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Date: February 4, 2021

## Report on the Final Exam

Name of the Chair: Shugo Shinohara

On behalf of the Thesis Examining Committee, I would like to report the result of the Final Exam as follows.

1. Student ID	1B7D10
2. Name	Zaw Min Thant
3. Cluster	Public Management
4. Thesis Examining Committee	Chair: Shugo Shinohara
	Referee: Yongjin Chang
	Referee: Maung Aung Myoe
	Referee: Sangyub Ryu
5. Dissertation Title	Assessing Determinants of Government Employees' Job Satisfaction in Myanmar
6. Submission Date	Draft: November 5, 2020
	Final: February 17, 2021
7. Final Exam Date	November 13, 2020
8. Faculty Meeting Date	March 3, 2021
9. Degree Title	Ph.D. in Public Management
10. Result	Pass

I. Dissertation Overview and Summary of the Presentation

This dissertation addresses job satisfaction using both qualitative and quantitative data from front-line officials in the Myanmar Ministry of Border Affairs. It offers initial evidence on the determinants of the public employees' job satisfaction in the Myanmar context. The results of both qualitative and quantitative analyses present that public service motivation and religiosity are positively associated with job satisfaction, while family orientation is negatively associated with it. These results implicate the importance of cultural and religious values to manage public employees' job satisfaction.

II. Notes from the Thesis Examining Committee (including the changes required to the dissertation by the committee)

This dissertation offers initial evidence on the determinants of the public employees' job satisfaction in the Myanmar context. The committee believes that the findings will make a contribution to the academic and practical development of public human resource management in Myanmar. On the other hand, the dissertation needs some minor revisions including the addition of relevant literature for the country context, examination on the correlations between job satisfaction and dissatisfaction, and the use of the qualitative data to interpret the quantitative findings. Overall, the committee concludes that this dissertation surely meets the standard of "Pass" with the minor revision.

III. Confirmation by the Chair that changes have been done to the satisfaction of the committee

The Chair confirms that the revised dissertation appropriately responds to the issues raised by the committee. First, the candidate added the literature on public sector job satisfaction in Asian developing countries in the review section (2.7). The candidate also added the results of the correlation between job dissatisfaction and other factors in Table 5.22. He further added the three control variables (age, gender, and service years) to Models 3 and 6 (Table 5.23 and Table 5.25). Finally, the candidate used the qualitative findings for interpreting the quantitative findings in the analysis section (5.8.1).

IV. Overall Evaluation

The committee concludes that the revised dissertation meets the standard of "Pass".