



Determinants of Job Satisfaction Among Working Women in Myanmar During Socio-economic Crises

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Abstract

Introduction: Employee job satisfaction is a critical issue in organizational behavior and human resource management, as satisfied employees contribute substantially to organizational success. Although Herzberg's two-factor theory distinguishes between motivator and hygiene factors in shaping job satisfaction, limited empirical research has examined the applicability of this framework among working women in Myanmar, particularly during periods of socio-economic crises. This study applies Herzberg's theoretical framework to investigate how workplace communication, working environment, organizational culture, motivation, and training and development influence employee satisfaction. **Methods:** A quantitative descriptive research design was used. Data were collected from 186 working women in Myanmar using a structured questionnaire and analyzed using the Statistical Package for the Social Sciences (SPSS). Correlation analysis was conducted to assess relationships among variables, and hierarchical regression was used to determine their relative predictive power. **Results:** The findings indicated that both hygiene-related factors (working environment, workplace communication, and organizational culture) and motivator-related factors (motivation and training and development) are positively and significantly associated with job satisfaction. The hierarchical regression results showed that training and development are key motivators of working women's job satisfaction, followed by organizational culture, working environment, workplace communication, and motivation. **Conclusion:** By empirically testing Herzberg's framework in a gender-specific context, this study extends the theory's applicability to Myanmar's contemporary workplace environment. The results have practical implications for organizations seeking to enhance female employees' job satisfaction by balancing attention to both motivator and hygiene factors.

Keywords: Job Satisfaction; Myanmar; Socio-Economic Crises; Working Women

Introduction

The global business environment is undergoing rapid transformation, and leading organizations view their employees as critical assets for organizational development. Employees are widely recognized as key contributors to achieving business outcomes (Yildiz & Esmer, 2021). Job satisfaction plays an important role in organizational success, as satisfied employees demonstrate higher levels of commitment, performance, and productivity than dissatisfied workers. Human resource management and employers emphasize the factors that contribute to employee job satisfaction. Job satisfaction is commonly defined as a positive emotional state resulting from the appraisal of job experiences (Irabor & Okolie, 2019). It reflects the alignment between employees' expectations and their actual work experiences. Among the theoretical frameworks explaining job satisfaction, Herzberg's two-factor theory

remains one of the most influential. The theory distinguishes between hygiene that prevents dissatisfaction and motivation factors that enhance satisfaction (Miah & Hasan, 2022). Although Herzberg's theory has been widely used across industries and national contexts, empirical findings remain inconsistent. In developing economies, compensation and job security play a critical role in job satisfaction (Aman-Ullah *et al.*, 2022), while another important study highlighted that recognition and achievement are strong predictors of job satisfaction (Judge *et al.*, 2020). The mixed findings indicate that the determinants of job satisfaction, and their relative importance, may vary across socio-economic and cultural environments.

Herzberg's theory suggests that the underlying causes of employee job satisfaction include workplace communication, organizational culture, the working environment, recognition and achievement at work, promotion opportunities, and salary (Mitsakis & Galanakis, 2022). The determinants of job satisfaction differ among individuals due to variations in employees' personal values, experiences, and expectations (Judge *et al.*, 2020). Soegiarto *et al.* (2024) conducted a quantitative study examining how training and development programs, job autonomy, and organizational culture influence employee job satisfaction and performance. The authors found that effective training programs, job autonomy, and a supportive organizational culture have a positive and significant influence on employee job satisfaction. Lufiyanti *et al.* (2025) investigated the influence of organizational culture, work environment, and communication on employee job satisfaction in Indonesia through quantitative research. They found that these factors had a direct and significant effect on job satisfaction. Farras and Iqbal (2025) examined the effects of work motivation, training, and development on employee performance, with job satisfaction as a mediating variable. Their quantitative study showed that work motivation, training, and development have a positive and significant impact on employee job satisfaction. According to Soegiarto *et al.* (2024), Lufiyanti *et al.* (2025), and Farras and Iqbal (2025), workplace communication, motivation, the working environment, organizational culture, and training and development positively influence employee job satisfaction in a stable context.

Previous studies (Soegiarto *et al.*, 2024; Lufiyanti *et al.*, 2025; Farras & Iqbal, 2025) have identified various factors influencing employee job satisfaction across different organizational contexts, and Herzberg's two-factor theory has been widely used to explain this phenomenon. Although prior research has highlighted workplace communication, organizational culture, motivation, the working environment, and training and development as important determinants of job satisfaction, most empirical studies have been conducted in relatively stable economic and institutional environments. However, there is limited empirical evidence from developing and crisis contexts, such as Myanmar. Existing studies have generally examined employees as a single population without explicitly considering gender-specific experiences during crises. In Myanmar, there is limited research on the factors contributing to the job satisfaction of working women during crises. Since 2019, the country has faced several challenges, including the pandemic crisis, political instability, and other socio-economic issues. Due to these crises, many organizations have struggled to improve business outcomes and retain employees (World Bank, 2022). Female employment remains an important issue in Myanmar's labor market. Within the cultural context, women are often required to fulfill household responsibilities in addition to their professional roles, which increases their workload, reduces motivation, and raises their intention to leave their jobs, ultimately leading to job dissatisfaction.

To retain female employees, organizations have made the implementation of human resource management strategies to maintain job satisfaction a priority. During prolonged socio-economic crises, such as those in Myanmar, employees face additional challenges in achieving job satisfaction, and organizations need to identify the factors that contribute to it during such crises. However, there is a lack of scientific evidence regarding how these factors affect the job satisfaction of working women in Myanmar. Therefore, the present study examines the determinants of job satisfaction among working women across different business sectors in Myanmar. The findings contribute to both theoretical and

practical perspectives by filling a gap in the literature and expanding knowledge about female employees' job satisfaction.

LITERATURE REVIEW

Herzberg's Theory of Two Factors

Herzberg's two-factor theory provides a foundational framework for understanding workplace motivation and its influence on employee satisfaction and dissatisfaction (Yousaf, 2020). The theory distinguishes between two categories: motivators and hygiene factors. Hygiene factors are extrinsic in nature and include salary, work-life balance, working conditions, and job security. The presence of adequate hygiene factors can improve employee motivation and satisfaction, whereas their absence leads to dissatisfaction. Employees seek resources to fulfill their development opportunities and expect to work in a favorable working environment. Motivational factors are intrinsic job aspects related to employees' psychological needs for their personal and professional development. Motivational factors include achievement, recognition, working environment, job role, and responsibilities. Motivational factors are critical for enhancing employees' internal motivation and job attitudes. Baroudi *et al.* (2022) described how intrinsic motivational factors are associated with employee job satisfaction, whereas extrinsic factors are associated with job dissatisfaction.

Employee Job Satisfaction

Baxi and Atre (2024) described employee job satisfaction as a critical issue in organizational behavior research and an important concern for today's businesses as a key determinant of organizational success. Employers and business development managers prioritize assessing employee job satisfaction because of its direct impact on performance, productivity, retention, and the achievement of organizational competitive advantage (Judge *et al.*, 2020). A high level of employee job satisfaction is associated with employees being a valuable organizational asset, while dissatisfied employees increase the employee turnover rate and pose organizational challenges (Vadilla *et al.*, 2025). Employee job dissatisfaction spreads from one employee to another, leading to negative consequences such as increased turnover, decreased productivity, and decreased performance (Asbari, 2020). Satisfied workers perform the assigned tasks and accomplish them with a high degree of success, bringing organizational development and a competitive edge.

Factors Influencing Employee Job Satisfaction

Novianti and Ramli (2023) mentioned that job satisfaction arises from intrinsic and extrinsic motivation factors. The present study focuses on selected extrinsic determinants, including workplace communication, working environment, and organizational culture, and intrinsic factors, including training and development, and motivational factors.

Workplace Communication

Effective communication among employees, supervisors, and management reflects the organization's managerial and cultural practices and plays a vital role in shaping workplace relationships (Bessy *et al.*, 2024). Organizational communication systems are designed to disseminate company policies, rules, and procedures, familiarizing employees with expected workplace norms and behaviors. Employees expect support from supervisors and colleagues when encountering challenges at work, and receiving this support improves employee performance and motivation. Lin *et al.* (2020) noted that leadership is important for developing effective workplace communication, which allows employees to participate in decision-making, share values and ideas, and recognize and acknowledge the achievement of individual and workplace-related goals. Desa *et al.* (2019) approved the positive correlation between effective workplace communication and employee job satisfaction. Thus, the following hypothesis is proposed: supervisors play a crucial role in effective workplace communication.

H1: Workplace communication significantly impacts female employees' job satisfaction.

Motivation

Workplace motivation factors are important intrinsic aspects of employee job satisfaction. Employees are willing to invest their efforts, skills, and knowledge when they perceive their expectations and

motivation at work (Shkoler & Kimura, 2020). Workplace recognition, compensation, rewards, and job promotion opportunities are critical motivational factors that improve employee satisfaction, confidence, and performance (Asaari *et al.*, 2019). Achieving recognition from employers and managers can improve employees' confidence and appreciation, as well as their pride in their successful performance. When employees perceive recognition for completing complex responsibilities and contributing to organizational goals, their job satisfaction increases (Chiemeka-Unogu, 2021). However, a lack of recognition leads to employee dissatisfaction and disappointment with their assigned jobs, which can result in decreased motivation, lower productivity, and higher turnover within the organization. Thus, the following research hypothesis is created:

H2: Motivation has a significant impact on female employees' job satisfaction.

Working Environment

The working environment includes physical factors (workload, working area, ventilation, and lighting), which, in turn, can lead to increased job satisfaction and productivity. This includes workplace safety and supporting equipment (Vohra *et al.*, 2022). The work environment also includes interpersonal communication between coworkers and supervisors. Employees expect to work in a safe, hygienic, and pleasant environment where they can apply their physical and mental efforts to accomplish assigned tasks. The work environment can affect a worker's attitude and help them work as efficiently as possible, which, in turn, can lead to higher job satisfaction and productivity. Employees perform better when they work in safe and satisfying conditions. A consistent working environment is critical for all firms. Therefore, the following research hypothesis is developed:

H3: The working environment significantly impacts female employees' job satisfaction.

Organizational Culture

Organizational culture is a set of norms, practices, and fundamental beliefs that a company has developed to achieve its goals (Graham *et al.*, 2022). A positive organizational culture includes employee empowerment, sharing job roles and responsibilities, participation in business decision-making processes, and rewards (Susanto *et al.*, 2023). The achievement of participation in decision-making and the taking of authority motivates employees. When employees perceive the expected job roles, responsibilities, and authority at the workplace, they are motivated and also satisfied. A positive, supportive organizational culture fosters commitment to the organization's growth. Developing a positive organizational culture is challenging for all organizations, as it requires consistent effort in communication, leadership support, and employee engagement initiatives to achieve employee job satisfaction and professional performance improvement. Following research, the hypothesis is developed:

H4: Organizational culture significantly impacts female employee job satisfaction.

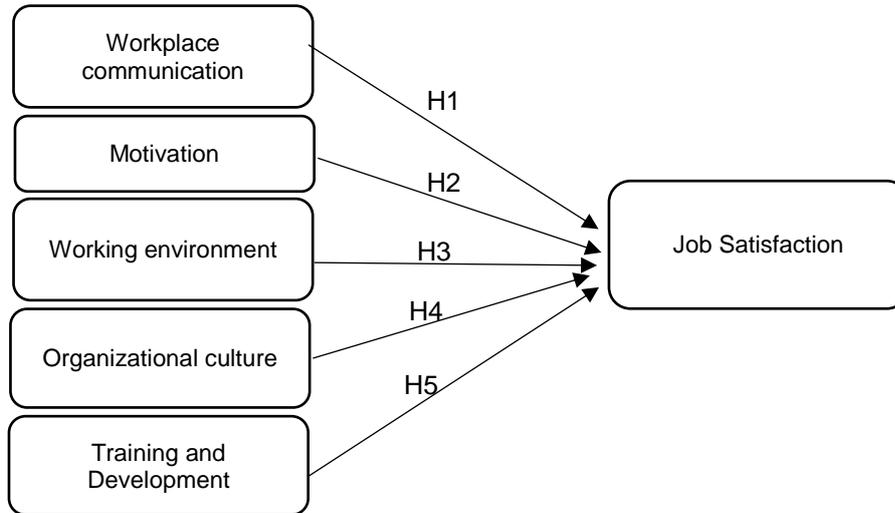
Training and Development (T & D)

Employee training and professional development are essential strategies to improve employee capabilities, abilities, satisfaction, and performance (Hasan *et al.*, 2022). Training programs can enhance employees' existing skills, making them more effective and productive. Organizations will become more effective and efficient if their experienced workers comprehend the skills and abilities to perform duties. Mampuru *et al.* (2024) found that training and development programs serve as factors in employees' motivation and satisfaction. Employees perceive training programs as personal and professional development pathways. The following hypothesis is developed:

H5: Training and development have a significant impact on female employees' satisfaction.

Several previous studies have mentioned various dimensions of employee job satisfaction; however, there is insufficient empirical evidence identifying the critical influencing factors of working women in Myanmar. Based on previous literature and Herzberg's two-factor theory mentioned above, the following conceptual framework (Figure 1) is developed, with workplace communication, motivation, working

environment, organizational culture, training and development as independent variables, and employee satisfaction as the dependent variable.



(Source: Soegiarto *et al.*, 2024; Lufiyanti *et al.*, 2025; Farras & Iqbal, 2025)

Figure 1: Conceptual Framework

METHODOLOGY

This study employs a deductive research approach, which is useful for testing theories using quantitative methods and for examining relationships between variables (Saunders *et al.*, 2023). However, the deductive approach has limitations in generating new knowledge, as it primarily focuses on confirming existing theories. The study formulated a conceptual framework based on Herzberg's two-factor theory and examined the relationship between selected determinants and job satisfaction among working women in Myanmar. Therefore, the deductive approach is appropriate for this study.

This study employs a survey strategy and a quantitative research method to collect and analyze primary data. Quantitative research aims to address research objectives through hypothesis testing and numerical data analysis (Ghanad, 2023). However, data entry errors and a lack of statistical technique skills on the part of the researcher are some limitations of quantitative studies (Sekaran & Bougie, 2019). A cross-sectional survey strategy was used to collect primary data from respondents at a single point in time. Survey research is suitable for examining respondents' perceptions across a relatively large population and supports statistical data analysis (Saunders *et al.*, 2023).

Participants of the Study and Sampling Method

The current study targets female employees in private organizations who serve as managers, assistant managers, supervisors, or officers. Participants had to be 18 years old or older and have at least 1 year of work experience at the time of their studies. The participants must work in the private sector. Women with less than 1 year of work experience and employed by public organizations are excluded. The population size is unknown for this study. Therefore, the study used non-probability convenience sampling due to limited accessibility and the socio-political conditions affecting data collection, which may introduce biases into the findings and limit the generalizability of the results. Convenience sampling is widely used in organizational research when sampling frames are unavailable (Sekaran & Bougie, 2019), particularly in situations such as this study, where the population size is unknown, and access to participants is restricted due to socio-political conditions.

Sample Size and Data Collection Instrument

The research initially targeted a minimum sample size of 300. However, 186 usable responses were obtained for final data analysis. According to Hair *et al.* (2018), for statistical analyses such as regression

tests, the minimum recommended sample size is 120. Thus, for the current study, the sample size of 186 for statistical analysis is adequate. Data were collected using a self-administered questionnaire developed from prior, validated scales in the job satisfaction literature. The questionnaire consists of personal data and job satisfaction items measured on a Likert scale. The questionnaire technique is cost-effective for gathering respondents' perceptions from geographically dispersed locations within a limited time (Sekaran & Bougie, 2019). The questionnaires were distributed through an online platform and collected data from target respondents.

Data Analysis Method

The data collected were analyzed using SPSS statistical software. The analysis included descriptive statistics, reliability analyses (Cronbach's alpha), correlation analyses, and hierarchical regression analyses. The results were presented using tables to ensure clarity and transparency.

RESULTS

Reliability Analysis

The reliability of the measurement scales was assessed using Cronbach's alpha. All constructions demonstrated high internal consistency, with alpha values ranging from 0.877 to 0.957 (Table 1). These values exceed the recommended threshold of 0.7, indicating satisfactory reliability.

Table 1: Reliability Analysis

Variable	Number of Items	Cronbach's Alpha
Workplace communication	5	0.894
Motivation	5	0.877
Working environment	5	0.936
Organizational culture	5	0.935
Training and development	5	0.957
Job satisfaction	5	0.943

Source: Survey Data, 2026

Personal Factors of Respondents

Table (2) shows that over half of the respondents (58.1%) were aged between 26 and years; only 2.2% were >42 years of age. Of the 186 respondents, 2/3 had 4 or more years of work experience. Most respondents are officers (81.7%).

Table 2: Personal Factors

Personal Factor		Frequency	Percentage
Age	18 to 25 years	40	21.5
	26 to 33 years	108	58.1
	34 to 41 years	34	18.3
	42 years and above	4	2.2
Working Experience	1 to 3 years	73	39.2
	4 to 6 years	80	43.0
	7 to 9 years	29	15.6
	10 years and above	4	2.2
Working Position	Manager	12	6.5
	Assistant Manager	11	5.9
	Supervisor	11	5.9
	Officer	152	81.7

Source: Survey Data, 2026

Descriptive Statistics

Descriptive statistics report the mean and standard deviation of the test variables (Table 3). The average score indicates that female employees have positive attitudes toward communication systems. It appears that respondents are satisfied with how the organization and manager support employees (mean = 4.06), the communication of goals and strategies by senior-level management (mean = 4.05), and the positive feedback employees receive from supervisors to improve performance (mean = 4.04). Fair rewards and punishment rules in companies, and recognition for outstanding employees, scored well above the mean (4.11 and 4.10, respectively). While they are relatively satisfied with factors such as job advancement and promotion, as well as proper treatment, respondents were less satisfied with competitive salary (mean = 3.91). The employees received the required materials and equipment to perform assigned tasks from organizations (mean = 3.97) and workplace encouragement to do new and challenging tasks (mean = 3.89). Moreover, organizations give employees a sense of personal accomplishment and allow them to focus on their personal work (mean = 3.82 and 3.83, respectively). Respondents reported that the organizations pay attention to empowering employees (mean = 3.99), to counting employee opinions, and to a fair, equitable, and professional division of work (mean = 3.97). The organizations are rewarded for employee contributions (mean = 3.91), and employees share the organization's purpose and objectives (mean = 3.88). The average perception score for training and development is 3.94. The employees perceived T&D programs as motivators for optimal work performance (mean = 4.0) and for improving personal and professional skills (mean = 3.99), and the programs provided were aligned with organizational strategy (mean = 3.94). The respondents perceived T & D as adequate (mean = 3.93) and the training methods as clear (mean = 3.82).

Table 3: Descriptive Statistics

Variable		Mean	Std. Deviation
Workplace Communication	Well-informed and constructive conversations	3.80	0.97
	Communicating the goals and strategies	4.05	0.88
	Sufficient feedback from the supervisor	4.04	0.86
	Participation in discussion sections	3.90	0.98
	Interests of employees	4.06	0.95
Motivation	Recognitions	4.10	0.84
	Competitive salary	3.91	0.89
	Proper treatment	4.01	0.76
	Fair rewards and punishment rules	4.11	0.71
	Job Advancement and Promotion	4.02	0.90
Working Environment	Personal accomplishment	3.82	0.94
	Encouragement	3.89	0.90
	Positive and supportive emotional climate	3.88	0.87
	Free from distractions	3.83	0.92
	Get materials and equipment	3.97	0.90
Organizational Culture	Shared sense of purpose and objectives	3.88	0.95
	Give attention to empowering employees	3.99	0.89
	Opinions seem to count	3.97	0.94
	Fairly rewarded for contribution	3.91	0.94
	Fair, equitable, and professional division of work	3.97	0.91
Training & Development	Clear methods of training delivery	3.82	0.88
	Training improves personal and professional skills	3.99	0.85
	Training adequately addresses the skill gaps and ensures job effectiveness	3.93	0.85
	Aligned with organizational business strategy	3.94	0.86
	Motivates employees to work optimally	4.00	0.89

Source: Survey Data, 2026

Pearson Correlation

Table 4 presents Pearson's correlations among workplace communication, motivation, working environment, organizational culture, T & D, and working women's job satisfaction. Workplace communication and employee job satisfaction are positively correlated (Pearson correlation = 0.811). The correlation is strong and statistically significant at the 0.01 level. Motivation and employee job satisfaction are positively correlated (Pearson correlation = 0.638). The correlation is moderate and significant at the 0.01 level. Working environment and employee job satisfaction are positively correlated (Pearson correlation = 0.843). The correlation is strong and significant at the 0.01 level. Organizational culture and employee job satisfaction correlate positively (Pearson correlation = 0.893). The correlation is strong and significant at the 0.01 level. T & D and employee job satisfaction correlate positively (Pearson correlation = 0.858). The correlation is strong and significant at the 0.01 level. According to findings, workplace communication, motivation, working environment, organizational culture, and T & D positively correlate with female employee job satisfaction.

Table 4: Pearson Correlation

Correlations							
		Workplace Communication	Motivation	Working Environment	Organizational Culture	Training & Development	Job Satisfaction
Workplace Communication	Pearson Correlation	1					
	Sig. (2-tailed)						
Motivation	Pearson Correlation	0.605**	1				
	Sig. (2-tailed)	0.000					
Working Environment	Pearson Correlation	0.790**	0.576**	1			
	Sig. (2-tailed)	0.000	0.000				
Organizational Culture	Pearson Correlation	0.843**	0.658**	0.872**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
Training and Development	Pearson Correlation	0.756**	0.562**	0.771**	0.862**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
Job Satisfaction	Pearson Correlation	0.811**	0.638**	0.843**	0.893**	0.858**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	

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

Source: Survey Data, 2026

Hierarchical Regression Model

Table 5 presents five hierarchical regression models in which predictors are entered stepwise to explain variance in the dependent variable. The results indicate strong, statistically significant predictive power. Workplace communication is a strong and significant predictor, explaining a large proportion of variance on its own ($R^2 = 0.657$). When motivation is added to the second model, it performs as a statistically significant contributor ($R^2 = 0.692$). In the third model, the working environment provides a substantial improvement, contributing the largest increase in explained variance among all added predictors ($R^2 = 0.781$). In the fourth model, organizational culture significantly strengthens the model, indicating it plays an important role alongside the previous predictors ($R^2 = 0.824$). In the fifth model, training and development add a statistically significant ($R^2 = 0.850$). The final model demonstrates excellent

explanatory power. The Durbin-Watson statistic was 1.878, within the acceptable range of 1.5 to 2.5, indicating that the assumption of error independence was satisfied.

Table 5: Model Summary of Hierarchical Regression Coefficient

Model Summary										
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	0.811 ^a	0.657	0.655	0.48592	0.657	352.757	1	184	0.000	
2	0.832 ^b	0.692	0.688	0.46212	0.034	20.442	1	183	0.000	
3	0.884 ^c	0.781	0.778	0.39019	0.090	74.694	1	182	0.000	
4	0.908 ^d	0.824	0.821	0.35062	0.043	44.397	1	181	0.000	
5	0.922 ^e	0.850	0.846	0.32506	0.025	30.579	1	180	0.000	1.878
a. Predictors: (Constant), Workplace Communication										
b. Predictors: (Constant), Workplace Communication, Motivation										
c. Predictors: (Constant), Workplace Communication, Motivation, Working Environment										
d. Predictors: (Constant), Workplace Communication, Motivation, Working Environment, Organizational Culture										
e. Predictors: (Constant), Workplace Communication, Motivation, Working Environment, Organizational Culture, Training and Development										

Source: Survey Data, 2026

The hierarchical regression coefficient table 6 presents the coefficients of the final regression model, which indicates that training and development ($\beta = 0.318, p < 0.001$), organizational culture ($\beta = 0.279, p = 0.001$), and working environment ($\beta = 0.217, p < 0.001$) were the strongest predictors of job satisfaction. Workplace communication ($\beta = 0.114, p = 0.042$) and motivation ($\beta = 0.082, p = 0.035$) also contributed significantly, although their effects are comparatively weaker. Multicollinearity was assessed using the Variance Inflation Factor (VIF). Most predictors showed VIF values below 5 (workplace motivation, communication, working environment, and training and development), indicating acceptable levels. However, the organizational culture exhibited a higher VIF value (8.407), which remained below the critical threshold of 10. Thus, multicollinearity was not considered severe.

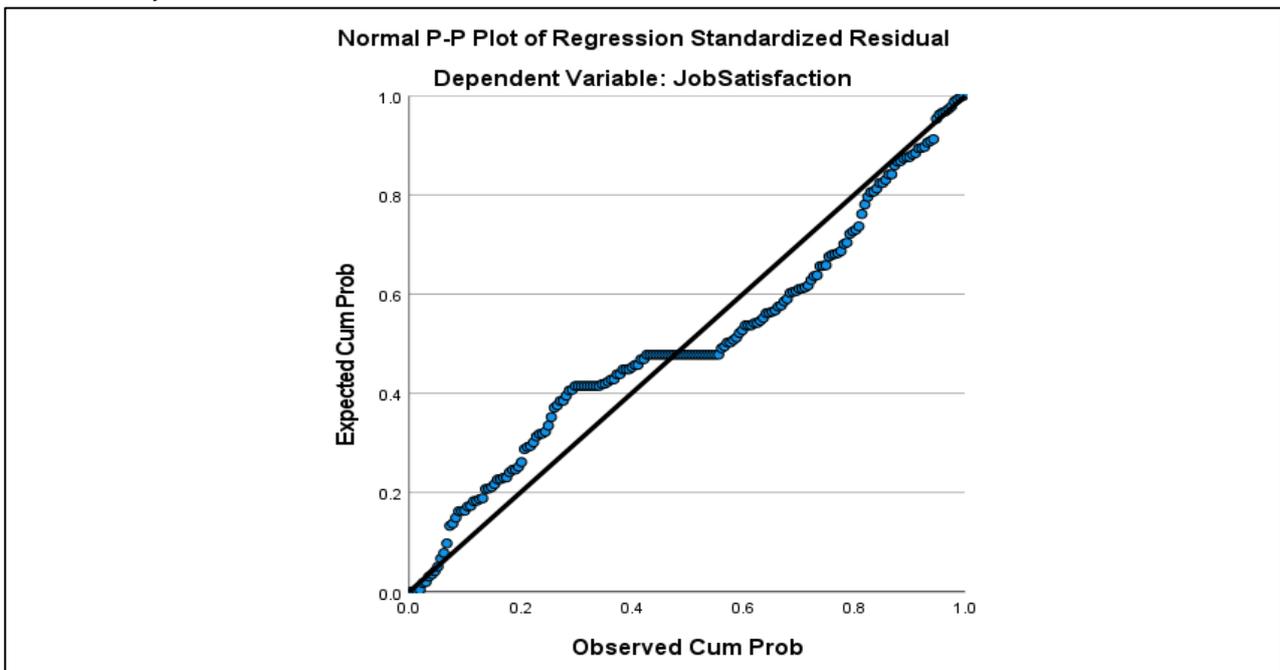
Table 6: Hierarchical Regression Coefficient

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.536	0.185		2.891	0.004		
	Workplace Communication	0.861	0.046	0.811	18.782	0.000	1.000	1.000
2	(Constant)	-0.020	0.215		-0.094	0.925		
	Workplace Communication	0.711	0.055	0.670	12.987	0.000	0.634	1.578
	Motivation	0.286	0.063	0.233	4.521	0.000	0.634	1.578
3	(Constant)	-0.156	0.182		-0.856	0.393		
	Workplace Communication	0.342	0.063	0.322	5.434	0.000	0.342	2.924
	Motivation	0.191	0.054	0.156	3.515	0.001	0.608	1.644
	Working Environment	0.511	0.059	0.499	8.643	0.000	0.361	2.773

4	(Constant)	-0.001	0.165		-0.008	0.994		
	Workplace Communication	0.151	0.063	0.143	2.388	0.018	0.272	3.672
	Motivation	0.094	0.051	0.076	1.835	0.068	0.558	1.791
	Working Environment	0.242	0.067	0.236	3.618	0.000	0.228	4.379
	Organizational Culture	0.517	0.078	0.517	6.663	0.000	0.161	6.197
5	(Constant)	-.190	0.157		-1.208	0.229		
	Workplace Communication	0.121	0.059	0.114	2.043	0.042	0.270	3.705
	Motivation	0.101	0.047	0.082	2.127	0.035	0.558	1.792
	Working Environment	0.223	0.062	0.217	3.594	0.000	0.228	4.392
	Organizational Culture	0.279	0.084	0.279	3.335	0.001	0.119	8.407
	Training And Development	0.328	0.059	0.318	5.530	0.000	0.253	3.960
a. Dependent Variable: Job Satisfaction								

Source: Survey Data, 2026

The normal P-P plot of regression-standardized residuals (Figure 2) assesses the regression assumptions. Linearity and homoscedasticity were examined using scatterplots of standardized residuals against predicted values, which showed no discernible pattern. The plotted points closely followed the diagonal line, indicating that the assumption of normality was reasonably satisfied. Moreover, the Durbin-Watson statistic suggested that the errors were independent. Multicollinearity diagnostics, including VIF values, indicated no severe multicollinearity among the predictors. Thus, the assumptions underlying multiple regression analysis were reasonably satisfied.



Source: Survey Data, 2026

Figure 2: Normal P-P Plot of Regression Standardized Residual

DISCUSSION

This study examined the determinants of job satisfaction among working women in Myanmar using hierarchical regression grounded in Herzberg's two-factor theory. This research found that workplace communication positively influences female employees' job satisfaction. Lin *et al.* (2020) concluded that employees expect organizational support, and the fulfillment of these expectations leads to satisfaction and improvement in performance. The results align with the study by Desa *et al.* (2019) in Malaysia, which found that effective workplace communication is a critical factor in employee job satisfaction. Lufiyanti *et al.* (2025) also found that workplace communication positively influences employee job

satisfaction. Thus, hypothesis one, "*Workplace communication significantly impacts employee job satisfaction*," is accepted.

Findings showed that employee motivation at work significantly influences job satisfaction. Shkoler and Kimura (2020) reported that intrinsic and extrinsic motivation relate to employee performance and job engagement. Recognition, rewards, fair pay, and job promotion are vital motivators of employee job satisfaction (Asaari *et al.*, 2019). Employees are motivated when they perceive their workplace expectations, including financial and non-financial rewards, as satisfying and perform assigned tasks according to employers' expectations. Farras and Iqbal (2025) found that work motivation directly affects employee job satisfaction. Thus, the second hypothesis, "*Motivation impacts employee job satisfaction significantly*," is accepted.

The working environment also influences employee job satisfaction, as indicated by the findings. Safe working conditions, reliable equipment, and a fair workload are key factors in employee workplace satisfaction (Vohra *et al.*, 2022). The researchers confirmed a positive association between employee job satisfaction and a comfortable working environment. Lufiyanti *et al.* (2025) also mentioned the direct influence of the work environment on job satisfaction. Thus, the third objective, "*The working environment significantly impacts employee job satisfaction*," is accepted.

This study revealed that an organizational culture that recognizes employee achievements, fair pay and reward systems, and participation in decision-making influences employee satisfaction. Soegiarto *et al.* (2024) and Lufiyanti *et al.* (2025) also reported that organizational culture had a significant and positive effect on job satisfaction. Fourth hypothesis, "*Organizational culture significantly impacts employee job satisfaction*," is accepted.

Training and development (T&D) positively influence employee satisfaction. Employee capabilities, satisfaction, and performance are closely linked to effective training programs. Learning new skills and knowledge, as well as achieving personal and professional development, contributes to employee satisfaction. Soegiarto *et al.* (2024) and Farras and Iqbal (2025) confirmed that effective training programs significantly impact employee job satisfaction. Therefore, the fifth hypothesis, "Training and development significantly impact employee job satisfaction," is accepted.

The results supported that all testing predictors are statistically significant for working women's job satisfaction in Myanmar. The hierarchical regression results reveal an important pattern. In model 1, workplace communication alone strongly predicted job satisfaction. However, as additional organizational variables were included, the standardized effect of communication declined substantially. In the final model, motivation showed a significant, relatively weaker effect. Herzberg conceptualizes motivation as a key intrinsic factor driving satisfaction; the reduced effect size when organizational culture and training were included indicated that motivational perceptions depend heavily on structural organizational support (Mitsakis & Galanakis, 2022). This result suggests that, in Myanmar, intrinsic motivation is insufficient to sustain satisfaction. According to the results, training and development and organizational culture are the strongest predictors of job satisfaction.

The findings support Herzberg's two-factor theory, which clearly distinguishes between hygiene factors and motivators (Mitsakis & Galanakis, 2022; Baroudi *et al.*, 2022). In this study, organizational culture, training, and development appear to function as both hygiene factors and motivators. In a crisis, the employees evaluate satisfaction through integrated organizational experiences. The socio-economic context of Myanmar provides critical explanatory insight into these findings. Since 2019, Myanmar has experienced a pandemic, political instability, and economic uncertainty. During crises, employees face challenges related to job security and career continuity, especially working women, who may face additional barriers such as increased caregiving responsibilities and workplace discrimination.

According to the current study's results, training and development are critical factors in job satisfaction. In a developing context, such as Myanmar, long-term employability and skill security are crucial aspects of employee job satisfaction. Organizations invest in development programs and career sustainability to enhance job satisfaction (Soegiarto *et al.*, 2024). Firms should prioritize structured skill development

programs that enhance long-term employability (Farras & Iqbal, 2025). In crises, professional development may provide working women with a sense of security and career continuity. Moreover, the organizational culture provides psychological safety and recognition, which are particularly important for women in balancing personal and professional tasks. Encouraging female staff to participate in decision-making and to recognize their achievements can enhance organizational perceptions of equity and belonging. Organizations should also provide a supportive work environment that helps women balance personal and professional responsibilities. In addition, motivation and communication are significant predictors; thus, firms need to adopt human resource strategies to develop effective motivation and communication aspects. Policymakers and human resource managers should recognize improving job satisfaction among working women in Myanmar as a critical strategy for organizational development.

Limitations

The current study focused only on working women in Myanmar; thus, it is limited to other countries and cultural contexts. Further studies should focus on different regions or countries to understand the broader contexts. The targeted population frame and sample size are also limited. Future studies should consider gender as a variable and include male employees to understand the factors of job satisfaction. Moreover, the limited sample size affects the generalizability of the findings; thus, further studies should use a larger sample to yield more representative findings. Future quantitative studies should use larger sample sizes or employ qualitative or mixed-methods research to gain deeper insights. Further studies should examine additional factors to determine how these factors affect working women's job satisfaction and how staff satisfaction relates to other individual and organizational benefits, such as organizational development and professional performance.

Conclusion

The findings showed that training and development programs are critical for working women's job satisfaction in Myanmar. Female employees expect to develop skills and learn new things in the workplace. Developing professional and personal skills enables them to complete their tasks effectively and achieve job satisfaction. It was revealed that positive organizational culture and a safe working environment influence employee job satisfaction. Supportive, friendly, and safe working circumstances motivate and satisfy the employees. Workplace communication and motivation also impact the employees' job satisfaction. The findings indicate that training and development, organizational culture, working environment, and communication are the major factors influencing female employees' job satisfaction. According to the current study, financial rewards, including basic salary and other incentives, are the main factors contributing to female employee motivation and satisfaction. Lack of attractive financial rewards leads to employee dissatisfaction and demotivation. The current study's findings support Herzberg's motivation.

Conflict of Interest

The authors declared that they have no competing interests.

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