table 5. The regression analysis for the model, Table 6, showed the p-value of task significance was 0.001 ($B=0.23$), which is less than 0.05 alpha value. It can explain that 1 unit increases in task significance leads to about 23% of job satisfaction in the target organization. Therefore, the hypothesis 3 of this study, which was "Task significance can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar", was accepted. The similar results can be found in the research of Saavedra, & Kwun, S. K. (2000), Humphrey et al. (2007) and Abdul Hamid al Khalil (2017) who described that there is a positive and significant relationship between Task Significance and job satisfaction.

H4: Relationship between Task Identity and Job Satisfaction

According to the Pearson's value which was shown in Table 5, among the five dimensions of job characteristics, task identity had a weak correlation with job satisfaction by the value of 0.39 at the 0.01 level. However, according to the regression analysis, the p-value was 0.149 ($B=0.10$) which is greater than 0.05 alpha value. Therefore, the null hypothesis 4 could not be rejected. The variable didn't have significant relationship with job satisfaction at the 0.05 level, and the variables can't explain the variance of the independent variable. It was opposed to the

results of the previous findings of Johan Osterberg and Leif Rydstedt (2018), and Apisit Tungkiatsilp (2003) who claimed that task identity was significantly related with job satisfaction although the same results with Timothy Lee Doré (2004) who found that task identity was not significantly predictive of job satisfaction. According to his explanation, it was because of the strong inter-correlation of task identity with the other job characteristic variables and that can reduce its impact in the regression analyses. In the current study, the variable task identity was found being a stronger correlation with job feedback than that of with job satisfaction (Table 5).

H5: Relationship between Skill Variety and Job Satisfaction

The independent variable skill variety had positive moderate correlation with job satisfaction by the value of 0.49 at the 0.01 level accordingly to the Pearson's value in Table 5. Moreover, the regression analysis for the model, Table 6, showed the p-value of skill variety was statistically significant with the value of 0.001 ($B=0.23$) at 0.05 level. Therefore, the null hypothesis 5 was also rejected which mean the variable skill variety had significant relationship with job satisfaction at the 0.05 level, opposed to the findings of Johan Osterberg and Leif Rydstedt (2018) who mentioned that skill variety was not related to job satisfaction although this finding showed skill variety has a statistically significant relationship with job satisfaction. However, Jed Devaro, Robert Li and Dana Brookshire (2007) proved the same results with the current study in

terms of the relationship between skill variety and job satisfaction.

4.5. The Interview Results for the Relationship between Job Characteristics and Job Satisfaction

With the purpose to support more comprehensive findings of the quantitative data results and to enhance deeper understanding of the perceptions on the variables, interviews were conducted afterward. Five officials from different working place, working tenure and different levels were interviewed by applying semi-structured questions. There were seven questions covering all the proposed independent and dependent variables of the study. After the interviews, the interview results were generally found as the supportive proofs for the findings of the quantitative data results. The interview results are as follows:

4.5.1. The Relationship between Job Characteristics and Employees' Job Satisfaction

According to the results from the quantitative survey research, there is a positive correlation between job characteristics and employees' job satisfaction although the relations might be not very strong. Thus, the interview question related to the perception of the employees on the role of job characteristics to job satisfaction was asked to the interviewees. According to their responses, in general, the public officials in the Ministry seemed to believe the characteristics of the work itself or working environment have some impact on their job satisfaction. Some

respondents mentioned that job characteristics is important to redesign and rearrange for the better working environment that can lead them to be happier to do their job.

The question was “What do you think the role of characteristics of the job itself as an important factor to employees’ job satisfaction?” and some of their responses are as follows:

“The role of characteristics of a job itself constitutes as an important factor for an employee’s job satisfaction since they both are interrelated and heavily depend on one another. To expand, it is to understand that various variables like skill, autonomy and feedback have the great potential to insert or extract an employee’s performance and eventually his or her job satisfaction at work.”¹ (Interviewee 1)

4.5.2. The Relationship between Five Dimensions of Job Characteristics and Employees’ Job Satisfaction

(a) Feedback

Hackman and Oldham (1975) have included two kinds of feedbacks when they introduced to their Job Characteristics Model and also in Job Diagnostic Survey such as feedback from the work itself and feedback from the supervisors and co-workers. In the previous section, the survey data analysis results counted feedback as a factor that has significant positive relationship with employees’ job satisfaction in the Ministry of Foreign Affairs of Myanmar. The survey result can be

¹ Interviewee 1 (September 2019) : Female officer, working in embassy abroad, 7 years of working experiences

revealed the better understanding through one of an interviewee's response on the question of "What do you think about the importance of getting clear feedback from your job or from your supervisors and coworkers on your job, and will it lead you to more satisfaction in your job?"

*"It is important to get clear feedback from work colleagues because it would help to perform my work on the right direction and make me more satisfactory."*² **(Interviewee 2)**

*"Getting clear feedback is very important for me to get job satisfaction. By receiving clear feedback about my performances, I can know my strengths and weaknesses. If I have problem, I will try to fix them, meanwhile, I will try to boost my strengths for better job outcomes. As a result, I believe that I will be more satisfied on my job."*³ **(Interviewee 3)**

"employees need to acquire about their outputs and performances at works. This is not only for the benefit of an employee's job satisfaction at work, but also for the betterment of the entire workplace. One could believe that it is only by hearing back feedbacks gives way for an organization to fill in those loopholes and make organizational and self-improvements after learning feedbacks which point out both the strengths and weaknesses of an employee." **(Interviewee 1)**

² Interviewee 2 (September 2019) : Male staff, working in headquarter, 4 years of working experiences

³ Interviewee 3 (September 2019) : Female staff, working in embassy, 10 years of working experiences

(b) Autonomy

The results from the survey data that was collected from the public officials in the Ministry of Foreign Affairs reached to the point that there is a positive significant association between autonomy and employees' job satisfaction. After that, the interviews to some more officials in the ministry showed the deeper understanding on the finding of the study. One interviewee said that it is very important for him to have proper autonomy to decide while performing his task to get the work done in time and he will more satisfy with his performance on the question of "What do you think about the importance of having a proper autonomy while you are performing your task, and will lead you to more satisfaction in your job? Furthermore, an interviewee answered as follows:

*"according to my work nature, sometimes, there are very important cases which need to take immediate action. In this regard, I have no time to inform my superior and wait for his or her decision. I have to decide by myself and the outcome of my work depends on my own decision. Therefore, if I am allowed to have freedom in making decision to a certain extent, I will be able to perform my work with great confident and I will get more satisfaction while doing my job."*⁴ **(Interviewee 4)**

However, one of the respondents answered that the accurate and adequate instructions and support must be given by the superior in

⁴ Interviewee 4 (October 2019) : Female officer, working in headquarter, 9 years of working experiences

advance in order to reduce errors in accomplishing assignments, although having the sufficient and proper autonomy is important to make more efficient and quick decisions.

(c) Task Significance

According to the survey data results, the independent variable task significance had positive moderate correlation with job satisfaction in the targeted organization. The semi-structured question related to the association with task significance and job satisfaction was asked to some of the public officials in the Ministry of Foreign Affairs of Myanmar. When the question “What do you think about the importance of knowing the significance and impact of your job on the other people, and will it lead you to more satisfaction in your job?” was asked to the respondents, it was found out that most of the responses can explain and reflect more clearly to the survey research finding of the relationship between task significance and employees’ job satisfaction. Some of the responses are as follows:

*“The significance impact of my job to the people is the pride for my job and also give motivations to my career development.”*⁵ **(Interviewee 5)**

“The efforts that I have made benefits to the other people, I feel that I am doing meaningful job. For instance, when our department could arrange a visit of State Leader from other country in which many Memorandum of

⁵ Interviewee 5 (October 2019): Male staff, working in embassy, 11 years of working experiences

Understanding were signed for the benefits of my people, I feel very happy and I satisfy my job more.” (Interviewee 4)

Besides, one of the interviewees pointed out the relationship between task significance and job satisfaction in different point of views as follow:

“There could be two answers for this question. For some person, knowing the significance and impact of the job that you are doing is vital. But for some people, it is not. This is mainly answered on the job nature basis. If one’s job is directly related to the society and shows immediate effect, he or she will assume that the factor “knowing the significance and impact of your job” is important. But for those who are simply working to earn for their livings, the factor highlighted in this question may not be important at all. I would say that this factor merely determines an employee’s job satisfaction.” (Interviewee 2)

(d) Task Identity

According to the quantitative survey research, only task identity among five dimensions of job characteristics showed insignificant relationship with employees’ job satisfaction although it seemed to have a weak correlation with job satisfaction. When the question related to task identity and job satisfaction was asked to some public officials from the targeted organization in order to make it sure, it found out the consistency with the interviewee’s opinion describing as follows:

“it depends on what kind of job you are performing. In my opinion, as an employee who is working in the public organization, I don’t need to take part in the whole working process because every level of employees have different job description and I just need to do the thing and part of a whole process that related to my job position. Sometimes, in the government organization, we cannot really know and also can’t see the outcome of our task. If it’s in the private organization, there may be different or opposite side. But, for me, it’s enough to do only as a part of the job without knowing what outcomes will it produce in the end. That’s why I don’t think task identity as a related factor for my job satisfaction.”

(Interviewee 5)

(e) Skill Variety

The results from the survey data concluded that there is a positive significant relationship between skill variety and employees’ job satisfaction. Followed by the interviews, this survey result can be described by some of the interviewees’ responses on the question of “What do you think about the importance of having the variety of skills in performing your job, and will it lead you to more satisfaction in your job?” as follows:

“Yes, having the variety of skills to utilize at work is undeniably crucial. Not only does it give you satisfaction, it also brings about opportunities, priority and several other kinds of benefits and interests.”

(Interviewee 1)

“Instead of doing routine jobs which are not challenging, I finds that my job is more satisfying and interesting when my works need many different skills and abilities to accomplish.” (Interviewee 3)

The responses from this question seemed consistent with the result finding in quantitative approach of hypothesis 5 describing that skill variety was positively related to employees’ job satisfaction.

4.6. Summary of the Findings

This chapter provided the analysis of the survey data that was collected from 150 public officials and interviews to 5 public officials who are currently working in the Ministry of Foreign Affairs of Myanmar and their status in terms of the relationship between job characteristics and job satisfaction. To that end, this research study showed a relationship between job characteristics and employee job satisfaction by the ANOVA results with Sig. value of 0.000 and adjusted R square value of 0.438.

Initially, Regression analysis were employed to test the relationship between five components of job characteristics: feedback, autonomy, task significance, task identity and skill variety with job satisfaction and according to the test, only the component “task identity” alone showed the lack of significant relationship at the 0.05 alpha level with the P-value 0.183. But in relation to the rest of four remaining job dimensions of job characteristics had indicated positive statistically significant relationship with employees’ job satisfaction. Therefore, it could be identified as “H4: Task Identity can positively effect on the job

satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar” was rejected. As the other four dimensions of job characteristics had positive significant relationship with employees’ job satisfaction at 0.05 level through the regression tests, the hypotheses H1, H2, H3 and H5 were accepted in this study. Among five control variables of this study, ANOVA results showed that the control variable gender was found a significant effect between job characteristics and job satisfaction in the targeted organization. The main purpose of this study is to answer the research question as well as to test the research hypotheses mainly focusing on survey data quantitatively. Moreover, the semi-structured interview was also conducted in order to support the better and deeper understanding of the research findings. In relate with this, the interview results reflected the findings of the quantitative survey data.

Chapter 5: Discussion, Conclusion and Recommendation

As being a public servant or a member of a public organization who is currently working at the Ministry of Foreign Affairs, Myanmar, the workplace has always craved me to study on the functions of the Ministry as well as the enthusiasm of the co-workers, along with the extending personal working experience. Based on such interest and the transitioning stages of the country, it has somehow become necessary to conduct researches on how public organizations are performing internally and externally. In other words, a country like Myanmar, which is endeavoring to democratize, functions of the public organizations and performances of the civil servants are playing vital roles. So based on this understanding, the current study has approached to examine the relevancy of job satisfaction to impact over the functions of organizations.

Intensively, the study here was conducted with the aim to answer the questions of whether job characteristics have an effect on employees' job satisfaction in the Ministry of Foreign Affairs of Myanmar. The five dimensions of job characteristics mainly composed in this study were feedback, autonomy, task significance, task identity and skill variety and the research question "Do job characteristics have a relationship with employees' job satisfaction?" has been raised in the paper. Along with

aims and research question, the study tried to provide answers under five hypotheses related to five dimensions of job characteristics and job satisfaction. All these hypotheses were tested accordingly by quantitative research method through survey and, consequently by qualitative interviews to support and make the survey results clearer. The key findings of the study are as follows.

5.1. Discussion of Findings on the Relationship between Job Characteristics and Job Satisfaction

As already mentioned in the previous chapters, this study analyzed the relationship between job characteristics and job satisfaction of the public officials in the Ministry of Foreign Affairs of Myanmar by applying five dimensions for job characteristics which were chosen from Hackman and Oldham's Job Characteristics Model such as feedback, autonomy, task significance, task identity and skill variety. This study also aimed to answer the research question of whether there is a relationship between job characteristics and job satisfaction in the targeted ministry or not. Correlation and regression analysis were appropriately utilized to examine the relationship between these variables. The main methods of this study was quantitative, nevertheless, interview section to some employees was included as qualitative research design for the purpose of expanding the concepts of findings from quantitative method and giving some suggestions and recommendations not only for the better understanding but also for future references.

The data analyzing results in this study showed a positive correlation between all five dimensions of job characteristics and employee job satisfaction by ANOVA results with Sig. value of 0.000 and R square value of 0.454. However, task identity was statistically insignificant while the rest four: feedback, autonomy, task significance and skill variety showed statistically significant relationship with job satisfaction at the 0.05 alpha level in regression analysis. Therefore, as overall, job characteristics seemed to have a statically positive association with employees' job satisfaction in the Ministry of Foreign Affairs of Myanmar.

This finding aligned with the previous literature of Kim, Knight, and Crutsinger (2009), and Katsikea, Theodosiou, Perdakis, and Kehagias (2011) who have proven that the higher the level of job autonomy, job variety, and job feedback, the higher the job satisfaction. Moreover, the other researchers such as Champoux (1991), Renn and Vanderberg (1995) and Boonzaier et al. (2001) also supported the existence of the strong relationship between job characteristics and job satisfaction.

Among the five dimensions of job characteristics in this study: feedback, autonomy, task significance, task identity and skill variety, four dimensions except task identity have significant relationship with employee's job satisfaction. The results of this study showed a positive significant relationship between job satisfaction and feedback ($B=0.21$, $p=0.004$), autonomy ($B=0.19$, $p=0.012$), task significance ($B=0.23$,

$p=0.001$) and skill variety ($B=0.23$, $p=0.001$). Only task identity ($B=0.10$, $p=0.149$) didn't have statistically significant relation with job satisfaction. The findings of Renier Steyn and Naseema Vawda (2015) produced approximately the same results with the current study, which indicated that four of the five job characteristics (skill variety, task significance, autonomy and feedback) correlated positively and significantly with job satisfaction. Besides, the responses from the interview to five public officials from the same organization supported the findings of quantitative approach, which reached out the relationship between job characteristics and employees' job satisfaction in the Ministry of Foreign Affairs of Myanmar.

The survey results and interview could answer the positive significant relationship of job feedback and job satisfaction in the Ministry of Foreign Affairs of Myanmar. This fact revealed that the employees' job satisfaction would be reflected by the employees' perception whether they receive clear and prompt feedback from their job as well as from their superiors and workmates. As a public organization, providing clear feedback found to be one of the most effective ways of expressing how well the employees' performances in their job.

The research findings further approved that autonomy from work has the positive significant correlation with the employees' job satisfaction in the targeted organization. In this aspect, the level of autonomy the employee got would affect on the level of their job

satisfaction. One of the interviewers stated that proper level of autonomy that are relevant to their job position when it is needed, especially in an urgent situation, would let them to feel more satisfied in doing their job and would contribute to better job performance. Therefore, getting proper level of job autonomy have positive significant impact on the level of job satisfaction of the public officials in the Ministry of Foreign Affairs of Myanmar.

According to the data results, it was found that task significance also has the positive significant relationship with employees' job satisfaction in the targeted ministry. It may be because of the traditional perception of the people in the country. In Myanmar, employment in the government sector is recognized as a highly dignity job although there may also have some bad perception and misunderstanding between the citizens and the government including the public officials. Moreover, young generations are trying to join the government ministries with the belief of the civil servant work could offer the chance to provide services for the good sake of the citizens through their job. Therefore, the findings of this study showed that if an employee feel his or her job is significant and have an impact on the other people' life, their job satisfaction will be higher.

According to the survey data results, this study claimed that task identity did not show significant relationship with employees' job satisfaction in the Ministry of Foreign Affairs of Myanmar. It means that

the employees' job satisfaction will not be affected whether they involved the whole process of their job from the beginning till the end with the visible outcomes. This result seemed to be because of the distinct characteristics of public organizations. In a public organization, every employee has different job description relevant to their job position and they don't need to involve in every working procedures. Besides, the measurement for job outcomes of a public organization is generally broader than that of private ones, and thus, the outcome of their job cannot be easily seen. Therefore, it seems that the employees do not feel that involving the whole process and showing the visible outcome are not crucial for their job satisfaction.

The job dimension related to the job requiring variety of skills found out that statistically significant relationship with job satisfaction in the Ministry of Foreign Affairs of Myanmar. Specifically, if an employee can use variety of their talents and skills rather than doing the repetitive works while performing their job, they will be more satisfied with their job. It may be because the work nature in the targeted ministry, MOFA, is generally varied from the other ministry and the public officials from the ministry require variety of skills, especially when they are assigned to a foreign embassy as a diplomat. This study expressed that the employees' job satisfaction will be higher if they can utilize their various skills and they can show their talents more.

According to the above-mentioned research data findings, there is

a statistically significant positive relationship between job characteristics and job satisfaction in the Ministry of Foreign Affairs of Myanmar. Which means if the employees have the higher degree of perception on their job characteristics, they will be more satisfied with their job. Therefore, job characteristics can be defined as one of the important predictors for employees' job satisfaction in the Ministry of Foreign Affairs. The summary of hypotheses and results related to the main variables of the current study are displayed in the following Table 7.

Table 7: Summary of Hypotheses Findings

Hypotheses	r- value	P-value	Remarks
H1: Feedback can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;	0.48	0.004	Accepted
H2: Autonomy can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;	0.49	0.012	Accepted

H3: Task significance can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;	0.48	0.001	Accepted
H4: Task Identity can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar;	0.39	0.149	Rejected
H5: Skill variety can positively affect on the job satisfaction of the employees in public officials in the Ministry of Foreign Affairs of Myanmar.	0.49	0.001	Accepted

Moreover, the regression analysis that include control variables, which were relevant to the contexts of the study and the targeted organization such as gender, age, salary, working place and working

tenure were also conducted in this study. The results showed that only gender had a statistically significant effect on the relationship between independent and dependent variables; job characteristics and job satisfaction. According to the findings in demographic data, male employees seemed to have more job satisfaction than female employees compared to the differences in mean values. The rest of the control variables such as age, salary, working place and working tenure were surprisingly found out insignificant relationship with job satisfaction in the Ministry of Foreign Affairs.

5.2. Recommendation for Further Research

This study answered the relationship between job characteristics and job satisfaction only from the viewpoint of the public officials in the Ministry of Foreign Affairs in Myanmar by applying quantitative research by self-administered survey and qualitative research design by conducting semi-structured interviews. The further study was suggested to conduct the relationship between job characteristics and job satisfaction in a case study design by comparing two or more ministries in the same country, Myanmar and also with the other developing countries that seemed to have similar organizational culture. Moreover, conducting both quantitative and qualitative studies in learning the relationship between job characteristics and not only job satisfaction but also the other job outcomes such as motivation or performances are also recommended.

The five dimensions of job characteristics in this study were chosen by assuming that these dimensions are the most relevant and suitable for this research in line with the character of the targeted ministry. Future research can insert more or other different types of job dimensions for job characteristics such as underlying culture of the employees and workloads, etc. Through the interview section, some interviewees suggested few more job characteristics such as payment, culture, civilized working environment and a working environment with accountability and responsibility among work colleges, etc. Moreover, more control variables can be added in the future research in adapt with the organization's context, for example: rank of the employees which was not included in this study.

5.3. Implication

This study proved that job characteristics had positive association with employees' job satisfaction in the Ministry of Foreign Affairs of Myanmar. This research's findings can be implied for the improvement of the organizational performance through understanding the employees' job satisfaction. As job characteristics are related to employee's job satisfaction in the targeted organization, there is a need to boost employee's perception to the job characteristics, especially the four factors that showed the significant relationship with job satisfaction: feedback, autonomy, task significance and skill variety. This study suggested that employees' job satisfaction would be improved by means

of giving a clear and immediate proper feedback not only from the job itself but also from the supervisors and coworkers, giving the appropriate level of autonomy relevant to the employees' job position. Generally in the nature of a public organization, the level of autonomy will be different from that of private organization. Thus, this study suggests that the proper level of autonomy should be given depending on the employees' job position for the improvement of employees' job satisfaction. The study also found out that task significance and skill variety have positive significant relationship with employees' job satisfaction in the targeted ministry. This finding will contribute as one of the most important considerable factors for the organizational redesigning. The departmental and workplace rotation of the employees at least once in a certain period should be considered as a way to avoid repetitive job and to recognize the crucial and significance role of their job because the employees from different departments will have different perceptions on their job characteristics.

On the other hand, the country is still in its stage of progressing infrastructure, economic and overall system development, it needs more higher job satisfied and enthusiastic public officials for implementation processes. As a developing country, enhancing the existing employees' job satisfaction and motivation will definitely be better for the contribution of efficient and effectiveness of the organization rather than recruiting more new employees. Furthermore, according to the descriptive

statistics of this study in Table 2 and Table 4, the public officials from the targeted ministry seemed to be satisfied with their job in generally. However, as the data collected by World Bank in 2017, government effectiveness index in Myanmar, which was captured by perceptions of the quality of public services and the quality of the civil service, etc. still showed relatively low (-1.05) compared to other Asian countries. This fact can reveal a need to boost the effectiveness of government organization in the targeted country. Therefore, understanding and redesigning job characteristics are some of the crucial factors in boosting employee satisfaction and motivation. The job characteristics model provides for the improvement of fitting person and job nature instead of recruiting and training activities.

Although the main population of this study was only one ministry, through this research, job satisfaction of Myanmar civil servants can be generally revealed as a starting point for organizational leaders and for future organizational research. Furthermore, understanding the characteristics of the job itself and its relationship with job satisfaction is very important for assigning the employees. The organizational redesign theory of Job Characteristics Model will help the superiors in assigning the employees and in creating a pleasant working environment that leads to the higher job satisfaction of its employees. Therefore, the leaders of the organization should have an awareness of all the potential and probable factors that have a relationship with employees' job satisfaction.

This research's findings will be implied as a basic tool for understanding the concept of job characteristics in the organization and its impact on employees' job satisfaction. These findings and related concepts of this study will be proposed to the research division in the targeted ministry for the purpose of future references in considering the job redesign purposes. Furthermore, this study examined not only the concept of job characteristics and the relationship between its most trendy five dimensions and employees' job satisfaction but also it suggested the other possible characteristics of the job that can lead to employees' job satisfaction through interview answers from qualitative approach.

5.4. Conclusion

As a famous Greek philosopher Aristotle said that "Pleasure in the job puts perfection in the work", satisfaction or pleasurable feeling related to the job highly contributes to the success of an organization no matter what kind of organization it is. Many researchers have already found out and proved that various possible factors, which have effects to the employees' job satisfaction including job characteristics and the job itself. In this regard, the current study aimed to examine the relationship between job characteristics and job satisfaction by applying five core job dimensions of Job Characteristics Model, which was introduced by Hackman and Oldham.

This study showed that job characteristics have an association with job satisfaction in the Ministry of Foreign Affairs of Myanmar. The

research found that among five dimensions of job characteristics that were chosen in this study, four job dimensions such as feedback, autonomy, task significance and skill variety had statistically significant relationship with employees' job satisfaction while the variable task identity didn't have significant relationship with the dependent variable, job satisfaction. Furthermore, it also found that the variable gender, one of the control variables had the strengthening effect on the relationship between five dimensions of job characteristics and employees' job satisfaction. The findings of this study were aimed to contribute to the research department of the targeted organization for the purpose of future references in considering the job redesign purposes.

5.5. Limitations of the Study

One of the limitations of this study was in data collection procedure. The sample size was quite small to meet statistical standards of the research in terms of validity issues because the mobile data in the targeted country was not good while the survey was conducted through online system and some of the respondents were not interested in or paid attention to participate in the survey. Although the survey questionnaires were distributed to 250 officials, only 150 respondents could participate in the survey, and even though the research aimed to mention all the public officials in the targeted organization, only from staff level to mid-level officials could participate because of daily workloads in the ministry. Nevertheless, the response rate meets 60% of the targeted population and

the interview results in this study played the supportive role or a proof for the result findings.

As this study only indicated the relationship between the five job characteristics and employees' job satisfaction directly, there may also be some third spurious factors that can affect to job outcomes, employees' job satisfaction in this study. The five dimensions of job characteristics in this study: feedback, autonomy, task significance, task identity and skill variety, were chosen by assuming that these dimensions are the most relevant and suitable with the targeted country's context and in aligned with the targeted organization's nature. Thus, there may be another more probable job dimension rather than the above-mentioned five items. Furthermore, the study did not include additional factors suggested by the interviewees in this study, which were already described in the recommendation section, because of time constraints for the current study.

Bibliography

- Adler, S., Skov, R. B., & Salvemini, N. J. (1985). Job characteristics and job satisfaction: When cause becomes consequence. *Organizational Behavior and Human Decision Processes*, 35(2), 266-278.
- Ali, S. A. M., Said, N. A., Kader, S. F. A., Ab Latif, D. S., & Munap, R. (2014). Hackman and Oldham's job characteristics model to job satisfaction. *Procedia-Social and Behavioral Sciences*, 129, 46-52.
- Anderson, D. M., & Stritch, J. M. (2015). Goal clarity, task significance, and performance: Evidence from a laboratory experiment. *Journal of Public Administration Research and Theory*, 26(2), 211-225.
- Behson, S. J., Eddy, E. R., & Lorenzet, S. J. (2000). The importance of the critical psychological states in the job characteristics model: A meta-analytic and structural equations modeling examination. *Current research in social psychology*, 5(12), 170-189.
- Beyerlein, M. (2006). Viability of the job characteristics model in a team environment: Prediction of job satisfaction and potential moderators.
- Birnbaum, P. H., Farh, J. L., & Wong, G. Y. (1986). The job characteristics model in Hong Kong. *Journal of applied psychology*, 71(4), 598.
- Bland, J. M., & Altman, D. G. (1997). Statistics notes: Cronbach's alpha. *Bmj*, 314(7080), 572.

- Blanz, M. (2017). Employees' job satisfaction: A test of the job characteristics model among social work practitioners. *Journal of evidence-informed social work, 14*(1), 35-50.
- Boonzaier, B., Ficker, B., & Rust, B. (2001). A review of research on the job characteristics model and the attendant job diagnostic survey. *South African journal of business management, 32*(1), 11-34.
- Bottger, P. C., & Chew, I. K. (1986). The job characteristics model and growth satisfaction: Main effects of assimilation of work experience and context satisfaction. *Human Relations, 39*(6), 575-594.
- Breaugh, J. A. (1985). The measurement of work autonomy. *Human relations, 38*(6), 551-570.
- Champoux, J. E. (1980). A three sample test of some extensions to the job characteristics model of work motivation. *Academy of Management Journal, 23*(3), 466-478.
- DeVaro, J., Li, R., & Brookshire, D. (2007). Analysing the job characteristics model: New support from a cross-section of establishments. *The International Journal of Human Resource Management, 18*(6), 986-1003.
- Draper, D. J. (1983). An exploratory investigation of the job characteristics and job satisfaction of public recreation and leisure service management employees (as measured by the job

diagnostic survey).

Duke, Kelly M. (1987), "Job Characteristics as Related to Job Satisfaction of University Foodservice Employees. "Master's Thesis, University of Tennessee.

Flores, R. (2005). *The relationship between core job characteristics of public educators and job satisfaction*. Nova Southeastern University.

Fried, Y. (1991). Meta-analytic comparison of the Job Diagnostic Survey and Job Characteristics Inventory as correlates of work satisfaction and performance. *Journal of Applied Psychology*, 76(5), 690.

Garg, P., & Rastogi, R. (2006). New model of job design: motivating employees' performance. *Journal of management Development*, 25(6), 572-587.

Guise, M. T. (1988). Test of Hockman and Oldham's job characteristics model in a post-secondary educational setting.

Hackman, J. R. (1980). Work redesign and motivation. *Professional Psychology*, 11(3), 445.

Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied psychology*, 60(2), 159.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.

Hunter, P. E. (2006). Viability of the job characteristics model in a team

environment: Prediction of job satisfaction and potential moderators.

Jabid Abdullah, W., & Herman, d. Relationship between job characteristics and organizational commitment with job satisfaction as mediating variable: a study at conventional banks in ternate.

Johari, J., & Yahya, K. K. (2016). Job characteristics, work involvement, and job performance of public servants. *European Journal of Training and Development*, 40(7), 554-575.

Johns, G., Xie, J. L., & Fang, Y. (1992). Mediating and moderating effects in job design. *Journal of Management*, 18(4), 657-676.

Kim, H., Knight, D. K., & Crutsinger, C. (2009). Generation Y employees' retail work experience: The mediating effect of job characteristics. *Journal of Business Research*, 62(5), 548-556.

Kivimäki, M., Voutilainen, P., & Koskinen, P. (1995). Job enrichment, work motivation, and job satisfaction in hospital wards: testing the job characteristics model. *Journal of nursing management*, 3(2), 87-91.

Kraiger, K., Billings, R. S., & Isen, A. M. (1989). The influence of positive affective states on task perceptions and satisfaction. *Organizational behavior and human decision processes*, 44(1), 12-25.

Kulik, C. T., Oldham, G. R., & Langner, P. H. (1988). Measurement of

- job characteristics: Comparison of the original and the revised Job Diagnostic Survey. *Journal of Applied Psychology*, 73(3), 462.
- Landeweerd, J. A., & Boumans, N. P. (1994). The effect of work dimensions and need for autonomy on nurses' work satisfaction and health. *Journal of occupational and organizational psychology*, 67(3), 207-217.
- Loher, B. T., Noe, R. A., Moeller, N. L., & Fitzgerald, M. P. (1985). A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of applied psychology*, 70(2), 280.
- Mutasa, T. (2016). *Assessing job characteristics, job satisfaction and engagement among employees at a local municipality* (Doctoral dissertation, North-West University (South Africa), Potchefstroom Campus).
- Österberg, J., & Rydstedt, L. (2018). Job satisfaction among Swedish soldiers: Applying the Job Characteristics Model to newly recruited military personnel. *Military Psychology*, 30(4), 302-310.
- Pierce, J. L., & Dunham, R. B. (1978). The measurement of perceived job characteristics: The job diagnostic survey versus the job characteristics inventory. *Academy of Management Journal*, 21(1), 123-128.
- Pierce, J. L., Jussila, I., & Cummings, A. (2009). Psychological ownership within the job design context: Revision of the job characteristics model. *Journal of Organizational Behavior: The International*

- Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(4), 477-496.
- Pounder, D. G. (1999). Teacher teams: Exploring job characteristics and work-related outcomes of work group enhancement. *Educational Administration Quarterly*, 35(3), 317-348.
- Renn, R. W., & Vandenberg, R. J. (1995). The critical psychological states: An underrepresented component in job characteristics model research. *Journal of management*, 21(2), 279-303.
- Saavedra, R., & Kwun, S. K. (2000). Affective states in job characteristics theory. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 21(2), 131-146.
- Said, N. A., & Munap, R. (2010, June). Job characteristics and job satisfaction: A relationship study on supervisors performance. In *2010 IEEE International Conference on Management of Innovation & Technology* (pp. 714-719). IEEE.
- Spector, P. E., & Jex, S. M. (1991). Relations of job characteristics from multiple data sources with employee affect, absence, turnover intentions, and health. *Journal of applied psychology*, 76(1), 46.
- Steyn, R., & Vawda, N. (2014). Job characteristics: their relationship to job satisfaction, stress and depression. *Journal of psychology in Africa (south of the Sahara, the Caribbean, and Afro-Latin America)*, 24(3), 281–284. doi:10.1080/14330237.2014.906076

- Thomas, A., Buboltz, W. C., & Winkelspecht, C. S. (2004). Job characteristics and personality as predictors of job satisfaction. *Organizational Analysis*, 12(2), 205-219.
- Tiegs, R. B., Tetrick, L. E., & Fried, Y. (1992). Growth need strength and context satisfactions as moderators of the relations of the job characteristics model. *Journal of Management*, 18(3), 575-593.
- Tungkiatsilp, A. (2013). *The Effects of Job Characteristics and Job Satisfaction on Job Performance in the Restaurant Industry* (Doctoral dissertation, Rajamangala University of Technology Thanyaburi. Faculty of Business Administration. Business Administration).
- Van Den Berg, P. T., & Feij, J. A. (2003). Complex relationships among personality traits, job characteristics, and work behaviors. *International Journal of Selection and assessment*, 11(4), 326-339.
- Van Saane, N., Sluiter, J. K., Verbeek, J. H. A. M., Frings-Dresen, M. H. W., Amsterdam Public Health, Coronel Institute of Occupational Health, & Cancer Center Amsterdam. (2003). Reliability and validity of instruments measuring job satisfaction - a systematic review. *Occupational Medicine (Oxford, England)*, 53(3), 191-200.

Appendix A

Survey for the Relationship between Job

Characteristics and Job Satisfaction

Job Diagnostic Survey (JDS) Questionnaires

(Hackman & Oldham, 1974)

Feedback		
1.	F 1	To what extent does doing the job itself provide you with information about your work performance? Does the actual work itself provide clues about how well you are doing –aside from any "feedback", co-workers or supervisors may provide?
2.	F 2	To what Extent do your supervisors or co-workers let you know how well you are doing on your job?
3.	F 3	The supervisors and co-workers on this job almost never give me any "feedback" about how well I am doing in my work.
4.	F 4	Just doing the work required by the job provides many chances for me to figure out how well I am doing.

Autonomy		
5.	A 1	How much autonomy is there in your job? To what extent does your job permit you to decide on your own how to go about doing the work?
6.	A 2	The job gives me the considerable opportunity for independence and freedom in how I do the work.
7.	A 3	The job provides me many chances to use my personal initiative or judgment in carrying out the work.
Task Significance		
8.	TS 1	In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?
9.	TS 2	This job is one where a lot of other people can be affected by how well the work gets done.
10.	TS 3	The job itself is very significant or important in the broader scheme of things.

Task Identity		
11.	TI 1	To what extent does your job involve doing a whole and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people.
12.	TI 2	The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.
13.	TI 3	The job provides me the chance to completely finish the pieces of work I begin.
Skill Variety		
14.	SV 1	How much variety is there in your job?
15.	SV 2	To what extent does the job require you-to do many different things at work, using a variety of your skills and talents?
16.	SV 3	The job requires me to use a number of complex or high-level skills.
17.	SV 4	The job is simple and repetitive.

Job Satisfaction		
18.	JS 1	Generally speaking, I am very satisfied with this job.
19.	JS 2	It's hard in this job, for me to care very much about whether or not the work gets done right.
20.	JS 3	I feel a great sense of personal satisfaction when I do this job well.
21.	JS 4	My opinion of myself goes up when I do this job well.
22.	JS 5	I am generally satisfied with the kind of work I do in this job.
23.	JS 6	I am generally satisfied with the amount of salary and other benefits I receive.
24.	JS 7	I am generally satisfied with the people I talk to and work with on my job.
25.	JS 8	I am generally satisfied with the degree of respect and fair treatment I received from my boss.
26.	JS 9	I am satisfied with the chance to get to know other people while on the job.
27.	JS 10	I am satisfied with the overall quality of the supervision you receive in your work.

28.	JS 11	I am satisfied with the chance to help other people in work.
29.	JS 12	How secure things look for me in the future in this organization.
30.	JS 13	I am generally satisfied with the amount of job security I have.
31.	JS 14	I am generally satisfied with the degree to which I am fairly paid for what I contribute to this organization.

Demographic information

32. What is your gender?

(a) Male

(b) Female

33. What is your current age as per the following age group?

(a) 20~30 years old

(b) 31~40 years old

(c) 41~50 years old

(d) 51~60 years old

34. What is your salary rate?

(a) 150000~200000

(b) 200001~300000

(c) 300001~400000

(d) Above 400000

35. What is your current working place?

(a) Head-quarter

(b) Assignment

(c) Scholar

36. How long have you been working in the organization as per the mentioned group?

(a) 1~4 years

(b) 4~8 years

(c) 8~12 years

(d) over 12 years

Appendix B

Semi-Structure Interview Questions

Dear Respondent,

This interview is a part of the research currently conducting on the topic “The Relationship between Job Characteristics and Job Satisfaction”. The interviewees are the public officials from the Ministry of Foreign Affairs of Myanmar. Your responses will be kept in confidential and used for academic purpose only.

Thank you for participation in this interview.

1. What do you think the role of characteristics of the job itself as an important factor to employees’ job satisfaction?
2. What do you think about the importance of getting clear feedback from your job or from your supervisors and coworkers on your job, and will it lead you to more satisfaction in your job?
3. What do you think about the importance of having proper autonomy while you are performing your task, and will it lead you to more satisfaction in your job?
4. What do you think about the importance of knowing the significance and impact of your job on the other people, and will it lead you to more satisfaction in your job?

5. What do you think about the importance of doing your task starting from the beginning till the end by knowing the outcomes of this task, and will it lead you to more satisfaction in your job?
6. What do you think about the importance of having the variety of skills in performing your job, and will it lead you to more satisfaction in your job?
7. What will be your suggestions on the dimensions of job characteristics apart from the five dimensions in this study that might have some impact on employees' job satisfaction?

국문초록

미얀마 외교부 공무원의 직무 특 성과

직무 만족도 관계를 중심으로

Khine Cho Thi

서울대학교 행정대학원

글로벌행정전공

본 연구는 미얀마 외교부 공무원의 직무 특성과 직무 만족도 사이의 관계를 분석하는 것에 초점을 두고 있다. 본 연구에서는 기술 다양성, 직무 정체성, 직무의 중요성, 자율성, 직무 피드백 등 5가지 직무 차원으로 구성된 Hackman and Oldham(1975)의 직무

특성 모델을 적용했다. 본 연구는 설문 연구 설계에 의한 정량적 방법에 초점을 맞추므로써 정량적 결과에 대한 더 나은 이해와 더 깊은 설명을 목적으로 반구조적 인터뷰를 추가로 실시하였다. 본 조사에서는 직무진단조사(Job Diagnostic Survey) 설문지를 연구 도구로 활용하였다.

그 결과, 직무 특성은 미얀마 외교부 공무원의 직업 만족도와 긍정적인 관계가 있음을 보여주었다. 본 연구를 위해 선정된 직무 특성의 5가지 직무 차원 중 피드백, 자율성, 직무의 중요성 및 기술 다양성은 종속변수인 직무 만족도와 긍정적인 유의 관계를 가진 반면, 직무 정체성은 직업 만족도와 통계적으로 유의하지 않은 관계를 보여주었다.

주제어: 직무 특성, 직무 만족도, 직무특성모형, 직무진단조사
학번: 2018-26676

Acknowledgement

First of all, I would like to express my sincere appreciation to the Graduate School of Public Administration at the Seoul National University and Korea International Cooperation Agency (KOICA) for providing me the KOICA scholarship. I am also thankful to my ministry (Ministry of Foreign Affairs, Myanmar) for allowing me to do my further study.

I would like to extend my gratitude to my thesis advisor, Professor Lee SooYoung for his kindly support and guidance along with my thesis.

I would like to convey my profound thanks to my senior and colleagues from my ministry in Myanmar who giving me their precious time for successfully completion of my survey and interview questionnaires. My heartfelt thanks go to my friends for their suggestions, assistance and encouragement not only for my dissertation but also for all the hard time throughout the year studying in Korea.

Last but not least, I would like to express my honest thanks to my parents and relatives for their beliefs and supports in all situations in my life.