

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF BANKING AND FINANCE PROGRAMME

EMPLOYEE MOTIVATIONAL FACTORS
IN SMALL & MEDIUM INDUSTRIAL DEVELOPMENT BANK

ZAW MIN OO
MBF (DAY) 1ST BATCH

OCTOBER, 2019

EMPLOYEE MOTIVATIONAL FACTORS
IN SMALL & MEDIUM INDUSTRIAL DEVELOPMENT BANK

A thesis submitted as a partial fulfillment towards the requirements for the degree of
Master of Banking and Finance (MBF)

Supervised by

Submitted by

Daw Yee Yee Thein

Zaw Min Oo

Associate Professor

Roll No. 82

Department of Commerce

MBF (Day 1st Batch)

Yangon University of Economics

OCTOBER, 2019

ABSTRACT

This study intends to analyze employee motivational factors in Small and Medium Industrial Development Bank (SMIDB) Limited. There are two main objectives of the study, to examine motivational practices and analyze the employee satisfaction level on motivational practices of Small and Medium Industrial Development Bank Limited in Yangon. This study applies Herzberg's two-factor theory for motivation analysis on both of managerial employee and non-managerial level in SMIDB. To achieve objectives, the primary data were collected from 100 respondents in Yangon head office of SMIDB by using structure questionnaires. In this study, the simple random sampling method is applied and the data were collected from April to July (2019). The outcome of the study shows that majority of employees are satisfied on motivators and there is no dissatisfaction on hygiene factors, but the management should more emphasize for some factors which are company's salary and benefit packages, policies and recognition practices for employee motivation in the firm. Furthermore, the satisfaction of managerial level is higher than that of non-managerial level on both of two factors. Accordingly, this study suggests that the bank should more emphasize on non-managerial employees. According to human nature, employees' motivation, may be changed from time to time, thus the management need to initiate regular assessment on policies, and surveys on employee motivational practices of the bank.

ACKNOWLEDGMENTS

Firstly, I would like to express my sincere gratitude to Prof. Dr. Tin Win, Rector of the Yangon University of Economics and Prof. Dr. Nilar Myint Htoo, Pro-Rector for their kind permission to study in this Master of Banking and Finance Programme at Yangon University of Economics.

Secondly, I would also wish to extend my special thanks to Prof. Dr. Soe Thu, Program Director of the MBF Programme and Head of the Department of Commerce, Yangon University of Economics for overseeing and kind guidance to enable me to complete this paper.

I would like to give my deepest thanks to my supervisor, Daw Yee Yee Thane, Associate Professor of the Department of Commerce, Yangon University of Economics, for her valuable knowledge, constructive suggestions, regular guidance, patient monitoring throughout my studies. And also her supportive comments are very benefit for me to complete my thesis paper.

My special deepest thanks also go to Dr. U Zeyar Nyunt, CEO of Small & Medium Industrial Development Bank for his permission and helpful assistance.

Finally, I thank my honorable teachers for their lectures and support necessities in studying Master of Banking and Finance subjects. Furthermore, I thank all my MBF classmates for the sharing knowledge, help, understanding, kindness throughout the courses.

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CHAPTER I

INTRODUCTION

In the modern world, every organization uses variety of capital to make the business. Capital contains cash, or goods, valuables and resources used to generate income for a business. Thus, every organization must have people to make and manage their capital for them. Also, their revenue to generate is depend on through the use of people's skill and abilities. That why, they were widely acknowledged that people are the key assets of an organization. And also they realize the human capital has potential to learn, develop and contribute to business outcomes to be successful. The world is changing rapidly and improved in the areas of technologies, management practices, social cultures, etc. and every organization faced challenges which is aggressive competition to catch up constant progress.

Therefore, organizations are established Strategic Human Resource Management (HRM) System, which deals with issues related to employee motivation, compensation, performance management, organization development, safety, wellness, benefits, training and others. According to Robbins, S.P. & Judge, T.A. (2016) HRM also plays a key leadership role in nearly all facets of the workplace environment, from designing and administering benefit programs to conducting attitude surveys to drafting and enforcing employment policies. Human Resource activities represent on the front lines in managing adversarial employment conditions such as work-life conflicts, meditations, terminations and layoffs. Consequently, if the Human Resources Management system so effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives.

In the impressive Human Resource Management system, employee motivation is one of the key important concepts to invest the skilled employees. There are several reasons why employee motivation is one of the crucial for an organization. The primary reason is employee motivation can support that manages to meet the company's goals, companies could be placed in a deeply risky position when it has without a motivated workplace. Moreover, motivated employees can intend to increase productivity and support an organization to achieve higher levels of output. The employee who is not motivated will probably waste the time at their desk using the internet for personal pleasure or even

looking for another job opportunity. Accordingly, this is a waste of your time and resources, it is based on only one employee impact on the company. If the majority of your employees doing the same ideas, later conversely, the company will be losing its valuable time and resources and company's assets.

Motivation can facilitate employees to reach their personal goals, and can facilitate the self-development of an individual of them. If employees achieve part of initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level. An employee's efficiency level and commitment have not only based on their abilities or qualifications. For example, if the company would desire to attain the impressive best results, an employee needs to have a nice balance between the ability to perform the task given and willingness to perform the task. This balance assumption can support to an increase of productivity and an improvement in efficiency.

Employee's satisfaction has reflected on customer satisfaction by providing satisfactory service for quality and loyalty. The customer satisfaction has necessarily essential to maintain loyal customers and to attain their interesting on the business for the long time. In Myanmar, commercial banks are crucial role to support country's economic development. The greatest purpose of the bank is to satisfy their customers by providing them with high quality services and financial products. Accordingly, in this regard motivated and skilled personnel can play pivotal role. Therefore, successful organization's managers are discovering and creating an environment where people feel that they have opportunities for growth and development is one of important key factor of employee motivation, which is an essential element for organizational success.

1.1 Rationale of the Study

Banking sector is playing a vital role in financing economic development. Furthermore, the trend in banking sector ahead to the increase in economic growth rates in any economy. This statement has been confirmed by several of empirical researches worldwide. Bank have considered a useful instrument for improving the productive capacity of the economy and its important internal source of fund for every country especially in the beginning stages of economic growth.

In Myanmar, banking sector was being developed, however, still various challenges to compete with Asian level and global level. Central to Myanmar's economic development have to the reform of its finance sector and specifically it's banking sector. In the market economies, banks play an important role for the transformation of the economic situation. The banking industry is the backbone of a country's economy and the sector is like the brain of a country's economy. Myanmar's government have been encouraged not only private domestic banks but also foreign banks to make investment. In Myanmar, financial sector have been increased both in number of banks and capital based. In recent world, the globalization of the banking industry has strong competition in the banking sector. Moreover, banking sector effort to initiate quality products and services to persuade the customers. Therefore, the banking sector needed skilled employees to operate according international banking standard to compete with opponents.

According to Don Hellriegel, Susan E. Jackson & John W. Slocum, JR (2001), Motivation is a psychological state that is state to exist whenever internal and /or external forces trigger, direct, or maintain goal-directed behaviors. In motivation, there is a driving force to act the stuffs. Motivation can inspire desire and energy in people to be continually interested and committed to a job. Motivation is a challenge for managers by means of motivation appears from within employees and may differ for each person. Hence, organization's managers need to aware their employees desire, needs and wants. To do this, a manager should be able to motivate their employees by strategically. If employee motivation has effective and has been one of the critical important yet difficult duties of management, and, that its success has become higher important now than ever especially the global competition for organizations to produce lower priced yet superior quality products while still managing a diverse workforce.

In recent years, Small & Medium Industrial Development Bank (SMIDB) have been developed ideal banking services especially target on Small and Medium Enterprises (SMEs) sector and staffs loan products. For its quality services, the bank needs motivated employees to provide superior services to the clients. The bank management need search an appropriate way to maintain skilful employees with high competency and motivation level. Because of motivated employees can initiate everything which are profitability, organization's reputation, organization's value, etc. On the other hand, the bank needs to fulfil higher working conditions, better benefit package, recognition, achievement, etc. to

employees who have good performance. Also the bank needs to establish performance appraisal system to have determined a balance between the performance of the employees and their commitment to work which in result of job satisfaction. This employee survey can apply in SIMDB Bank's Human resource management system to improve employee motivational practices.

1.2 Objectives of the Study

The main objectives of the study are as follows:

- 1) To examine motivational practices in Small & Medium Industrial Development Bank Limited in Yangon and
- 2) To analyze the employee satisfaction level on motivational practices of Small & Medium Industrial Development Bank Limited in Yangon.

1.3 Scope and Method of the Study

The scope of the study was confined only Small & Medium Industrial Development Bank Limited (SMIDB) in Yangon. Although there are Head office and 19 branches of SIMDB Limited in different parts of Myanmar. A sample of 100 employees is taken for total population of 460 employees of SMIDB bank in Yangon Head office. It represented 22 % of total employees of the bank.

The questionnaires are designed to analyze the motivational factors of SMIDB limited based on Herzberg's Motivation-Hygiene Factor Theory. This study used descriptive statistics method, collected primary data and interviewed to the respective persons. The simple random sampling method is applied in this study. Consequently, secondary data were collected from employee records in SMIDB Bank Limited, relevant websites, published reports and news, textbooks, journals, etc.

1.4 Organization of the Study

The study is represented five chapters. The first chapter explains the introduction about the rationale of the study, objectives of the study, scope and method of the study and

the organization of the study. Chapter two presents the theoretical background which covers the Herzberg' Two factor Theory and various topics of motivation theories and the important role of employee's job satisfaction. Chapter 3 describes the background profile of Small & Medium Industrial Development Bank (SMIDB) and the level of employee motivational practices encouraged by SMIDB Bank Limited in Yangon. Chapter four includes data analysis on employee satisfaction level on motivational practices in SMIDB Bank. The last Chapter is the conclusion which included finding, recommendations, suggestions and the need for further research regard to employee motivation practices.

CHAPTER II

THEORETICAL BACKGROUND

There are several motivation theories in literature. This chapter seeks to present a critical review of the relevant theoretical and empirical literature in relation to the human resource management issues that affect employee motivation at the work place. The chapter relates this literature to the research questions being analyzed, which are based on Frederick Herzberg's Two –Factor Theory of motivation. Therefore this chapter includes the definition and concept of motivation, importance of employee motivation, other related theories of motivation, Herzberg's two-factor theory of motivation and important of employee satisfaction.

2.1 Definition and Concept of Motivation

Motivation mean an urging force which inspires the choice of alternatives in the behavior of a person. Motivation can help to boost, stimulate and convince employees leading to goal-oriented behavior. Moreover, motivation become one of the most important factor in affecting human attitude and performance. Motivation also can be understood as the appetite or drive that an individual has to get the work completed. The level of motivation an individual or team strived in their work task can affect all facets of organizational performance.

As mentioned by Vroom (1964), motivation is derived from the Latin word “Movere”, which means “To move”, “To drive” or “To drive forward” etc. Accordingly, it is an internal force, dependent on an individual's needs which drive him/her to achieve. Schulze and Steyn (2003) affirmed that in order to understand people's behavior at work, managers or supervisors must be aware of the concept of needs or motives, which will help ‘move’ their staffs to act. The concept of employee motivation is defined as the personal and workplace characteristics that explain why people behave the way they do on the job (Schultz & Schultz, 1998).

According to Robbins (2001), motivation is a needs-satisfying process which means that when an individual's needs are satisfied or motivated by certain factors, the

individual will exert superior effort toward attaining organizational goals. The key to understanding the process of motivation lies in the meaning of and relationship among needs, drives and incentives (Luthans, 2011). Motivated employees are sincere, dutiful, and work hard; therefore, they need less supervision to get the best performance out of them (Rahman, 2013). According to Mckee, A. (2014), "Motivation is the result of a complex set of psychological and external factors or conditions that cause a person to behave a certain way while maintaining effort and persistence." According to Daft (2014), "motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action."

Genzo & Robbins (2002) mention, "motivation is the willingness to make every effort to achieve organizational goals conditioned by this effort's ability to satisfy individual needs." They also indicated that the process of motivation begins with an unsatisfied need which creates an increase in tension. This tension causes one to behave in a manner (effort) such that the needs can be satisfied, and tension ultimately reduced. According to Colquitt, LePine & Wesson (2009), motivation is defined as a set of energetic forces that originates both within and outside an employee initiate work-related effort, and determines its direction, intensity, and persistence.

According to various theories, motivation is one of key essential ingredients for employee performance and their productivity, also motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, goal, ideal, or it may be attributed to happiness, loyalty, altruism, morality.

2.2 Importance of Employee Motivation

Motivated employees is critical to for every business. Motivated people show a passion for the work itself, such as seeking our creative challenges, a love of learning, and taking pride in a job well done. They also have a high level of energy to do things better as well as restlessness with the status quo and they are to explore new approaches to their work Lumpkin & Eisner, (2010). A motivated workforce means the staffs who have highly productive power and they may help to achieve business goals. According to Daft (2014), managers who is in successful companies are discovering that creating an environment

where people feel valued and have opportunities for growth and development is one key to employee motivation. He also says, people may start a business with enthusiasm and high energy, but employees can lose their capacity if managers fail in their role as motivators. Today for many managers, motivation is a challenge by means of motivation arises from within employees and may differ for each person.

According to Fugate and Kinicki (2012), effective employee motivation is and has been one of the most important yet difficult duties of management, and, that its success has become more important now than ever especially in light of the global competition for organizations to produce lower priced yet better quality products while still managing a diverse workforce. As a great leader need to develop self-awareness and also need to learn how to inspire others to support employee motivation. As a manager or leader can motivate by creating a sense of hope among employees. Managers can inspire hope by trying work a clear, compelling vision or by ensuring that employees see how their contributions make a difference. A leader can also impact people's motivation to work hard and succeed by creating the right kind of "mood" in the environment (Mckee, A. 2014)

Employee motivation helps to change negative attitude to positive attitude which means that without motivation the employees try to perform minimum exercises in the organization. But the motivation supports the desire to meet to their maximum level. Employees who are motivated change their effort to increase for organization and make the best use of the resources.

Motivation can reduce in employees' turnover rate which means that the motivation creates confidence in the employees to get their needs satisfied in the organization itself. Employee always consider the alternative ways to remain in the organization and increase their earning rather than leaving from the organization and increasing their earnings. Employees with motivation, the turnovers are less because the satisfied employees never leave the job.

Motivation helps in achieving the organizational goal that means the motivated employees always effort to achieve their particular goal and at the same time they also try to achieve the organizational targeted goal and contribute their best performance for the organizational goal of achievement. They also know how to make the linkage between their

particular goal and the organizational goal to create the best situation. All the employees contribute their efforts in one direction of achievement of the goal.

Motivation can create greater employee efficiency than an employee's efficiency level is not closely related to his/her capabilities and qualifications. Motivation can support employee's capabilities to increase efficiency level. That one may attain the very best outcome, an employee needs to have an absolute balance between ability and willingness. This kind of balance can lead to an increase of productivity, lower transaction costs, and an overall improvement in efficiency, and can be accomplished only by motivation.

Motivation creates supportive work environment: In proper motivation, the firm and personal relations between supervisors and subordinates are always improved. When the employees get satisfaction or the recognition and respect which are their needs in the organization later they always offer a supportive help to supervisors. There is more coordination and collaboration in the organization and all the employees have desire to work with the team camaraderie.

Motivation helps better creativity that means, a motivated workforce tends to work freely and more amorously on the tasks assigned in the organization. For instance, these employees display improved and higher levels of inspiration and creativity on the job. As a result, a group of inventive and inspired employees help in taking the business to stride forward with inventive ideas flowing all the while for the betterment of the organization. For convincing more creativity among employees, the supervisors need to layout such a nice leadership style which regularly encourages them to provide, new product ideas, nice resolution and new cost effective ways of bringing superior performances.

2.3 Employee Satisfaction

Job satisfaction is represented as the outlook to which an employee gets the sense that self-motivated, content & satisfied with his/her activities. Job satisfaction appears when an employee perceives he or she is feeling proud of mind, an enjoyable work life balance, job stability and career growth. This mentions that the employee is feeling satisfaction at business as the work fits the intentions of the individual. Ordinarily,

employee satisfaction is a full term used by the HR sector to describe how content or satisfied employees are with components like their jobs, their employee experience, and the organizations they work for. Employee satisfaction is one key cause that can support to determine the overall health and sustainable development of an organization, which is why some of the organizations make regular surveys to measure degree of employee satisfaction level and footprint satisfaction direction over the time. A high satisfaction level express that employees are delighted with how their employer support them.

Cole and Kelly (2011) define job satisfaction as “an attitude or internal state which is associated with the working environment and working experiences” (p. 232). Locke (1976) indicated that Job Satisfaction must commonly affect a person’s physical health, mental health and social life. According to Kinicki and Fugate (2012), a survey done on employees showed that one of the main causes of job satisfaction is need fulfilment or the aspect of one’s job that is of great importance in their job satisfaction adding that compensation and benefits were some of the top choices mentioned by the employees According to Dawson (2005), employee satisfaction is associated with positive employee behavior. It is undeniable that satisfied workers generate loyal and satisfied customers to the company. Fredrick Herzberg’s two factor theory (1959) mentioned organization need to consider not only hygiene factors but also motivators for higher employee’s satisfaction level. Moreover, Rain, Lane and Steiner (1991) claimed that job satisfaction is connected to life satisfaction, whereby people who are satisfied with their jobs will tend to be happy with their lives as well, and vice versa. According to Colquitt, LePine , Wesson (2009), “Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one’s job or job experiences. In other words, it represents how you feel about your job and what you think about your job”.

An Employee’s satisfaction is always important for an organization as he/she aims to deliver the best of their capability. Every employee has desire to attain a strong career growth and pleasure of work life balance at workplace. If an employee feels delighted with their business & job, they have to consider back to the organization with all their best efforts. When employees believe that the company has best interests for their heart, they might support its value, mission and work hard to help achieve its objectives. And, they may be increase likely to tell their friends and disseminate the good messages to business environment, which supports spread reputation and goodwill. On the other hand, a

dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company, the results are impact to company's revenue and stability.

Therefore, organization's managers need to raise employee satisfaction to create the best performance. According to (Lumpkin& Eisner, 2010) talented employees are like "frogs in a wheelbarrow", they can jump out at any time from organization. Therefore, with regard of retaining human capital concept, the organization need to choice either effort to force employees to stay in the firm or to save them from jumping out by creating incentives and opportunities.

2.4 Theories of Motivation

There are a wide variety of theories surrounding employee motivation. Many theories of motivation emerged during the twentieth century. Some of the theories are strongly supported by research, others are not. Many researchers as a starting point for their work in the field of motivation used the most known theories and models of the motivation. Table 2.1 shows a timeline of when theories were introduced,

Hierarchy of needs theory: Mckee, A. (2014) states that "Hierarchy of needs theory is one of the best known theories for motivation. Theory that states that people are motivated to satisfy human needs, in this order physiological, then safety and security, then love and belonging, then self-esteem, and finally self-actualization needs."

ERG theory: "Theory that states that people are motivated to satisfy needs related to Existence, Relatedness, and Growth, and that these needs can all be activated at the same time." Mckee, A. (2014).

Two-factor theory (motivator-hygiene theory):"Theory that states that two distinct sets of factors, called motivators and hygiene factors, affect job satisfaction, motivation, or job dissatisfaction." Mckee, A. (2014).

Three-need theory: "Theory that states that people are motivated by needs for achievement, affiliation, and power. The need for achievement is the desire to engage in

challenging activities, to meet and exceed personal goals, and to seek excellence. The need for affiliation can be described as the desire for warm, fulfilling, and close personal relationships. The need for power is the desire to have influence, control, and responsibility, either directly or through social status.” Mckee, A. (2014).

Table 2.1 Theories of Motivation Timeline

Theories of Motivation: Timeline		
Year	Theorist	Theory
1953	B. F. Skinner	Operant conditioning theory
1954	Abranham Maslow	Hierarchy of needs theory
1959	Frederick Herzberg	Two-factor theory
1961	David McClelland	Three-needs theory
1963	John Stacey Adams	Equity theory
1964	Victor Vroom	Expectancy theory
1968	Edwin Locke	Goal-setting theory
1969	Clayton Alderfer	ERG theory
1977	Albert Bandura	Social learning theory
1985	Deci and Ryan	Self-determination theory

Source: Mckee, A. 2014

Equity theory: “Theory that states that people are motivated when people feel that their inputs and outcomes at work are fair and just.” Mckee, A. (2014).

Expectancy theory: “Theory that states that motivation is affected by the relationship among effort and performance, performance and outcomes, and the perceived value of outcomes.” Mckee, A. (2014).

Goal-setting theory: “Theory that states that people are motivated by the process of identifying and achieving goals, and that the characteristics of these goals will have an impact on motivation, performance, and results.” Mckee, A. (2014).

Operant conditioning theory: “Theory based on the premise that learning and behavior changes occur when behavior is reinforced, and when behavior is not reinforced or is punished, it will cease.” Mckee, A. (2014).

Social learning theory: “Theory that states that people learn new behaviors by observing others, and that self-reinforcement and self-efficacy support learning and behavior change.” Mckee, A. (2014).

2.5 Herzberg’s Two-Factor Theory of Motivation

In year 1959, Frederick Herzberg’s Two-Factor Theory was designed. The survey results which is based on two hundred engineers and accountant feedback collected in the USA regarding their personal feelings towards their working environments, Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation & Hygiene Factors (Robbins, 2009). Frederick Herzberg’s two-factor theory, sometimes called the motivator-hygiene theory, states that two distinct sets of factors which are motivators and hygiene factors ,influence job satisfaction, or job dissatisfaction.

Although, Hygiene factors do not motivate, they affect the level of dissatisfaction with a job. Hygiene factors are both physical and psychological factors that can point to dissatisfaction. Hygiene factors include salary, working conditions, supervision, and relationships with coworkers and company policies. Hygiene factors would remove the dissatisfaction, and they do not make people to become highly satisfied and motivated on their job.

(1) Working Condition: Working environment is a crucial part for employee satisfaction. Thus the working environment should be safe, clean, comfortable and hygienic. Also the equipment and materials should be modern and nice maintained.

(2) Salary and job security: The Company should pay fair and reasonable salary for every employees’ qualification and experience. Also it should the equal rate within same industry. The organization’s salary pay policy (increase or decrease) can affect the dissatisfaction within a company a great deal. The Company should consider job security to employees otherwise employees try to obtain new opportunities.

(3) Company policies: Policies should be fair and applied equally to all employees. There should not be exceptional. Policies should be amended with practical experiences by regularly. Depend on the company applied policies whether good or bad, fair or unfair can impact the level of dissatisfaction that employee will feel.

(4) Supervisors: Managers and Supervisors are critical role for employee satisfaction to achieve organization goal. They can create an environment that motivates your employees and increases their level of satisfaction by taking seven key steps, such as providing them with opportunities to grow their awareness and skills and giving them all the valuable information and support, they need to do their jobs effectively. Also supervision must be true, fair and appropriate among the employees. The employee should be given as much freedom as is reasonable. Employee's satisfaction has to become for supervision that employees' believing on their boss, including whether the boss has quality works, polite, good decision practices and a good communicator.

(5) Interpersonal relationships: Employees need to gain good friendship with their coworkers for a positive ambient at workplace and also, for warmly and healthy interpersonal relationship. It is essential requirements for individuals to trust and respect each other at the workplace for proper relationship which is to occur satisfaction at workplace and also, people need to discuss and negotiate a difficulties and reach to improve solutions. There should be no resistance for bullying or factions. A healthy, cheerful, and mindful relationship should exist among peers, colleagues, superiors, and subordinates.

Herzberg mentioned motivators lead to job satisfaction. Motivators are higher-order needs, such as the need for recognition, achievement, responsibility, and opportunities for growth and development. Herzberg believed that when motivators are absent, workers are neutral toward work, but when motivators are present, worker are highly motivated and satisfied (Daft, 2014).

(1) Achievement: Achievement is one of key factor to encourage employee motivation. It might be if an employee completes a task or project before the deadline and receives with proper result, the employee feels would increase satisfaction level. However, if one of individual is unable to complete the project in time easily, or feels rushed and feels that unable to do the job done, the satisfaction level may decrease.

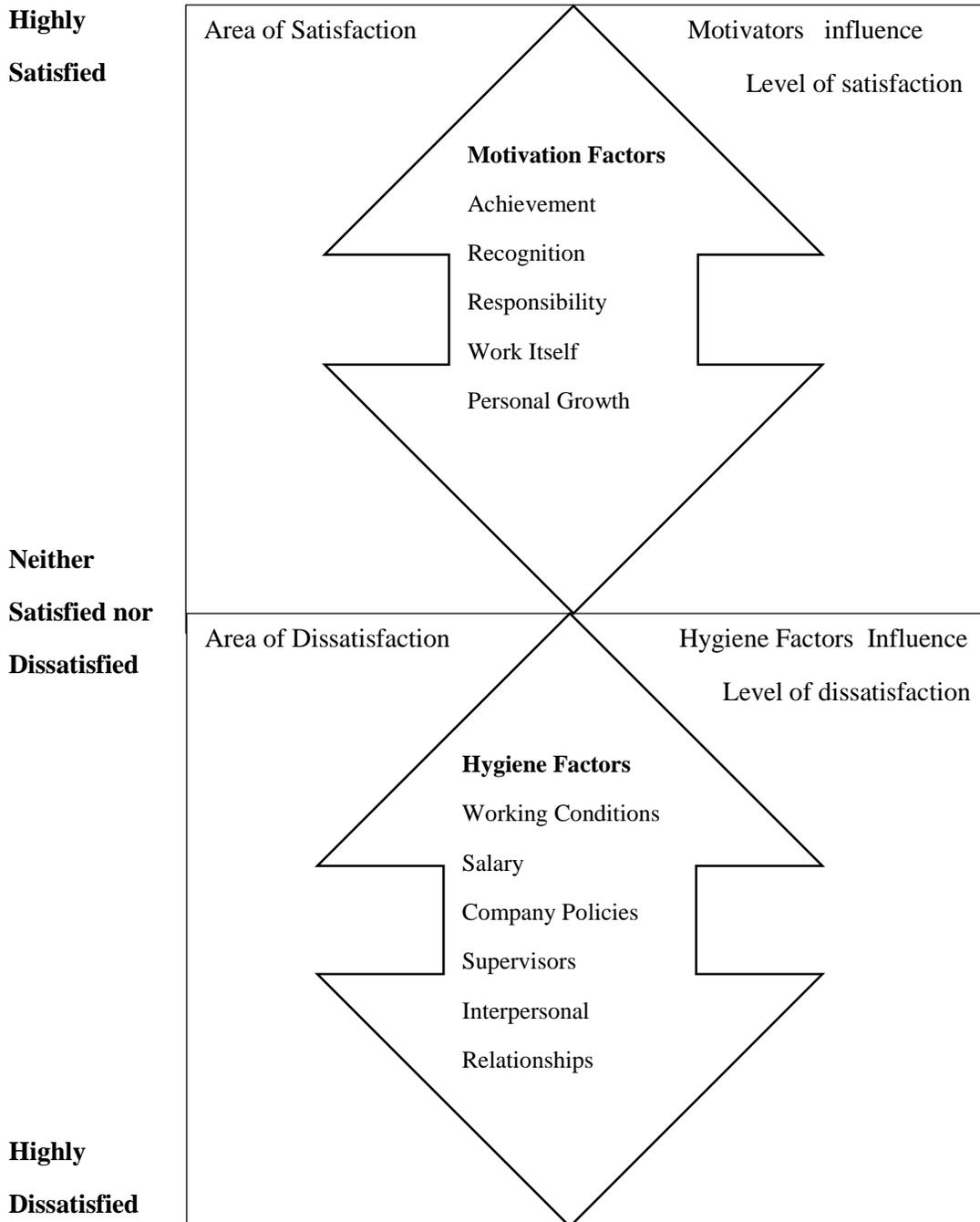
(2) Recognition: “Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, causal or formal. It is always in addition to pay” (Colin Pitts, 1995). Recognition can lead to positive employee satisfaction. When the employees receive the acknowledgment they gain for a job well done, the satisfaction will increase. If the employees work is neglected or blamed it will have the negative effect.

(3) Work itself: The work itself can support to be interesting, diverse, and provide enough of a challenge to maintain motivated employees. This work itself represents the employees’ perception and view of whether the work is too challenging to solve the problem, too easy, interesting or dulling.

(4) Responsibility: This involves the degree of freedom an employee has to arrange their own decisions and implement their own ideas. The higher freedom to take responsibility the higher accented the employee may be to work harder on the business, and be more satisfied with the outcome. Employees should have accountability and ownership their work. They should take responsible for their completion and not feel as though they are being micromanaged.

(5) Personal Growth: The business should support to employees the opportunity to learn new skills and knowledge. This can appeared either on the job or through more formal training. Training and development opportunities should be offered so that people can pursue the positions they want within the company (Dartey- Baah, 2011). Education supporting would be make employees feel more valuable and executed professionally.

Figure 2.1 Herzberg's Two-Factor Theory



Source: Daft, 2014

CHAPTER III

BACKGROUND INFORMATION OF SMALL & MEDIUM INDUSTRIAL DEVELOPMENT BANK

This Chapter considers the profile of the bank, corporate objective, the vision, mission, Extension of the branches, services provided by Small & Medium Industrial Development Bank (SMIDB), organization structure of the bank and motivation functions of SMID Bank.

3.1 Profile of the Small & Medium Industrial Development Bank

SMID Bank is incorporated as a public limited company. The SMIDB was under the auspices of the Ministry of Industry. The Small & Medium Industrial Development Bank (SMID Bank) started its operation activities on February 15, 1996 as semi government bank. In 2015, the bank has been reformed as an independent bank and Board of Directors who have chosen by shareholders fully managed the bank. The main objective of the bank which establishing is to provide financial and technical assistance to SMEs sector in the country. The Motto of the SMID Bank is 3 S (Satisfaction, Stability & Safety). The SMIDB's vision is to become a leading bank in SME Financing. The mission of SMIDB is to support SME financially, to extend technical assistance, to provide good customer service.

In the country, SIMD Bank is only one focused on SMEs, the bank aim to finance particularly the production sector. The Ministries of Industry and Finance coordinated initiative with the bank, thus the bank has had the privilege of a credit line from the state-owned Myanmar Economic Bank (MEB). The bank offers contributed SME loans with very reasonable interest rates to its customers to support the development goals of creating new job opportunities and poverty mitigation.

SMEs are the backbone of the economy and play a vital role for the development of the country. However, for SMEs, lack of access to finance, technical assistance, market information, modern technology are major challenges to develop the business. Therefore, SMID Bank acknowledges that financial support is hardly a single dimension for SME development and also considers boosting technical assistance.

SMID Bank is a Financial Institution to provide financial services and the bank works very firmly with its customers from the private sector especially production sector. In addition, SMID Bank always tries to offer valuable services to its valued customers and understands that capacity building significantly contributes to the development of every sector. For these reasons, SMID Bank plans to conduct training courses to its valued customers to share the banking knowledge. Also SMID Bank would like to construct the way for win-win solutions for all parties involved.

According to SMIDB's objectives, the bank committed the finance concept as follows:

- selects its borrowers in a transparent credit selection process
- makes adequate assessment of clients' repayment capabilities,
- measures social performance and
- provides respective trainings to its customers and staff members.

Small & Medium Industrial Development Bank (SMIDB) set up future plan for organization development as below matters:

- (a) Initiating Value Chain Finance
- (b) Digital Transformation
- (c) Segment Prioritization for SMEs
- (d) Seizing Bigger Market Share of Export & Import Substitutes
- (e) Customized Financing Options for SMEs
- (f) Adopting the better SME Banking Model

In 2016 - 2017 fiscal year bank expands to 19 branches, including head office, all over the country. Incoming (2019 -2020) fiscal year are planning to open some more branches in around the country become 29 branches.

3.2 Organizational Structure of SMIDB

SMID Bank's head office is formed with 12 departments. The board of directors includes 11 members. Under the supervision of BOD, CEO runs the bank with two deputy

managing directors. There are Human Resource Department , Administration Department, Information & Communication Technology Department, Finance Department, loan Department, SME Department, Strategy & Business Development Department, Branch Operation Department, International Banking Department, Internal audit department under Audit Committee, Risk & Compliance Department under Risk Committee. SMIDB is operating the bank by 460 employees at financial year 2018-2019. Appendix II shows organization chart of SMIDB bank.

3.3 Services Provided by SMIDB

SMIDB provides many services which are deposit products, remittance, international banking services, card services, loan products, other services.

Deposit Products

Deposit products includes saving deposit, current deposit, fixed deposit and call deposit.

- (a) Saving deposit account: Individual Account, Two or more person Joint Account or Company / Association Account can be opened. Minor Account, Religious, Social, Economic Account and Trust Account can be opened with initial deposit is required, interest rate on saving deposits is 8.5% per annum calculated on your balance on the fifth day of each month and the interest due will be added to your balance quarterly.
- (b) Current account: A current account is non-interest bearing account for individuals and organizations. A cheque book is issued for the account holder and withdrawals can be made at any branch without limitation on the amount or the frequency of withdrawal. There can be opened one or more account for your other company or association if necessary.
- (c) Fixed Deposit Account: Fixed deposit account is eligible for individual and organization looking for a higher yield on their deposit. Fixed Deposit Account can be opened by durations. There is no interest when the deposit has been withdraw before it has successfully matured. A passbook is issued to the account holder. Interest rate is 1 -month fixed deposit 9.00% pa, 3 -month fixed deposit 9.25% pa,

6 -month fixed deposit 9.50% pa, 9 -month fixed deposit 9.75% pa, 12-month fixed deposit 10.00% pa.

- (d) Call Deposit Account: Individual and Organization can open a call deposit account. A passbook is issued to the account holder upon successful opening of an account. An account holder can enjoy interest on daily basis. Interest rate for call deposit account is MMK-100,000,000 and above 6% per annum and below MMK-100,000,000 4% per annum. The interest is compounded into the account quarterly.

Remittance

Remittance services including domestic remittance and international remittance
Domestic Remittance: Currently, the bank is operating with 19 branches across the country. The bank intend to extend some branches in the next financial years. Although the bank has only a limited branch networks, it closely cooperates and connect with the following local banks for remittance services such as Co-operative Bank Ltd., (CB), Kanbawza Bank Ltd., (KBZ), Global Treasure Bank., (GTB), Myanmar Citizen Bank Ltd.,(MCB), Asia Green Development Bank Ltd.,(AGD), Myawaddy Bank Ltd.,(MWD), Rual Development Bank Ltd.,(RDB), United Amara Bank Ltd., (UAB).

International Remittance: To be able to conduct the international banking efficiently, the bank set up its own SWIFT (Society for Worldwide Interbank Financial Telecommunications) system in August 2012 and it has been established a wide correspondent banking network with overseas bank in various countries, It also provides overseas remittance services for Myanmar nationals working abroad in coordination with a famous global money transfer service provider, Xpress Money since February1, 2013.

International Banking Services

In this banking services include current account with USD (or) EURO (or) Singapore Dollar, TT (Telegraphic Transfer), L/C (letter of Credit)

International Banking Operation: The bank was among the first batch of local banks to opened foreign currency exchange countries in October, 2011 and so is the Authorized Dealer (AD) License for international banking in November of the same year. To be able to conduct the international banking efficiently, the bank set up its own SWIFT communication system in August 2012.

More correspondent banking relationship with other overseas banks is an ongoing process. The bank opened its Nostro accounts with the following overseas banks such as

- United Overseas Bank (UOB) (Singapore)
- United Bank of India (UBI) (India)
- Overseas Chinese Banking Cooperation (OCBC) (Singapore)
- Maybank (Malaysia)
- Bank of Ayudhya Public Company Ltd. (Thailand) (Krungsri Bank)

International financial services are;

- (a) International Transfer
- (b) Trade Services
- (c) Export / Import Financing
- (d) Foreign Currency Account
- (e) Fixed Deposit
- (f) Guarantee

Card Services

SMIDB's MPU Card can be used in every MPU member banks' ATMs throughout the country. Another purpose of SMIDB's MPU Card is using for E-commerce services (for example online shopping). At all SMIDB ATMs, not only MPU Card can be used also Union Pay International Card (UPI) and Japan Credit Bureau Card (JCB) are also available for cash withdrawal.

Loan Products

SMID Bank provides the following Loan Products:

- (a) Commercial Loan
- (b) SME Policy Loan
- (c) Hire Purchase Loan
- (d) JICA Two-Step Loan
- (e) Staff Loan
- (f) Education Loan
- (g) SMID-SFB Loan

Other Services

Other services include gift check, payment order, performance guarantee, bank guarantee, exchange counter.

3.4 Motivational Practices of SMIDB

Small & Medium Industrial Development Bank (SMIDB) considers and focus on develop of employees' motivation. Therefore, the bank's management was applying motivational practices to employees. And also the management try to initiate appropriate policies which are support to organizational goals, achievements and staff motivation. Even though HR unit also helps to develop motivational program for the employees, the bank have no regular survey practices on employee motivation. For motivational practices to employees, there are some highlighted areas which are office working condition, supervision , training and personal growth, promotion, leave , transfer policy, uniform, provident fund, reward ,recognition and other allowances.

(a) Working Condition

SMIDB provides suitable office equipment to employees to operate banking service activities. According to position level and job function, the bank arranged appropriate sitting plan for employees and facilitate suitable room, furniture, stationeries and equipment. And also, management make regular monitoring for those accessories, assets and equipment. Management also plan office renovation process, repair and maintenance process to be nice office condition. For office cleaning and health, the bank hired and assigned cleaner and helper to clean the workplace. For security purpose, the bank hired and assigned security guards for office areas to become safety workplace.

(b) Supervision

The SMIDB's managers and executive leaders are desired to teach, coach and develop to their subordinates. And also the bank managements are given equal opportunities which are personal development and promotion to employees. In addition, the managements haven't accepted discrimination among the employees and also the managements are given occasionally constructive criticism to employees for performance. At the same time, they would like to listen employees' feeling, opinions and feedback.

Furthermore, managements encourage to employees to become team sprit for problems solving.

(c) Training and Personal Growth

Employee training is an arrangement that is designed to boost the technical skills, efficiency, knowledge, and value added creation to do any specific job and task in a much superior way. Training program should arrange periodical and given at appropriate time intervals, it is never continuous. Employee training is also needed when an employee is moved from one location to another for different assignment and different nature. The employee can be provided the intuition when he has some situation that about the new assignment, new environment and its organizational transformation. Training can help employees' development and their needed skill and as well as overall growth of the organization.

Therefore, the SMIDB encouraged to improve the employee's capacity and capability for their current and future. SMIDB provided in house training for new employees to familiar with their new job and improve their job related skills and awareness. And also bank provided and allowed outside technical training such as IFRS & accounting, Diploma in Banking, ACE, Leadership, Capacity Building Financial System, Change Management, English for banking and Finance, SME lending professional, Auditing, Financial Management Course, and Young Manager Training. SMIDB accepted Seminars and foreign country scholarship program to employees if the bank need technical supported from them. SIMDB supported equal opportunities to employees for training program according the best interest of the organization. Small & Medium Industrial Development Bank has been continuously training to improve employee's skill and also had Diploma in banking holder (16) staffs. Improving of employee's skill as well as to gain benefit for bank, potential employee sent to banking training that combine with Yangon Institute of Economic and Frankfurt University, Germany. In the SMIDB, there are twenty six employees already joined India Scholarship program. If employees have done master and diploma and training courses, the bank recognize and appreciate to employees for their new knowledge. And the management assign in new appropriate role for employees who have done master or diploma and other education program.

For training programs, employees need to do bond agreements with the Bank. Normally employees need to sign on agreement one year bond for diploma, certificate, and seminar courses. If absence, employees would be refund twice of cost. For coming future, the company planned to do training sections with International Education School programs for potential employees.

(d) Promotion Policy

SMIDB always encouraged to employees to apply staff promotion opportunities. Management arrange examination section to become true and fair interview section process for employees who are applied for promotion. To become fair interview process, HR department have responsible to issue job vacancies announcement to the public website. Head of HR department and Manger are need to screen on the application forms to select appropriate applicants. And then HR department responsible employees communicate selected applicants to join interview process. Also HR staffs need to involve in first interview panel and make questionnaires with other company's responsible persons. HR also need to involve second interview process. So all employees need to pass quality test exam for their promotion, also the bank set criteria for minimum service years to accept promotion. If employees met minimum service years for respective positions, they could be entrance promotion exam. If employees passed exam, they need to do personal interview. In the interview process, management consider employee's effort and performance. In the final interview stage, company's CEO interviews and selects the final candidate. If the employees who have been passed personal interview, they would be one step promotion. And then employees who get promotion need to sign in contract with the bank.

(e) Leave Policy

SMIDB allows 6 days casual leave per year with full salary but for one time, no more 3 days and also cannot take continuously with other leaves. For annual leave, employees will be entitled 12 days per year with full salary, for one time at least 4 days to 12 days. Bank also allow continuously annual leave with medical leave and leave without pays. Employees need to inform 3 days advance to take permission from respective person for annual leave. If employees want to take annual leave 4days and more, they need to make Duty report after leave. If annual leave is more 5days and more, Employees need

approval from HR department. For medical leave, employees who have minimum 6 months service period will be entitled 30 days per year but salary can be get 50%. Employees need to submit medical certificate which is approved from bank's clinic and hospital. For maternity leave, employees will be entitled 6 weeks before delivery and 8 weeks after delivery and also entitled together with medical leave. Employees will be get full salary during maternity leave. And also male employees can be take paternity leave 15 days with full salary. For half day leave, employees can be take 6 times per year with 50% of salary. If employees have no other leaves, they can be take leave without pay. Regarding leave procedure, employees need to prepare leave request form and submit to HR department and then if respective department head approve, HR department will be inform to respective branch and department.

(f) Transfer within the Bank Policy

Employees within the Bank can request transfer across branches and regions or Head Office to Branch and Branch to Head Office. Transfer can only be effected with available vacancy and after fulfill manpower for new branch, new positions and replacement positions. For the bank side, if operational requirement occur, the bank assigns employees to transfer one place to another. For transfers initiated by the Bank, employee have to get proper accommodation arrangements or allowances and a transfer allowance.

(g) Uniform

SMIDB have provided Bank's Uniform to all employees and all employees must wear designated Uniforms during all working hours. Employees must ensure that Bank's Uniform is worn neat and be kept in proper condition. SMIDB issued Uniform as follows;

1. Monday – Thursday (Managerial Level and Operational level)
2. Friday- SMIDB T shirt

New employees have given 2 sets of Uniform at start time. Regular employees have given 2 sets of Uniform per year. For additional requirement, the bank have to sell uniforms to employees and maintain register books for record.

(h) Provident Fund

SMIDB has Provident fund scheme to provide for employees when they resign or retire from the bank services with the Bank. It comprises, of the subscription by employee

and the contribution by the Employer. For provident fund, the bank cut 5% of basic salary after adjusted and employees have right to access interest rate on their saving. If all of employees are taken actions by bank for their personal causes and if those employees resigned, they could be entitled fully just saving and interest and also they could be entitled for reserve fund and 30% interest. If employees who are terminated staffs from the bank, they just entitled saving and interest only.

(i) Reward, Recognition and Other Allowances

The bank provides bonus to employees after when management decide percentage amount from the earning. But bonus amount is depend on earning and management decision. According target achievement, the bank also provides performance based reward. If individual or branch level achieved propose targets, employees have to get reward percentage amount for their effort and achievement. SMIDB also has staff loan program to help employees' financial requirement.

SMIDB regularly celebrated bank anniversary event, there are some recognition activities included. It means that the bank gave awards which are the best performance award, the best dutiful person award, long service award to employees in the anniversary event. The bank included lucky draw section in this anniversary party for people who are attended in the event.

SMIDB provides ferry car to employees for transportation, if employees did not use ferry car, the bank pay bus transportation cost 800 MMK per day for working days. For head of department and branch managers, the bank provides special car and driver for their activities.

SMIDB provides meal allowance 1200 MMK per working day for employees and the bank issued the money end of the bank with salary withdraw. And also, the bank provides special allowance 12000 MMK per month. For overtime activities, the bank allows overtime fees 400 MMK per hour to employees. But there is limited amount for overtime fees, for weekday, not exceed 1500 MMK per day and for weekend, not exceed 3200 MMK per day.

CHAPTER IV

ANALYSIS ON EMPLOYEE SATISFACTION LEVEL OF SMALL & MEDIUM INDUSTRIAL DEVELOPMENT BANK (SMIDB)

This chapter analyzes the demographic factors of employees in (SMIDB) to support employee satisfaction level on both hygiene factors and motivational factors. Demographic profile of respondents is analyzed with frequency by showing number of respondents in each class of demographic factors such as gender, age, position, monthly income, education level and service year. Those demographic factors can be highlighted and support to become comprehensive analysis on employee motivation level of (SMIDB). And then, this study analyzes employee satisfaction level of SMIDB based on Herzberg's Two-factor Theory of motivation that hygiene factors and motivational factors.

4.1 Research Methodology

This study was based on Herzberg's Two Factor theory which includes hygiene factors and motivators. Hygiene factors can be used to measure employee dissatisfaction and if hygiene factors are sufficiently provided by the firm, employees may not feel dissatisfaction. But even though the firm fully provided hygiene factors, employees may not feel satisfaction. According to Herzberg's Two Factor theory concept, employees may be satisfied only from motivators. If the organization fully supports on motivators sufficiently, employees will not be dissatisfied. Therefore in this study, questionnaires were based on hygiene factors and motivation factors and then examined to SMIDB's employees. In SMIDB, there are Head Office and 19 branches which are located in different parts of Myanmar. For this study, only focus on Head office employees and made questionnaires on 100 respondents.

In addition, in this analysis, the mean value and standard deviation are represented by using Statistical Package for the Social Sciences (SPSS) software. Thus, if mean score of a factor is less than or equal to '3', it can be concluded that employee perceived this factor is provided not enough in the firm. If mean score of a factor is greater than '3', it can be concluded that employees perceived this factor is sufficiently provided from the firm. And then standard deviation will be represented how measurements of group are spread out from the average (mean value), if standard deviation value is low, means that most of the

result number are close to the average and if standard deviation value is high, means that the result numbers are more spread out.

4.2 Demographic Factors of Respondents

This part is mentions demographic profiles of the sampled employees from Small and Medium Industrial Development Bank (SMIDB). The factors are included that gender, age, position, monthly income, education level and service years of employees.

Gender of Respondents

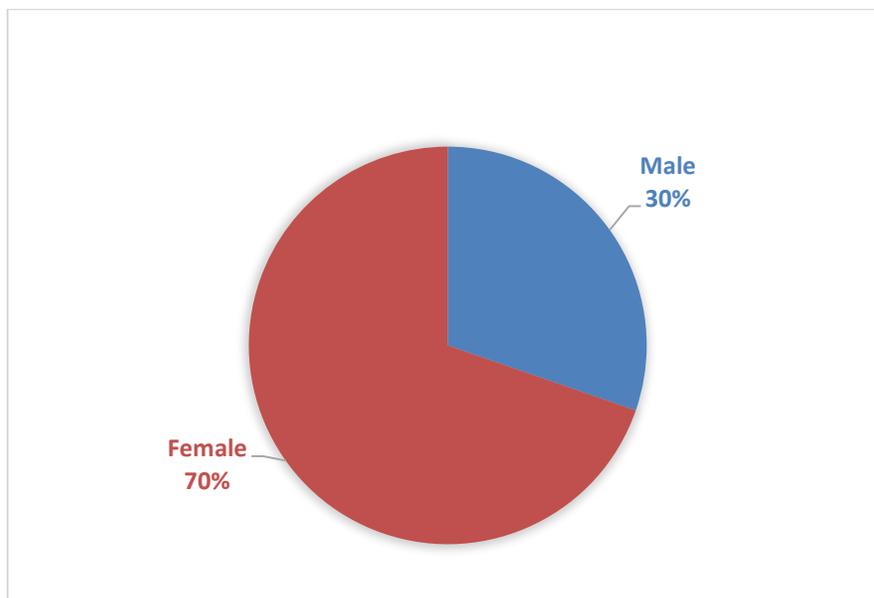
Table (4.1) and Figure (4.1) shows gender of respondent situation of sampled employees.

Table (4.1) Gender of Respondents

Gender	Managerial level		Non- Managerial level		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Male	7	29.2	23	30.3	30	30
Female	17	70.8	53	69.7	70	70
Total	24	100	76	100	100	100

Source: Survey Data, 2019

Figure (4.1) Gender of Respondents



Source: Survey Data, 2019

According to Table (4.1), 30 employees are male with 30% of respondents and 70 employees are female with 70% of total respondents in managerial and non-managerial of SMID Bank. This situation states that the number of female employees are higher than that of Male employees in SMID Bank.

Age of Respondents

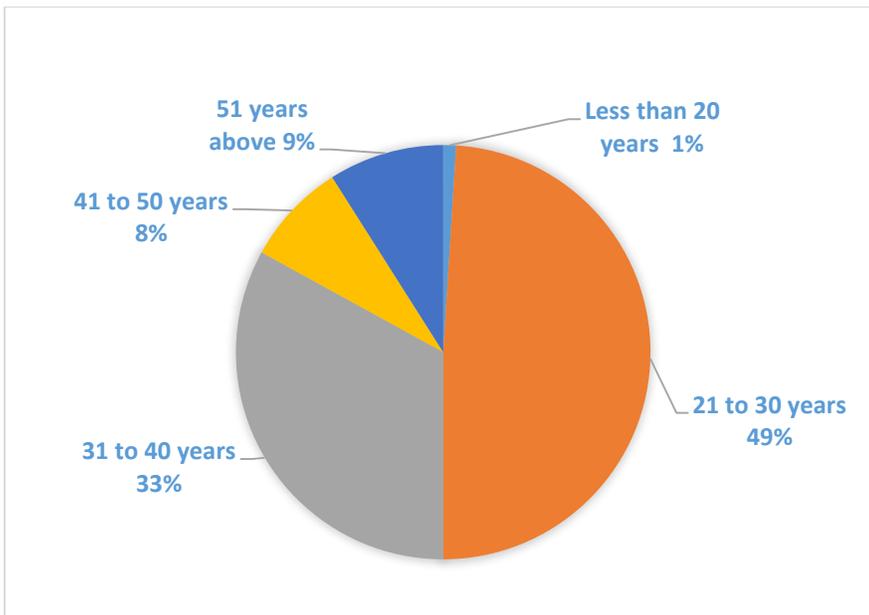
Table (4.2) shows the age groups of respondents and divided by five groups.

Table (4.2) Age of Respondents

Age (Year)	Managerial level		Non- Managerial level		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than20	-	-	1	1.3	1	1
21 to 30 yr	-	-	49	64.5	49	49
31 to 40 yr	9	37.5	24	31.6	33	33
41 to 50 yr	6	25	2	2.6	8	8
51 yr above	9	37.5	-	-	9	9
Total	24	100	76	100	100	100

Source: Survey Data, 2019

Figure (4.2) Age of Respondents



Source: Survey Data, 2019

According to Table (4.2), There are several ages of respondents and shows details that in less than 20 years old group there is one employee, 49 employees are between 21-

30 years , 33 employees are between 31-40 years, 8 employees are between 41-50 years and 9 employees are over 50 years old. According to this study, majority of employees 49% are young and between 21-30 years old in the firm and also they are non-managerial level. So that the young group of employees are main driving force for the organization. The second majority group is 31 to 40 years old group and including managerial level position that is why supposed that the bank was comprised by young generation.

Position of Respondents

In this section, employees are divided into two main categories: managerial level (manager, executive) and non-managerial level (supervisor/ office, senior staff and junior staff) and Table (4.3) shows the position level of respondents.

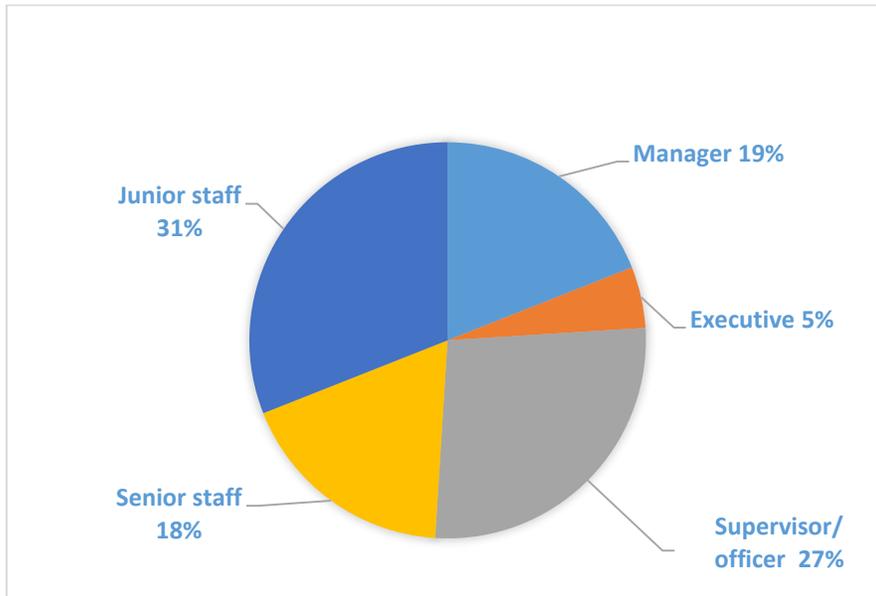
Table (4.3) Position of Respondents

Position	Managerial level		Non- Managerial level		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Manager	19	79.2	-	-	19	19
Executive	5	20.8	-	-	5	5
Supervisor / officer	-	-	27	35.5	27	27
Senior staff	-	-	18	23.7	18	18
Junior staff	-	-	31	40.8	31	31
Total	24	100	76	100	100	100

Source: Survey Data, 2019

According to in this study resulted Table (4.3), 19 employees are managers in managerial level and 5 employees are executive level (Top level position). In non-managerial level, 27 employees are supervisors/ officer, 18 employees are seniors staff level, 31 employees are junior staff level. Therefore this study supposed that sampled of respondents were represented and involved by different type of positions level. Among them, the biggest positions group are junior staff and the second and the third are supervisor and managers level.

Figure (4.3) Position of Respondents



Source: Survey Data, 2019

Monthly Income of Respondents

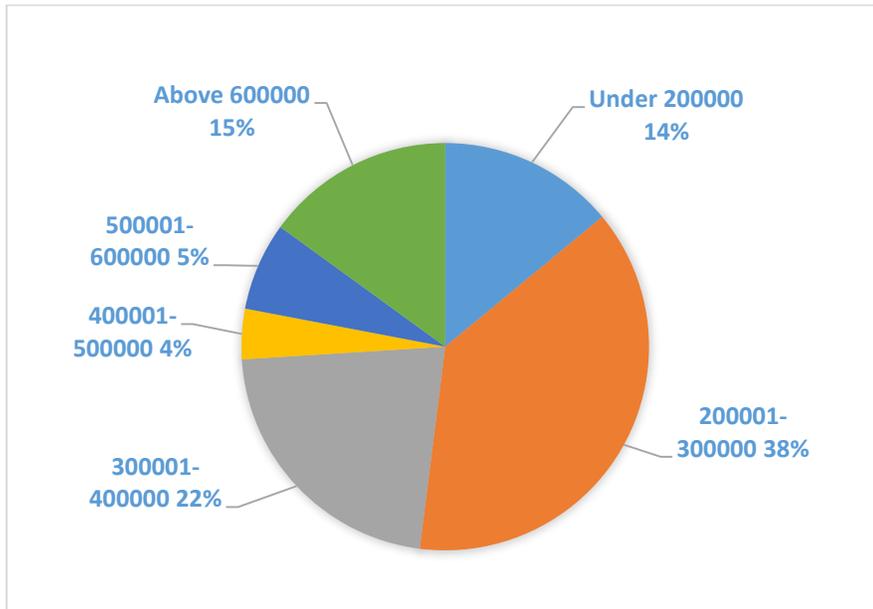
There are six income level of groups, and Table (4.4) shows income level situation of respondents.

Table (4.4) Monthly Income of Respondents

Monthly Income (Kyat)	Managerial level		Non- Managerial level		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Under 200000	-	-	14	18.4	14	14
200001-300000	-	-	38	50	38	38
300001-400000	2	8.3	20	26.3	22	22
400001-500000	1	4.2	3	3.9	4	4
500001-600000	6	25	1	1.3	7	7
Above 600000	15	62.5	-	-	15	15
Total	24	100	76	100	100	100

Source: Survey Data, 2019

Figure (4.4) Monthly Income of Respondents



Source: Survey Data, 2019

According to the Table (4.4), there are six monthly income level groups and it is mentioned that 14 employees' salaries are under 200000 kyats with 14% and they all are non-managerial employees, 38 employees' salaries are between 200001-300000 kyats with 38%, and also they are non-managerial employees who are the largest group of income level in the firm. And then, 22 employees' salaries are between 300001-400000 kyats with 22% of respondents they are the second largest group of the firm and within this group there are two managerial level employees included, 4 employees' salaries are between 400001-500000 kyats with 4% of respondents so in this group, 3 non-managerial and 1 managerial employees included. For the next level monthly income, 7 employees' salaries are between 500001-600000 kyats with 7%, 15 employees' salaries are above 600000 kyats and they all are managerial level employees so it means that majority of managerial level employees are getting salaries above 600000 kyats.

Education of Respondents

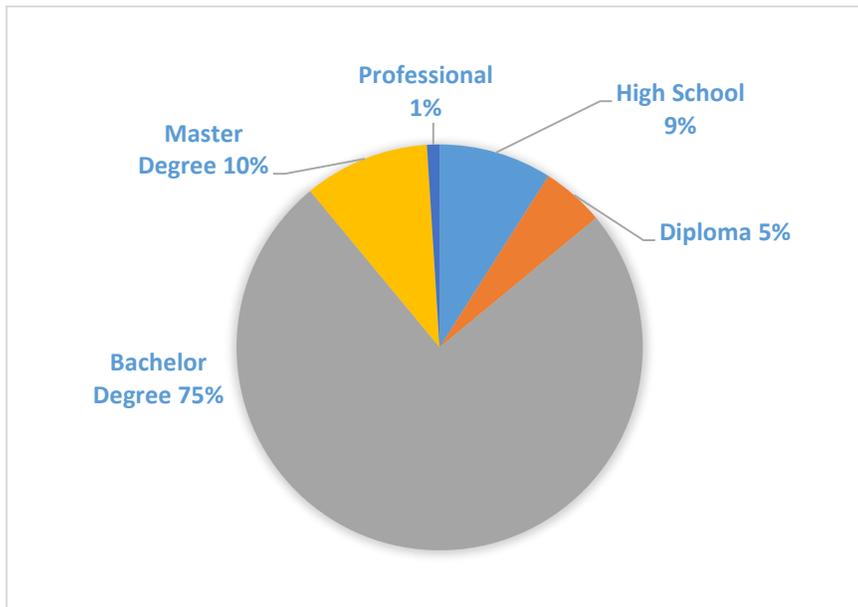
In this study, there are five group of education level and Table (4.5) mentions education level of respondents.

Table (4.5) Education of Respondents

Education Level	Managerial level		Non- Managerial level		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
High School			9	11.8	9	9
Diploma	1	4.2	4	5.3	5	5
Bachelor Degree	18	75	57	75	75	75
Master Degree	4	16.7	6	7.9	10	10
Professional	1	4.2			1	1
Total	24	100	76	100	100	100

Source: Survey Data, 2019

Figure (4.5) Education of Respondents



Source: Survey Data, 2019

According to Table (4.5), 75 employees are graduated persons with 75% of total respondents, and it is shows that majority of employees are graduated persons in the firm. And then, 10 employees are master degree level, 4 are managerial and 6 are non-managerial

employees. There are 5 employees in diploma level, four of them are non-managerial staffs and one is managerial staff. Also, there is one professional level who are managerial staff. For high school level, there is 9 employees in high school level and they all are non-managerial staffs. So this study was obviously founded that most of the employees are educated persons.

Service Years of Respondents

In this section, there are six dimensions level of employees' experience service years groups and Table (4.6) shows that service years of respondents.

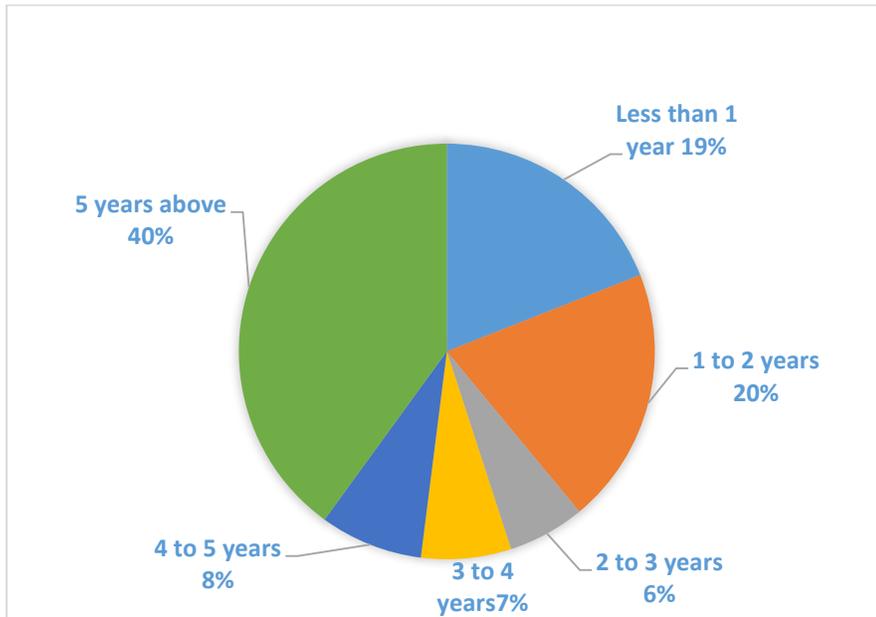
Table (4.6) Service Years of Respondents

Service Year	Managerial level		Non- Managerial level		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than 1 year	4	16.7	15	19.7	19	19
1 to 2 years	2	8.3	18	23.7	20	20
2 to 3 years	1	4.2	5	6.6	6	6
3 to 4 years	1	4.2	6	7.9	7	7
4 to 5 years			8	10.5	8	8
5 years above	16	66.7	24	31.6	40	40
Total	24	100	76	100	100	100

Source: Survey Data, 2019

According to Table (4.6), 19 employees have less than 1 year experience with 19 %, 20 employees have between 1 to 2 years' experience with 20% , 6 employees have between 2 to 3 years' experience with 6% , 7 employees have between 3 to 4 years' experience with 7% , 8 employees have between 4 to 5 years' experience with 8% of respondents. And then, in managerial 16 employees have above 5 years' experience ,66% of managerial level group and also 24 employees have above 5 years' experience ,31.6 % of non-managerial level group.

Figure (4.6) Service Years of Respondents



Source: Survey Data, 2019

4.3 Analysis on Employees' Job Satisfaction Level on Motivational Factors and Satisfaction Level on Hygiene factors

In term of Herzberg's Two-Factor Theory, the analysis is based on hygiene factors which are working conditions, salary, company policies, relationship with manager and supervisors, interpersonal relationship, and motivational factors which are achievement, recognition, responsibility, work-itself, personal growth. And then, the questionnaires with five point Likert Scale is used to measure respondents' satisfaction level on each dimension. Five point Likert Scale is used with strongly agreed, agreed, neutral, disagreed, and strongly disagreed. The measurement is represented by mean value and standard deviation. For the hygiene factors result, if mean score greater than 3 is towards no dissatisfaction level and if mean score less than 3 is towards high dissatisfaction level. For motivators results, if mean score greater than 3 is towards strongly satisfaction level and if mean score less than 3 is towards low satisfaction level.

Satisfaction Level on Hygiene Factors

This section included, the analysis of working conditions, salaries and security, company policies, relationship with managers and supervisors, interpersonal relationship.

(a) Satisfaction Level on Working Condition

Regarding the analysis of satisfaction level on working condition, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. In Table (4.7) the mean values of scores and standard deviation are shown.

Table (4.7) Satisfaction Level on Working Condition

Working Condition	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Suitable work place	3.88	0.448	3.64	0.626
Suitable office equipment and facilities	3.46	0.932	3.36	0.743
Recognizing from co-workers	3.67	0.637	3.64	0.706
Clean and Healthy work place	3.92	0.717	3.75	0.614
Safe and secure work place	4.04	0.624	3.95	0.563
Average	3.79	0.435	3.67	0.424

Source: Survey Data, 2019

According to Table (4.7), there are five conditions to measure satisfaction level, for the suitable work place, the mean values are 3.88 in managerial level and 3.64 in non-managerial so it shows that selected employees of SMIDB are given high score in the area of suitable work place condition. Also it means that employees of the bank dispel their dissatisfaction level on this suitable work place condition.

For suitable office equipment and facilities factor, the mean values are 3.46 in managerial and 3.36 in non-managerial. Since mean score is higher than 3, it means that employees dispel dissatisfaction level in this condition.

For recognizing from coworker, the mean values are 3.67 in managerial and 3.64 in non-managerial respectively. Since mean score is higher than 3, it can be assumed that employees of bank have no dissatisfaction level on this condition.

In the condition of clean and healthy work place, mean values are 3.92 in managerial and 3.75 in non-managerial. Since mean score is higher than 3, it can be assumed that both positions level of employees have no dissatisfaction level.

The last condition for safe and secure workplace, mean values are 4.04 in managerial and 3.95 in non-managerial. Since mean score is higher than 3, it can be assumed that all employees of selected SMIDB have highly no dissatisfaction on this condition especially managerial is the lowest dissatisfaction level. Among the working condition factors, for managerial level 0.448 is the lowest standard deviation value so it mean that most of managerial employees' answer are closely in suitable work place condition, for non-managerial employees 0.563 is the lowest standard deviation value it means that most of non-managerial employees' answer are closely in safe and secure workplace condition.

Figure (4.7) Satisfaction Level on Working Condition



Source: Survey Data, 2019

According to Figure (4.7), managerial employees' satisfaction level is higher than non-managerial employees in all area of conditions.

(b) Satisfaction Level on Salaries and Security

Regarding the analysis of satisfaction level on salaries and security, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. In Table (4.8) the mean values of scores and standard deviation are shown.

Table (4.8) Satisfaction Level on Salaries and Security

Wages, Salaries and Security	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Suitable salary	3.67	0.702	3.32	0.787
Fair salary increment	3.38	0.875	3.04	0.9
Provide for overtime working hours	3.08	1.018	2.68	0.983
Safe and Secure Job condition	3.67	0.761	3.58	0.788
Fired without good reason	3.13	1.154	2.95	1.07
Average	3.38	0.638	3.11	0.664

Source: Survey Data, 2019

According to Table (4.8), for the suitable salary factor, the mean values are 3.67 in managerial and 3.32 in non-managerial. Since mean score is higher than 3, it can be assumed that all employees of selected SMIDB have no dissatisfaction level with current salary, especially manager level employees' dissatisfaction level is lower than non-managerial employees on this factor.

For the next factor fair salary increment, the mean values are 3.38 in managerial and 3.04 in non-managerial employees. Since mean score is higher than 3, it can be assumed that employees have no dissatisfaction level on this factor.

For provide overtime working hours factor, the mean values are 3.08 in managerial and 2.68 in non-managerial so the result is expressed that manger level employees have no dissatisfaction and non-managerial employees are toward to moderately dissatisfied. In the condition of safe and secure job condition, the mean values are 3.67 in managerial and 3.58 in non-managerial. Since mean score is higher than 3, so it can be assumed that both managerial and non-managerial employees have no dissatisfaction on this factor. For the

fire without good reason the mean values are 3.13 in managerial and 2.95 in non-managerial so it means that manager level employees have no dissatisfaction and non-managerial employees are intended to moderately dissatisfied.

In overall analysis, the standard deviation values are 1.154 in managerial and 1.07 in non-managerial in fire without good reason and it is the highest value in among other factors so it shows that most of the employees' answer results are spread out within the selected employees of the bank.

Figure (4.8) Satisfaction Level on Salaries and Security



Source: Survey Data, 2019

According to Figure (4.8), non-managerial employees are intended to moderately dissatisfied in the area of overtime working hours. For overall result, managerial employees' satisfaction level are higher than non-managerial employees' satisfaction level.

(c) Satisfaction Level on Company Policies

Regarding the analysis of satisfaction level on company policies, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. In Table (4.9) the mean values of scores and standard deviation are shown.

According to Table (4.9), for periodically increase salary, the mean values are 3.04 in managerial level and 2.84 in non-managerial level .It means that selected manger level employees of SMIDB have no dissatisfaction and non-manager level employees are intended to moderately dissatisfied on this factor.

Table (4.9) Satisfaction Level on Company Policies

Company Policies	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Periodically increase salary	3.04	0.908	2.84	0.967
Promotion based employee's performance	3.58	0.654	3.28	0.873
Pay rising related to performance	3.46	0.884	3.26	0.822
Clearly inform policy to employees	3.42	1.018	3.41	0.819
Rules and principles help creativity and improvement of employees	3.33	1.05	3.13	0.869
Average	3.37	0.797	3.18	0.697

Source: Survey Data, 2019

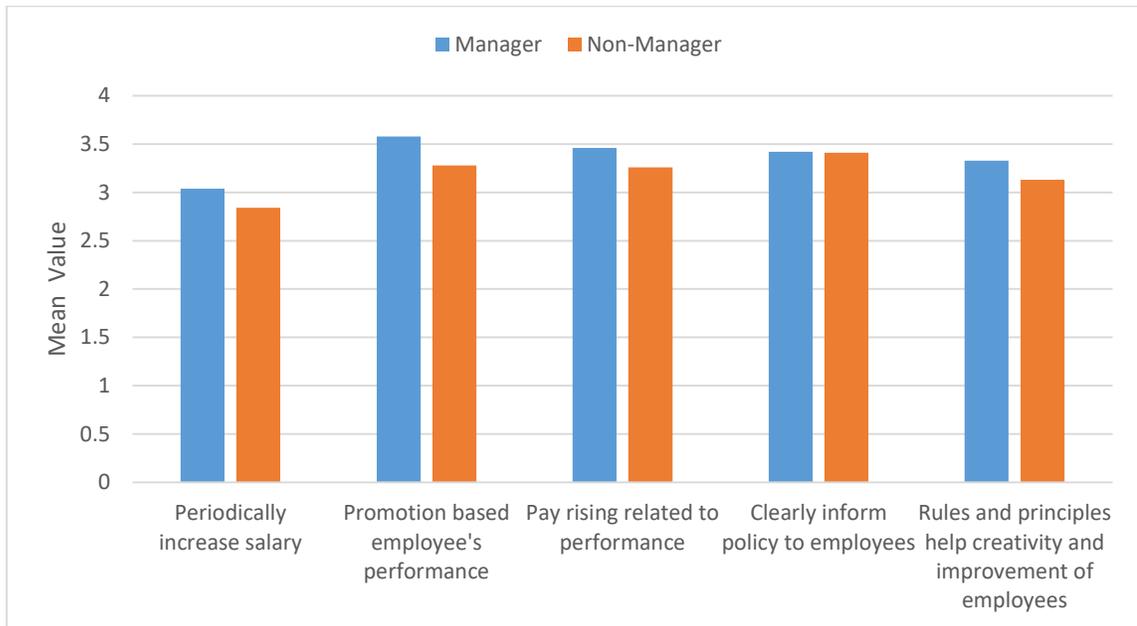
For promotion based employee's performance factor, the mean values are 3.58 in managerial level and 3.28 in non-managerial level. Since mean score is higher than 3, it can be assumed that all employees of selected SMIDB have no dissatisfaction in both managerial level and non-managerial on this factor. For pay rising related to performance, the mean values are 3.46 in managerial level and 3.26 in non-managerial level. Since mean score is higher than 3, it can be assumed that all employees of selected SMIDB have moderately no dissatisfaction on this factor.

For clearly inform policy to employee factor, the mean values are 3.42 in managerial level and 3.41 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees of the bank have moderately no dissatisfaction on this factor.

For rules and principles help creativity and improvement of employees factor, the mean values are 3.33 in managerial and 3.13 non managerial level. Since mean score is

higher than 3, it can be assumed that all selected employees of the bank have no dissatisfaction on this factor.

Figure (4.9) Satisfaction Level on Company Policies



Source: Survey Data, 2019

For overall analysis, average mean values are 3.37 in managerial level and 3.18 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees have no dissatisfaction on all factor of company policies. And then in managerial level, standard deviation value 1.05 is largest among other factors of standard deviation values so it means that all managerial level employees' answer results are spread out from the mean value. In non-managerial level, for periodically increase salary factor, standard deviation value 0.967 is largest one in all factors so that the answer result of selected non-managerial employees are spread out of mean value, it means that some are extremely dissatisfied and some are extremely least dissatisfied.

According to Figure (4.9), all selected employees in managerial level are highly satisfied than non-managerial level employees on all company policies factors. In this Figure (4.9) obviously shows that non-manager level employees are intended to slightly dissatisfied on periodically increase salary factor. Also manager level employees are highly believed that they have no dissatisfaction on promotion based employee's performance.

(d) Satisfaction Level on Relationship with Manager and Supervisor

Regarding the analysis of satisfaction level on relationship with manager and supervisor, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. In Table (4.10) the mean values of scores and standard deviation are shown.

Table (4.10) Satisfaction Level on Relationship with Manager and Supervisor

Relationship with Manager and Supervisors	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
I respect and admire to supervisors	4.08	0.654	3.7	0.766
I can discuss work problem freely	4.04	0.55	3.61	0.785
Manager provides clear instruction & logical training to employees	3.5	0.834	3.43	0.66
Manager and supervisor have good leadership skilled and management style	3.75	0.847	3.46	0.756
Give equal chance to subordinates	3.83	0.637	3.49	0.663
Average	3.84	0.49	3.54	0.563

Source: Survey Data, 2019

According to Table (4.10), for respect and admire to supervisors, the mean values are 4.08 in managerial and 3.7 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees of the bank have highly no dissatisfaction on this factor, especially managerial level employees.

For discussion on work problem freely, the mean values are 4.04 in managerial and 3.61 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees of the bank have highly no dissatisfaction on this factor, especially managerial level employees are believed that they can discuss with their supervisors for work problem.

For provide clear instructions and logical training to employee factor, the mean values are 3.5 in managerial level and 3.43 in non-managerial level. Since mean score is

higher than 3, it can be assumed that all selected employees of the bank have no dissatisfaction on this factor. For good leadership skilled and management style, the mean values are 3.75 in managerial and 3.46 in non-managerial level. It means that all selected employees have highly no dissatisfaction on their supervisors' management style.

Figure (4.10) Satisfaction Level on Relationship with Manager and Supervisor



Source: Survey Data, 2019

For equal chance to subordinates factor, the mean values are 3.83 in managerial and 3.49 in non-managerial level. It means that all selected managerial employees have highly no dissatisfaction and non-managerial employees have moderately no dissatisfaction on their supervisors' practice. And then for overall analysis, mean values 3.84 in managerial and 3.54 in non-managerial level, it shows that all selected managerial employees have highly no dissatisfaction and non-managerial level employees have moderately no dissatisfaction so they believed that they have good relationship with their supervisors.

According to figure (4.10), all managerial level employees' satisfaction level is higher than non-managerial employees on all factors of relationship with manager.

(e) Satisfaction Level on Interpersonal Relationship

Regarding the analysis of satisfaction level on interpersonal relationship the respondents have to give their degree of satisfaction and then, the score were ranged to

calculate mean value and standard deviation. In Table (4.11) the mean values of scores and standard deviation are shown.

Table (4.11) Satisfaction Level on Interpersonal Relationship

Interpersonal Relationship	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Mutual relationship with other employees	3.96	0.55	3.78	0.704
Good coordination with employees for other department	3.88	0.68	3.72	0.741
Transparency among each other	3.67	1.05	3.59	0.803
Well communication with senior management	4	0.511	3.8	0.611
Average	3.88	0.608	3.72	0.577

Source: Survey Data, 2019

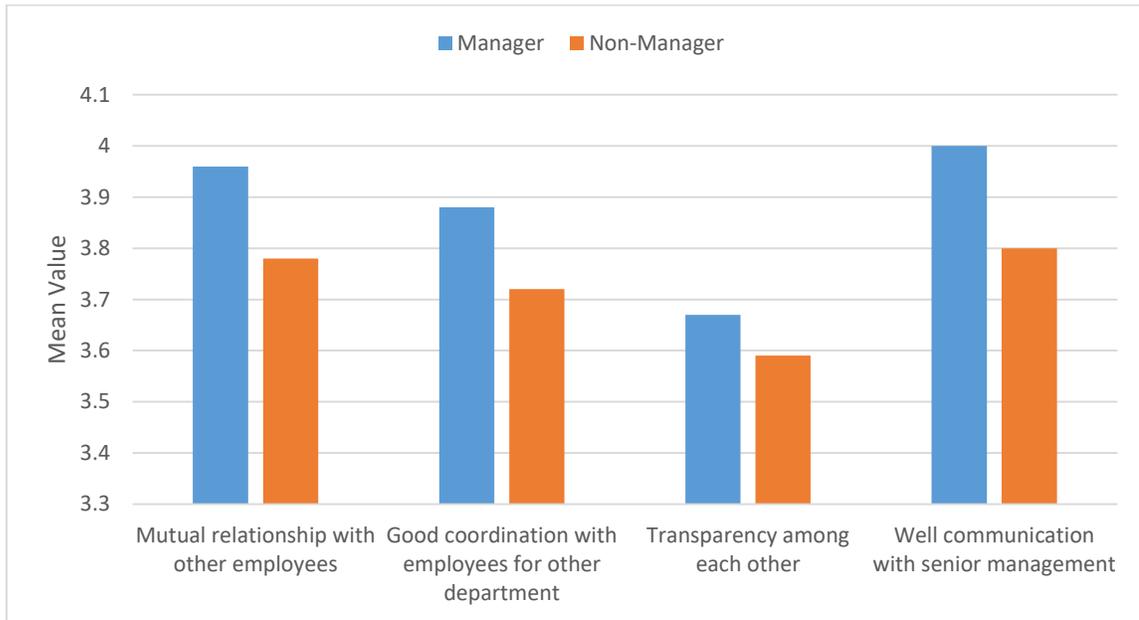
According to Table (4.11), for mutual relationship with other employee factor, the mean values are 3.96 in managerial and 3.78 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees have highly no dissatisfaction on this factor. And also, they believed that they have good relationship among the employees.

For good coordination with employees for other department factor, the mean values are 3.88 in managerial and 3.72 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees have highly no dissatisfaction and they feel that they have good coordination practices with others department.

In the condition of transparency among each other factor, the mean values are 3.67 in managerial and 3.59 in non- managerial level. Since mean score is higher than 3, it can be assumed that all selected employees have no dissatisfaction on this factor.

For well communication with senior management factor, the mean values are 4 in managerial and 3.8 in non- managerial level. Since mean score is higher than 3, it can be assumed that all selected employees have highly no dissatisfaction on this factor.

Figure (4.11) Satisfaction Level on Interpersonal Relationship



Source: Survey Data, 2019

For overall analysis, in managerial level standard deviation value 1.05 is the largest value in among the factors so it means that most of manager level employees' answer result are spread out to each other. Meaning is some employee have strongly no dissatisfaction and some have dissatisfaction. In non-managerial level, standard deviation value is 0.803 so it is the largest value in the group so that it is the same situation with managerial level.

According to figure (4.10), all managerial level employees' satisfaction level is higher than non-managerial employees on all factors of interpersonal relationship.

(f) Satisfaction Level on all Hygiene Factors

Regarding the satisfaction level on all hygiene factors, the respondents have to give their degree of satisfaction and then, the scores were ranged to calculate mean value and standard deviation. In Table (4.12) the mean values of scores and standard deviation are shown.

Table (4.12) Satisfaction Level on Hygiene Factors

Hygiene Factors	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Working Condition	3.79	0.435	3.67	0.424
Salaries and security	3.38	0.638	3.11	0.664
Company policies	3.37	0.797	3.18	0.697
Relationship with manager and supervisors	3.84	0.49	3.54	0.563
Interpersonal relationship	3.88	0.608	3.72	0.577
Average	3.65	0.481	3.45	0.392

Source: Survey Data, 2019

According to Table (4.12), for the working condition factor, the mean values are 3.79 in managerial and 3.67 in non- managerial level. Since mean score is higher than 3, it can be assumed that all selected employees of the bank have highly no dissatisfaction on this factor.

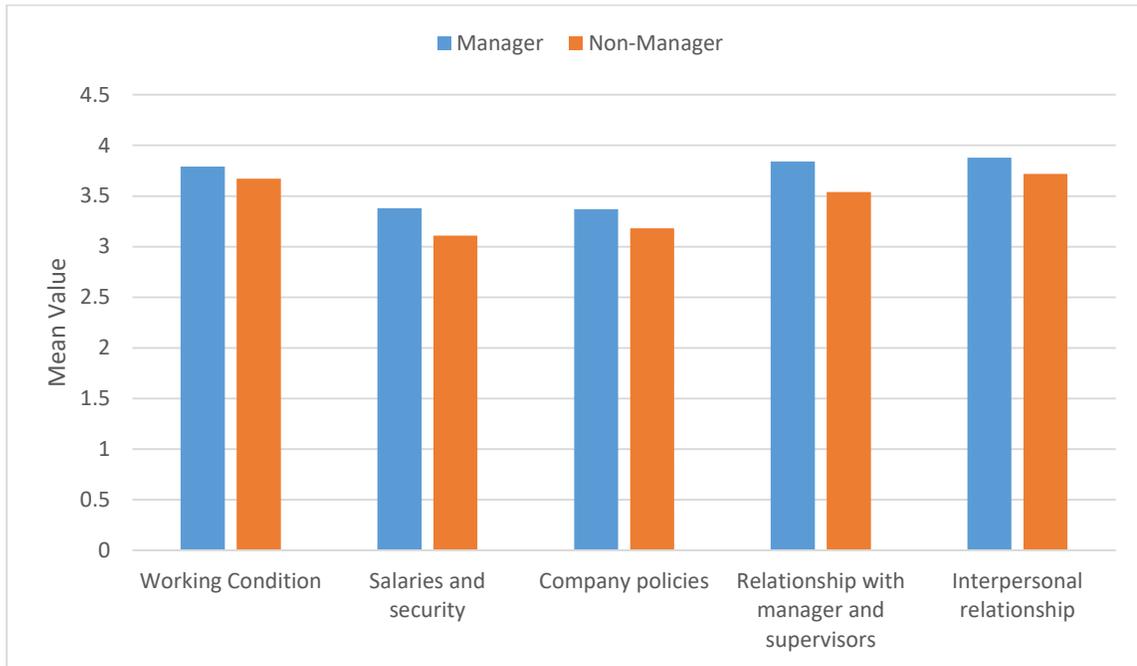
For salaries and security factor, the mean values are 3.38 in managerial and 3.11 in non- managerial level. Since mean score is higher than 3, it can be assumed that all selected employees of the bank have no dissatisfaction on this factor.

For company policies factor, the mean values are 3.37 in managerial and 3.18 in non- managerial level. Since mean score is higher than 3, it can be assumed that all selected employees of the bank have no dissatisfaction on this factor.

For relationship with manager and supervisors factor, the mean values are 3.84 in managerial and 3.54 in non- managerial level. Since mean score is higher than 3, it can be assumed that all selected managerial employees of the bank have highly no dissatisfaction and non-managerial employees have moderately no dissatisfaction on this factor.

For interpersonal relationship factor, the mean values are 3.88 in managerial and 3.72 in non- managerial level. Since mean score is higher than 3, it can be assumed that all selected employees of the firm have highly no dissatisfaction on this factor.

Figure (4.12) Satisfaction Level on Hygiene Factors



Source: Survey Data, 2019

According to Figure (4.12), all selected managerial level employees’ satisfaction level is higher than non-managerial employees. For the conclusion, although employees in managerial and non-managerial level get less scores in salary and company policies, they have good relation with supervisors and their colleagues.

Employee Satisfaction Level on Motivators

Although hygiene factors can reduce employees’ dissatisfaction, it is not to get to the satisfaction level, thus the bank must be provided motivation factors to get satisfaction level. In this section, the analysis made to measure on motivators. There are five factors in motivators which are achievement, recognition, and responsibility, work-itself, and personal growth.

(a) Satisfaction Level on Achievement

Regarding the analysis of satisfaction level on achievement, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.13).

Table (4.13) Satisfaction Level on Achievement

Achievement	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
I am proud for job to stay in my environment	3.83	0.868	3.54	0.774
I feel that my work is valuable for my department	4.04	0.464	3.61	0.713
I have to perform a variety of task	4.13	0.448	3.66	0.601
Rewards given for goal achievement	3.79	0.884	3.25	0.802
Average	3.95	0.521	3.51	0.495

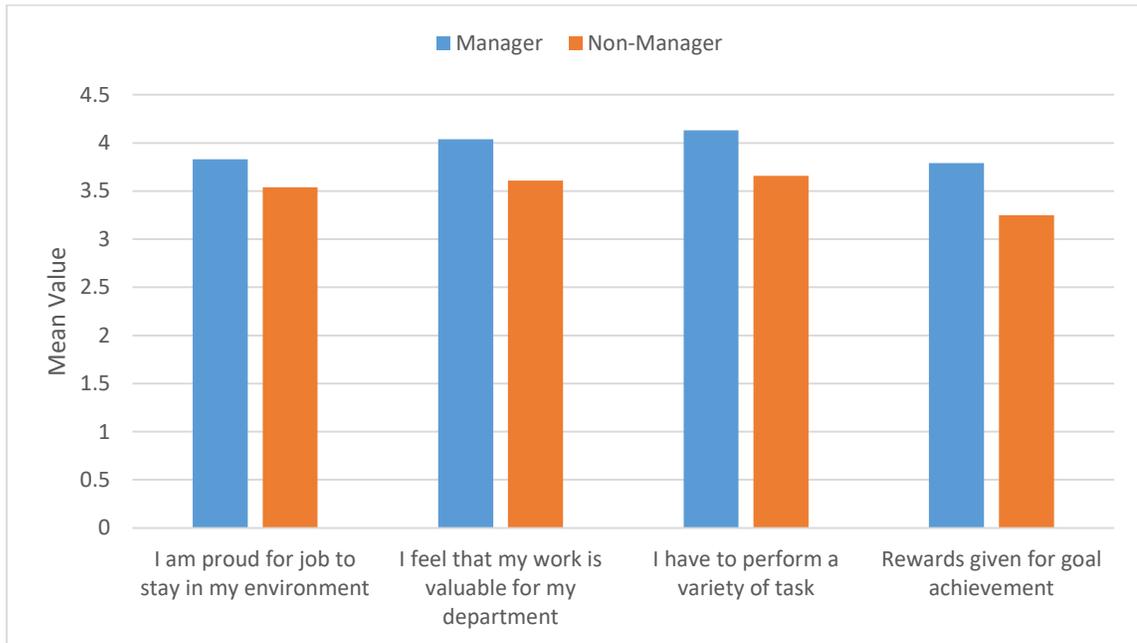
Source: Survey Data, 2019

According to Table (4.13), for feeling proud for job to stay in the environment factor, the mean values are 3.83 in managerial and 3.54 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected managerial employees are highly satisfied and non-managerial employees are moderately satisfied on this factor.

For feeling that the work is valuable for the department factor, the mean values are 4.04 in managerial and 3.61 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected managerial employees of the bank are very highly satisfied and non-managerial employees are moderately satisfied on this factor.

For I have to perform verity of task factor, the mean values are 4.13 in managerial and 3.66 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected managerial employees of the bank are very highly satisfied and non-managerial employees are moderately satisfied on this factor. For rewards given for goal achievement, the mean are 3.79 in managerial and 3.25 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected managerial employees of the bank are highly satisfied and non-managerial employees are just slightly satisfied on this factor.

Figure (4.13) Satisfaction Level on Achievement



Source: Survey Data, 2019

Figure (4.13) shows that all selected managerial employees' satisfaction level is higher than non-managerial employees' satisfaction level. But all selected employees are generally satisfied on the achievement factor.

(b) Satisfaction Level on Recognition

Regarding the analysis of satisfaction level on recognition, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.14).

According to Table (4.14), for I get credit for what I do factor, the mean values are 3.42 in managerial and 3.13 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees are satisfied on this factor especially more in managerial level.

For I am praised regularly for my work factor, the mean values are 3.54 in managerial and 3.33 in non-managerial level. Since mean score is higher than 3, it can be assumed that that all selected employees are satisfied on this factor especially more in managerial level.

Table (4.14) Satisfaction Level on Recognition

Recognition	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
I get credit for what I do	3.42	0.83	3.13	0.806
I am praised regularly for my work	3.54	0.833	3.33	0.773
I receive constructive criticism about my work	3.79	0.588	3.3	0.654
Giving employees almost complete freedom and power to make decision	3.5	0.933	3.21	0.805
Involves in problems solving	3.71	0.69	3.5	0.622
Giving attention of priority of opportunities	3.71	0.859	3.41	0.803
Average	3.61	0.577	3.31	0.472

Source: Survey Data, 2019

For I receive constructive criticism about my work factor, the mean values are 3.79 in managerial and 3.3 in non-managerial level. Since mean score is higher than 3, it can be assumed that all selected employees are satisfied on this factor, especially managerial level are highly satisfied.

For giving employee almost complete freedom and power to made decision factor, the mean values are 3.5 in managerial and 3.21 in non-managerial level. It means that all selected manager level employees are moderately satisfied and non-managerial employees are slightly satisfied on this factor.

For involves in problems solving factor, the mean values are 3.71 in managerial and 3.5 in non-managerial level. It means that all selected manager level employees are highly satisfied and non-managerial employees are moderately satisfied. And they are feeling that they can involve in problem solving.

For giving attention of priority of opportunities factor, the mean values are 3.71 in managerial and 3.41 in non-managerial level. It means that all selected manager level

employees are highly satisfied and non-managerial employees are moderately satisfied on this factor. Meaning is they feel that they have attention of priority of opportunities.

For the employees have complete freedom and power to made decision factor, standard deviation values are 0.933 in managerial and 0.805 in non-managerial level and also the values are higher than value of other recognition factors. It means that all selected employees' answer results are more spread out other than, meaning is some are strongly agreed but some might be disagree on feeling that they have complete freedom and power to made decision.

According to Figure (4.14) all selected employees are satisfied on all factors of recognition, especially managerial employees' satisfaction level are higher than non-managerial level.

Figure (4.14) Satisfaction Level on Recognition



Source: Survey Data, 2019

(c) Satisfaction Level on Responsibility

Regarding the analysis of satisfaction level on responsibility, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value

and standard deviation. The mean values of scores and standard deviation are shown in Table (4.15).

According to Table (4.15), for take responsibilities in matching with skills and abilities factor, the mean values are 3.88 in managerial and 3.61 in non- managerial level. It shows that all selected managerial employees are highly satisfied and non-managerial employees are moderately satisfied on this factor.

For perceive important for company due to higher level factor, the mean values are 3.79 in managerial and 3.39 in non- managerial level. It shows that all selected managerial employees are highly satisfied and non-managerial employees are just slightly satisfied on this factor.

For working voluntarily in weekend or without taking rest factor, the mean values are 3.63 in managerial and 3.33 in non- managerial level. It shows that all selected managerial employees are moderately satisfied and non-managerial employees are just slightly satisfied on this factor.

Table (4.15) Satisfaction Level on Responsibility

Experienced responsibility for the outcome of the work	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Take responsibilities in matching with skills and abilities	3.88	0.741	3.61	0.694
Perceive important for company due to higher level	3.79	0.658	3.39	0.732
Working voluntarily in weekend or without taking rest	3.63	0.875	3.33	0.79
Feel, I have decision making role for each of task	3.96	0.359	3.49	0.721
I feel, my responsibility and authority are matched	3.92	0.504	3.45	0.755
Average	3.83	0.459	3.45	0.541

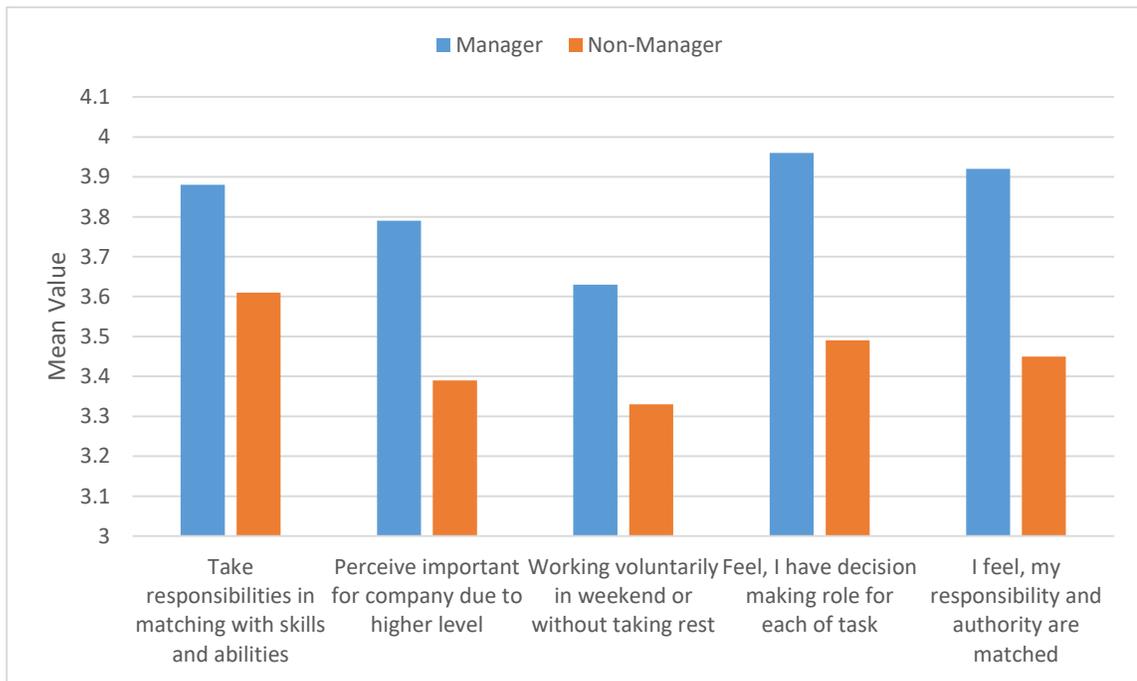
Source: Survey Data, 2019

For feeling that I have decision making role for each of task factor, the mean values are 3.96 in managerial and 3.49 in non- managerial level. It shows that all selected managerial employees are highly satisfied and non-manual employees are moderately satisfied on this factor.

For I feel my responsibility and authority are matched factor, the mean values are 3.92 in managerial and 3.45 in non- managerial level. It shows that all selected managerial employees are highly satisfied and non-manual employees are moderately satisfied on this factor.

For overall analysis, in managerial level, mean value is 3.83 so that all selected managerial employees are highly satisfied and in non –managerial, mean value is 3.45 so that all selected non-manual employees are moderately satisfied on responsibility factors,

Figure (4.15) Satisfaction Level on Responsibility



Source: Survey Data, 2019

According to table (4.15), all selected managerial employees’ satisfaction level are higher than non-manual employees’ satisfaction level in all factor of responsibility. And then in generally, all selected employees are satisfied on all factors of responsibility.

(d) Satisfaction Level on Work Itself

Regarding the analysis of satisfaction level on work itself, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.16).

According to Table (4.16) for I feel that my job is routine or boring factor, the mean values are 2.96 in managerial and 3.24 in non-managerial level. It shows that all selected managerial employees are intended to slightly dissatisfied and all non-managerial employees are satisfied on this factor.

Table (4.16) Satisfaction Level on Work Itself

Work itself	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
I am not feel that my job is routine or boring.	2.96	0.999	3.24	0.846
Need much skill, knowledge and experiences	3.92	0.408	3.66	0.74
Feel meaningful worked sign	3.92	0.654	3.54	0.774
Feel a greater sense of dignity & safety	3.92	0.717	3.5	0.643
The opportunity to give help to other people	4.04	0.55	3.67	0.619
Average	3.75	0.515	3.52	0.523

Source: Survey Data, 2019

For need much skill, knowledge and experiences factor, the mean values are 3.96 in managerial and 3.66 in non-managerial level. It shows that all selected managerial employees are highly satisfied and all non-managerial employees are also highly satisfied on this factor.

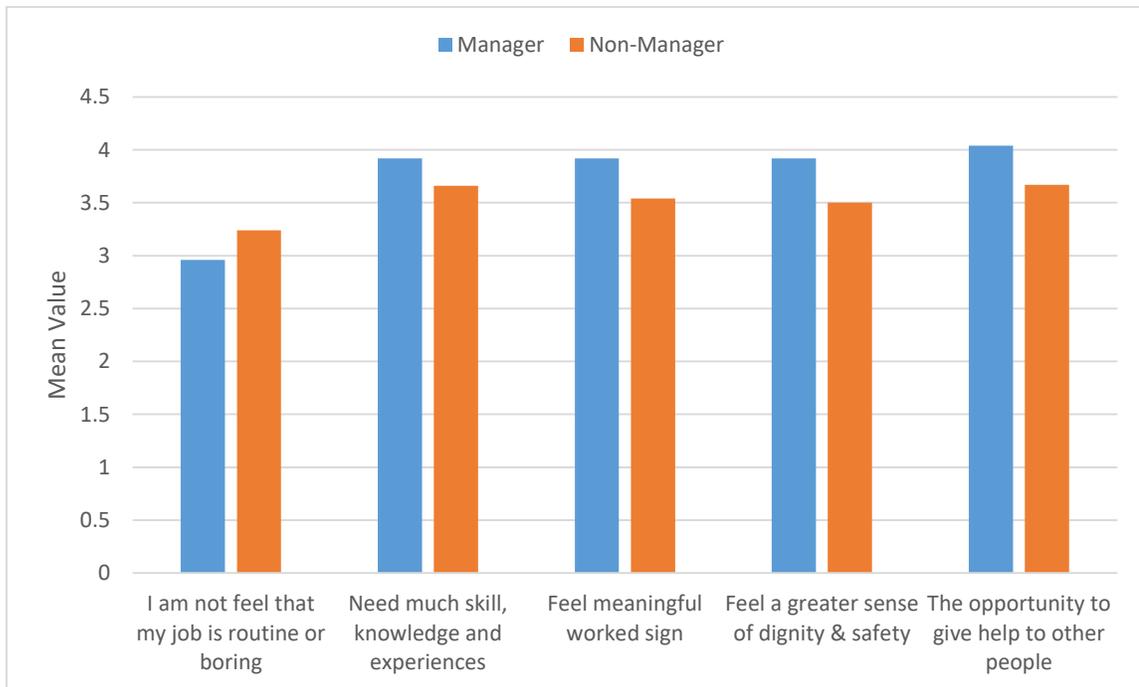
For feeling that meaningful worked sign, the mean values are 3.92 in managerial and 3.54 in non-managerial level. It shows that all selected managerial employees are highly satisfied and all non-managerial employees are moderately satisfied on this factor.

For feeling that a greater sense of dignity & safety factor, the mean values are 3.92 in managerial and 3.5 in non-managerial level. It shows that all selected managerial employees are highly satisfied and all non-managerial employees are moderately satisfied on this factor.

For the opportunity to give help to other people factor, the mean are 4.04 in managerial and 3.67 in non-managerial level. It shows that all selected employees of the firm are highly satisfied and they feel that they have opportunity to give help to other people.

For I feel that my job is routine or boring factor, in managerial level, standard deviation value is 0.999 and it is the largest value than other factors so it shows that the result answer of managerial employees are spread out in among them. And also in non-managerial level, the standard deviation value is 0.846 the largest value than other factors so that it is the same situation with managerial employees' situation.

Figure (4.16) Satisfaction Level on Work Itself



Source: Survey Data, 2019

According to Figure (4.16), all managerial employees' satisfaction level is higher than non-managerial level in all work itself factors except feeling that my job is routine or boring factor.

(e) Satisfaction Level on Personal Growth

Regarding the analysis of satisfaction level on personal growth, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.17).

Table (4.17) Satisfaction Level on Personal Growth

Personal Growth	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Opportunity for personal growth (education, learning)	3.88	0.9	3.68	0.852
Company supports sufficient and appropriate training	3.67	0.917	3.46	0.791
Training improve personal skill & abilities	3.75	0.944	3.55	0.855
Company policies encourage to set higher own goals	3.46	0.884	3.22	0.842
Company policies encourage to creativity and own idea	3.63	0.711	3.2	0.8
Company encourages to improve capabilities	3.83	0.565	3.54	0.738
Everyone has equal chance for promotion	3.5	1.022	3.17	0.9
Employee has good future prospect	3.79	0.658	3.34	0.776
Average	3.69	0.615	3.4	0.64

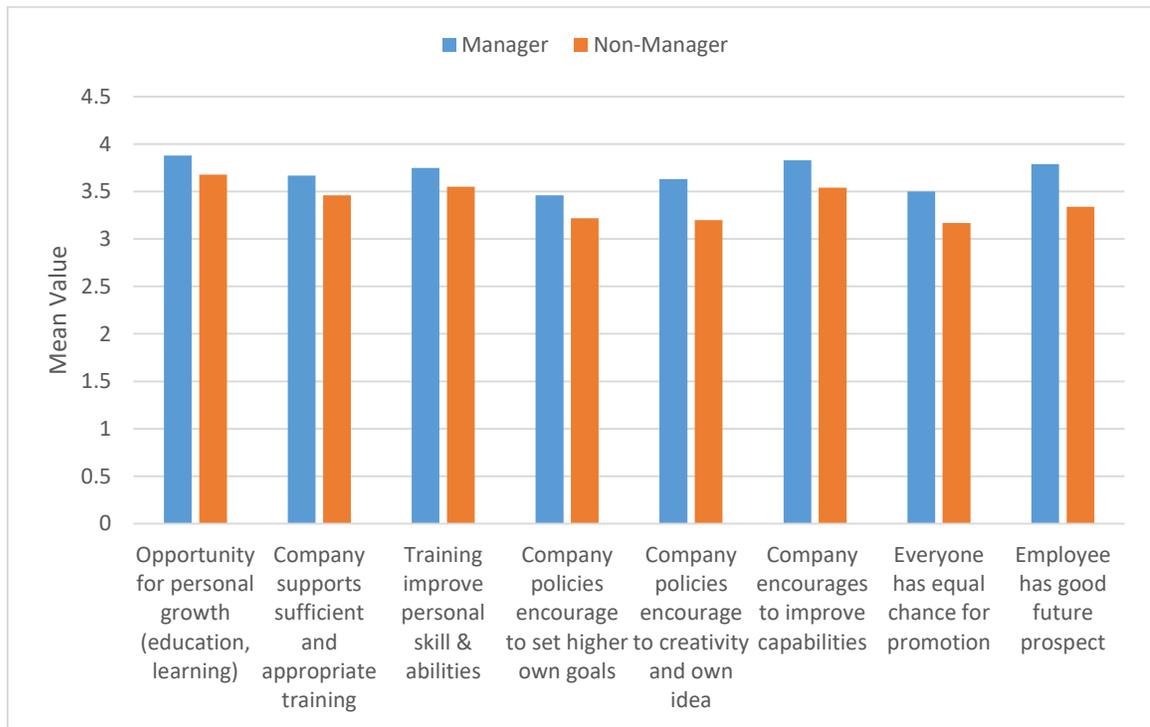
Source: Survey Data, 2019

According to Table (4.17), opportunity for personal growth (education, learning) factor is the most obvious factor among the other personal growth factors for the highest mean scores. For this factor, the mean values are 3.88 in managerial and 3.68 in non-managerial level. Since mean score is higher than 3 it can be assumed that all selected employees of the bank are highly satisfied on opportunity for personal growth (education, learning). They feel that they have opportunity for personal growth.

For other personal growth factors, all mean scores are higher than 3, so it can be assumed that all selected employees are satisfied on other personal growth factors. For managerial level, they are more satisfied in good future prospect and company improve their capabilities factor. For non-managerial level, they are more satisfied in company's training section and company improve their capabilities factors.

For everyone has equal chance for promotion factor, in managerial level, the standard deviation value 1.022 is the highest value in other factors of personal growth, it means that some of managerial employees' result answer are spread out among them, meaning is some are strongly believed that they have equal chance for promotion but some are not. And also in non-managerial level, standard deviation value 0.9 is the highest value in among other factors of personal growth. So it shows that non-managerial employees' result answer are spread out to among them. Meaning is some are strongly agreed but some are not.

Figure (4.17) Satisfaction Level on Personal Growth



Source: Survey Data, 2019

According to Figure (4.17), all of selected employees of the bank are satisfied in all factors of personal growth, especially managerial employees are more satisfied.

(f) Satisfaction Level on Motivators

Regarding the satisfaction on all motivators, the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.18).

According to Table (4.18), for achievement factor, the mean values are 3.95 in managerial and 3.51 in non-managerial level. It shows that all selected managerial employees gave very high sores so that they are highly satisfied and non-managerial employees are moderately satisfied on achievement factor.

For recognition factor, the mean values are 3.61 in managerial and 3.31 in non-managerial level. It shows that all selected employees are satisfied on recognition factor. Especially, managerial employees are highly satisfied.

Table (4.18) Satisfaction Level on Motivators

Motivators	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Achievement	3.95	0.521	3.51	0.495
Recognition	3.61	0.577	3.31	0.472
Responsibility	3.83	0.459	3.45	0.541
Work itself	3.75	0.515	3.52	0.523
Personal growth	3.69	0.615	3.4	0.64
Average	3.77	0.446	3.44	0.429

Source: Survey Data, 2019

For responsibility factor, the mean values are 3.83 in managerial and 3.45 in non-managerial level. It shows that all selected managerial employees are very high sores so that they are highly satisfied and non-managerial employees are moderately satisfied on responsibility factor.

For work itself factor, the mean values are 3.75 in managerial and 3.52 in non-managerial level. It shows that all selected managerial employees are very high sores so

that they are highly satisfied and non-managerial employees are moderately satisfied on work itself factor.

For personal growth factor, the mean values are 3.69 in managerial and 3.4 in non-managerial level. It shows that all selected managerial employees gave high scores so that they are highly satisfied and non-managerial employees are moderately satisfied on personal growth factor. According to figure (4.18), all selected employees of the bank are satisfied on motivators and especially all selected managerial level employees' satisfaction level is higher than non-managerial employees' satisfaction level.

Figure (4.18) Satisfaction Level on Motivators



Source: Survey Data, 2019

4.4 Overall Satisfaction Level on Motivators and Satisfaction Level on Hygiene Factors

Regarding the overall satisfaction on hygiene factors and overall satisfaction level on motivators, Table (4.19) shows summarizing the mean values and standard deviation values of motivation and hygiene factors on both managerial and non-managerial level.

Table (4.19) Overall Satisfaction Level on Motivators and Satisfaction Level on Hygiene Factors.

Overall	Managerial level		Non- Managerial level	
	Mean	Standard Deviation	Mean	Standard Deviation
Motivators	3.77	0.446	3.44	0.429
Hygiene factors	3.65	0.481	3.45	0.392
Average	3.71	0.464	3.44	0.411

Source: Survey Data, 2019

According to Herzberg Two Factor theory, Table (4.19) showing that, in managerial level, mean values are 3.77 for motivation factors and 3.65 for hygiene factors. It indicates that all selected managerial employees are highly satisfied on motivation factors and they also have no dissatisfaction level in hygiene factors so it is good situation for the bank. In non-managerial level, mean values are 3.44 for motivation factors and 3.45 for hygiene factors, it indicates that all selected non-managerial employees for SMIDB are moderately satisfied on SMIDB’s motivational factors and they also have no dissatisfaction on hygiene factors, it also means the nice situation for the bank.

Figure (4.19) Overall Satisfaction Level on Motivators and Satisfaction Level on Hygiene Factors.



Source: Survey Data, 2019

According to Figure (4.19), if comparing between managerial level and non-managerial level, for their degree of satisfaction on SMIDB's motivational practices, all managerial employees' satisfaction level is higher than non-managerial employees' satisfaction level on motivation factors. For hygiene factors also, managerial employees' dissatisfaction level is lower than non-managerial.

CHAPTER V

CONCLUSION

This chapter contains three sections. First section is finding which represents how the research study was conducted, what are the key components for this study , what are the main finding to be consider, what outcome was appeared and the result based overall analysis. The second section presents recommendations & suggestions, and the last section is needs for further study.

5.1 Findings

In this study, to meet the objective one, the information were obtained by conducting in-depth interviewed three time with Manger of Human Resource Department of the bank and some employees who have long service years and then collected secondary data from text books, research paper and internet web. According to interview result, some motivational factors which are provided from the bank are found that such as working condition arrangement, supervision, training support, and performance based reward system, leave system, provident fund, uniform support, promotion policy, recognition and other allowances. For the objective two, the field survey conducted to collect primary data by using simple random sampling technique. The primary data was collected by self-administrative structure questionnaire. For the sample size, only focus on head office of the bank's 100 employees and there are two type of employees managerial employees and non-managerial employees to collect survey questionnaires form. According to the demographic sector the survey results for 100 employees, most of the employees in non-managerial level are comprised with young generation. In position level, all position level inclusive and most of the employees are junior staffs, the second largest group is supervisors/ officers staffs and the third largest groups is manager employees, and also 5 executive level employees are included. It means that the survey represents different aspect of positions level of employees. For monthly income, most of the managerial level employee' salary are above 600,000 kyats per month and non-managerial level employee' salary are between 200,001-300,000 kyats and between 300,001-400,000 kyats. Some of non-managerial employees' salary are under 200,000 kyats. Regarding the employees' education level, majority of employees are graduated persons and also master degree level and high school level employees are included. According to employees' service year

survey results, majority of all selected employees are above 5 years' experience in SMIDB. The second and third largest group of selected employees are less than 1 year and between 1- 2 years experiences and most of employees are non-managerial.

According to the survey results on hygiene factors, some significant findings have been summarized. There are five main titles of hygiene factors measurements such as work condition, salary and security, company policies, relationship with managers and supervisor and interpersonal relationship are analyzed. According to mean score in managerial and in non-managerial, all selected managerial employees are given high scores so they have no dissatisfaction and non-managerial employees are given high scores thus they also have no dissatisfaction in SMIDB for hygiene factors.

Among the hygiene factors, interpersonal personal relationship is the highest mean scores in both managerial level and non-managerial level it means that all employees have good communication, respect to each other, good coordination practices among them. This interpersonal relationship good practices are important for organization's achievements, so employees of the bank should maintain those nice practices.

Both managerial level and non-managerial level employees are given least scores in salary and company policies factors among the other hygiene factors. It means that all selected employees are a little bit moderately dissatisfied in the areas of their current salary rate, overtime allowance, increment policy, and company's promotion policies.

The selected employees of the bank are given high scores for relationship with manager and supervisors factor in both managerial and non-managerial level, especially in managerial level employees, they have no dissatisfaction in this factor. And also, they feel that their supervisors are respectful persons, good leadership style, their supervisors are fairly supervised and give equal chance to subordinates.

In working condition factor, both managerial and non-managerial level employees have given high scores on this factor so this result shows that employees have no dissatisfaction in the areas of suitable work place, clean and healthy work place, safe environment work place and recognition from co-worker.

According to the survey results on motivators, some significant findings have been summarized. There are five main titles of motivator's measurements such as achievement, recognition, responsibility, work itself and personal growth are analyzed. According to

mean scores in managerial and non-managerial, satisfaction level of all selected managerial employees are given high scores with highly satisfied in SMIDB and non-managerial employees are given high scores with moderately satisfied in SMIDB.

Among the motivators, achievement is the highest mean scores in both managerial level and non-managerial level, especially managerial employees are very highly satisfied it shows that all selected managerial employees have more confident on their job and feeling that they can do variety of tasks. Also, they believed that they receive reward from the firm for their achievement.

Recognition is the least mean scores in among other motivators for both managerial and non-managerial level, especially in non-managerial level it means that all selected employees of the bank are a little bit low satisfied in the recognition factors. They may feel that they don't get any credit and positive feedback for their job.

The selected employees of the bank are given high scores for responsibility factor in managerial so that they are highly satisfied in this factor. Meaning is, they felt and believed that their responsibility and abilities are match, and also they think that they have decision-making role in each of task and between their responsibility and authority are harmony. According to mean values, non-manager level employees are moderately satisfied in this responsibility factor.

In personal growth factor, employees have given high scores in managerial level it shows that all selected managerial employees are highly satisfied in the areas of personal growth for education, training opportunity, company policies for staff development, their future prospect and commitment. For non-managerial level, employees of the bank are moderately satisfied in company's policies which encourage staffing development and promotion.

In work itself factor, both managerial and non-managerial have given high scores of mean values. It is shows that managerial employees are highly satisfied and non-managerial are moderately satisfied in work itself. Both managerial and non-managerial employees are feel that they have opportunity to help to other, greater sense of dignity and safety and meaningful work sign.

5.2 Suggestions and Recommendations

According to survey results, there are different aspects of employees on the motivation practices of the bank so that the finding can also be suggested that all management should set different motivational programs in accordance with different requirements of their employees. Thus, it is important to know which factors make employee motivated so that management can strategically think, manage and maintain the performance of the employees. Therefore, based on the survey result, it is suggested that management should provide the relevant motivation factors to the employees in Small & Medium Industrial Development Bank Limited.

For managerial positions level, all selected managerial employees are more satisfied on motivators than non-managerial level. And also, for hygiene factors, managerial employees are more dispel on their dissatisfaction than non-managerial employees. But in all factors, managerial employees are given few scores in salary, company policies and recognition so that those factors are the lower than other factors in mean scores. Therefore, the management need to be consider on those factors to develop employees' motivation. And also managerial employees are given high scores in relationship with supervisors, interpersonal relationship and achievement factors so that it can be conclude that they have good communication practices and they have confident for their job, therefore, the management should maintain those employees' good practices to get organization's goal. For non-managerial level, all selected non-managerial employees' satisfaction level is lower than managerial level on motivators and also they are less reduce their dissatisfaction level than managerial employees. Especially they are less satisfied in the area of salary, company policies. And also non-managerial employees' satisfaction level is low in recognition factors among of other factors. Therefore the management need to be more consider on those factors to develop employees' motivation. And then, management should do consultation workshop among the employees to be identify motivation factors and need to be set the organization strategies to develop for employees' motivation level.

For overall level, the management should do market survey for salary and other benefits to reduce employees' dissatisfaction level. And then management should encourage free discussion workshop among the employees to solve employee's difficulties.

The organization management needs to monitor periodically on employees' motivational level of the Small & Medium Industrial Development Bank Limited.

5.3 Needs for Future Research

This study is only focus on Small & Medium Industrial Development Bank Limited (SMIDB) among the several banks in Myanmar. And also this study was collected survey data from only 100 employees of SMIDB's Head Office. There was no included branch level survey of SMIDB. Therefore, future research are recommended to take a larger sample size to generate more represent of employees' desire and satisfaction level. And then, the sample size and place should represent different geographical locations of SMIDB in Myanmar.

Furthermore, the study is based on only two-factor theory to measure employees' satisfaction level by using hygiene factors and motivators. Therefore the future research should study on other theoretical backgrounds such as the linkage of employee motivation and retention, productivity, turnover rates, quality work of employees of the SMIDB. According to the motivational practices of the bank, employees' motivational level might be change and fluctuate depend on their requirements, need and situations from time to time. Therefore if the management would like to achieve their key objectives and goals, they must need to consider all aspects to improve employees' motivational level. And then, the management should do regular periodically surveys on their employees with different theoretical concepts.

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Yangon University of Economics

Master of Banking and Finance (MBF) Program

The assessment of motivational factors practiced in SMIDB Bank Ltd.

Questionnaires Form Part (I)

Demographic Profile of Respondents, Please Tick “✓” in the box that best describes you.

1. Gender

Male Female

2. Age

Less than 20 years 21 to 30 years 31 to 40 years
 41 to 50 years 51 years above

3. Position

Manager Executive
 Supervisor/officer Senior staff Junior staff

4. Monthly Income (Kyat)

Under 200000 200001-300000 300001-400000
 400001-500000 500001-600000 above 6 Lakh

5. Education Level

High School level Diploma Bachelor Degree
 Master Degree Professional

6. Service Year

Less than 1 year 1 to 2 years 2 to 3 years
 3 to 4 years 4 to 5 years 5 years above

Part (II)

Question No7 and 8 concerned with the level of employees' satisfaction based on Motivation and Hygiene Factors of SMIDB Bank Ltd.

7. How would you rate each of the Hygiene factor relating to agree or disagree for the questions?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No	Particular	1	2	3	4	5
A	Working Conditions					
1.	Suitable work place					
2.	Suitable office equipment and facilities					
3.	Recognizing from co-workers					
4.	Clean and Healthy work place					
5.	Safe and secure work place					
B	Wages, Salaries and Security					
1.	Suitable salary					
2.	Fair salary increment					
3.	Provide for overtime working hours					
4.	Safe and Secure Job condition					
5.	Fired without good reason					
C	Company Policies					
1.	Periodically increase salary					
2.	Promotion based employee's performance					
3.	Pay rising related to performance					
4.	Clearly inform policy to employees					
5.	Rules and principles help creativity and improvement of employees					

No	Particular	1	2	3	4	5
D	Relationship with Manager and Supervisors					
1.	I respect and admire to supervisors					
2.	I can discuss work problem freely					
3.	Manager provides clear instruction & logical training to employees					
4.	Manager and supervisor have good leadership skilled and management style					
5.	Give equal chance to subordinates					
E	Interpersonal Relationship					
1.	Mutual relationship with other employees					
2.	Good coordination with employees from other department					
3.	Transparency among each other					
4.	Well communication with senior management					

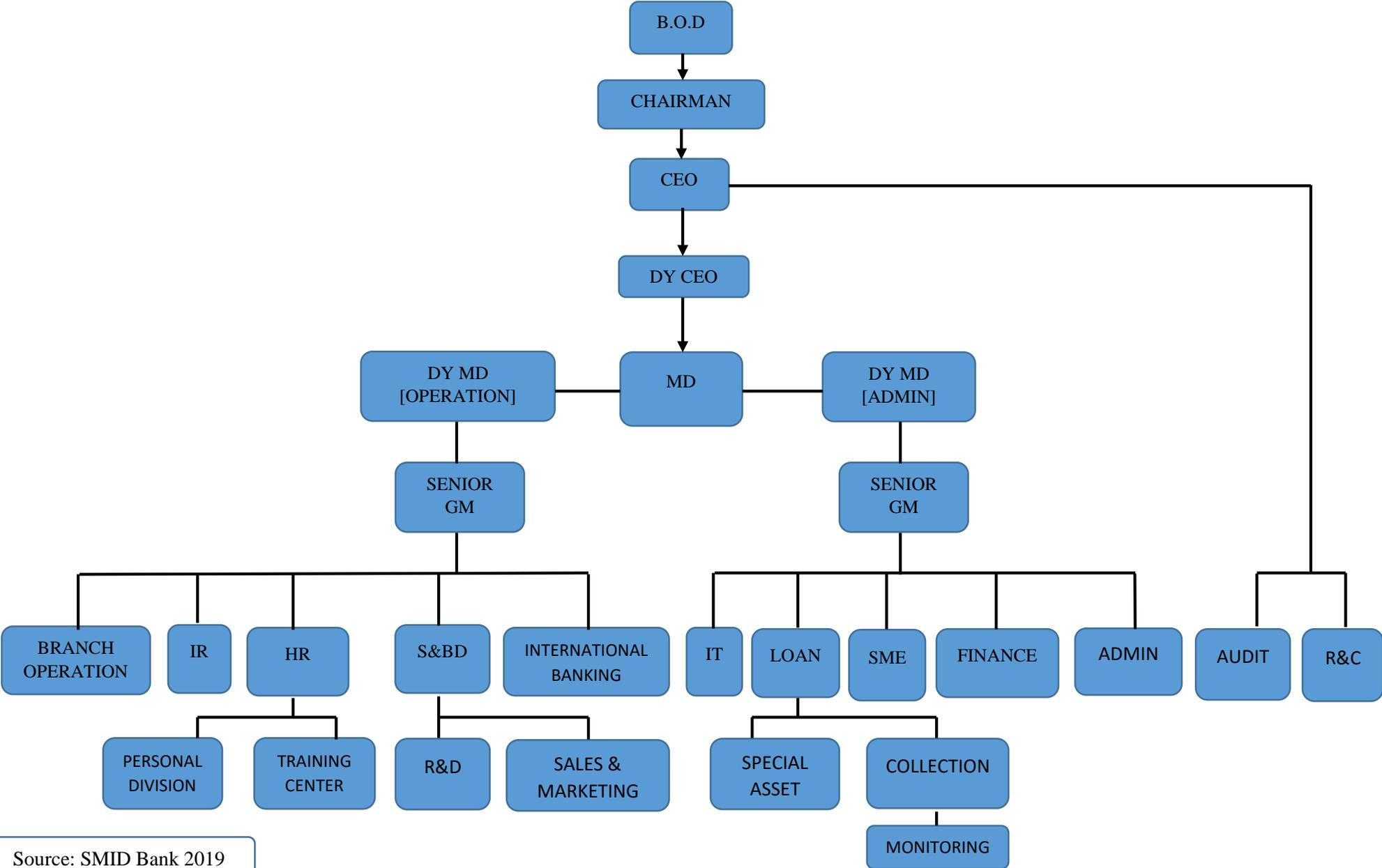
8. How would you rate each of the factors that motivate you to perform our job the best?

No	Particular	1	2	3	4	5
A	Achievement					
1.	I am proud for job to stay in my environment					
2.	I feel that my work is valuable for my department					
3.	I have to perform a variety of task					
4.	Rewards given for goal achievement					
B	Get Recognition for the Outcome of the work					
1.	I get credit for what I do					
2.	I am praised regularly for my work					

No	Particular	1	2	3	4	5
3.	I receive constructive criticism about my work					
4.	Giving employees almost complete freedom and Power to make decision					
5.	Involves in problems solving					
6.	Giving attention of priority of opportunities					
C	Experienced Responsibility for the Outcome of the work					
1.	Take responsibilities in matching with skills and abilities					
2.	Perceive important for company due to higher level					
3.	Working voluntarily in weekend or without taking rest					
4.	Feel, I have decision making role for each of task					
5.	I feel, my responsibility and authority are matched					
D	Work itself					
1.	I am not feel that my job is routine or boring					
2.	Need much skill, knowledge and experiences					
3.	Feel meaningful worked sign					
4.	Feel a greater sense of dignity & safety					
5.	The opportunity to give help to other people					
E	Personal Growth					
1.	Opportunity for personal growth (education, learning)					
2.	Company supports sufficient and appropriate training					
3.	Training improve personal skills & abilities					
4.	Company policies encourage to set higher own goals					
5.	Company policies encourage to creativity and own idea					
6.	Company encourages to improve capabilities					
7.	Everyone has equal chance for promotion					
8.	Employee has good future prospect					

Thanks for your support

ORGANIZATION STRUCTURE OF SMIDB LIMITED



Source: SMID Bank 2019

BOD	= Board of Directors
CEO	= Chief Executive Officer
DY CEO	= Deputy Chief Executive Officer
MD	= Managing Director
DY MD	= Deputy Managing Director
GM	= General Manager
IR	= International Relationship Department
HR	= Human Resource Department
S &BD	= Strategy & Business Development Department
IT	= Information Technology Department
SME	= Small & Medium Enterprises Department
R&C	= Risk & Compliance Department
R&D	= Research & Development

Source: SMID Bank 2019