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DEPARTMENT OF COMMERCE**

**EFFECT OF MOTIVATIONAL FACTORS ON EMPLOYEE
PERFORMANCE IN TRISTAR TYRE FACTORY**

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Effect of Motivational Factors on Employee Performance in Tristar Tyre Factory

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ABSTRACT

This study examines the effect of motivational factors on employee performance in Tristar Tyre factory with emphasis on identifying motivational factors such as payment, job security, promotion, employee welfare, work condition and training. For this study, 200 respondents from Tristar Tyre factory were selected and interviewed during the month of June and September, 2019. In this study, descriptive statistics method and regression method were used. According to the regression analysis, there are two significant relationships between motivational factors and employee performance and effect of job satisfaction also found having a positive effect on employee performance. According to the result of analysis, the motivational factors such as training and work environment motivate the employees in Tristar Tyre factory. Therefore, responsible persons should provide a lot of trainings and good working environment to the employees. In the case of working environment, this study recommends the responsible persons should provide update with the fire extinguisher and no expire date. Then, the responsible persons should provide the more safety training for every worker. Thus, employees become more satisfaction and increase their performance. In the case of training, the responsible persons should provide effective training programs for all level of employees. Then, the responsible persons should provide the training with every technical change in factory. Thus, the employees become more satisfaction and increase their performance. And the result of mediating analysis, the responsible persons should provide to increase satisfaction of employees in factory. It is because; if the level of job satisfaction increased, the level of employee performance will be increase. Then, the factory should provide internal promotion, safety job security, pay for incentives and supporting the households to increase the employee performance, it is because; motivation positively effects on job satisfaction and employee performance.

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CHAPTER I

INTRODUCTION

The constant changes occurring in the world nowadays, especially with regards to technology and innovation in new services and products call for organization to reassess the manner in which they deal with their employees. The greatest interest of each organization is to attain its goals. The success of organizational goals to a greatest extent is dependent on various resources, and human resource is vital important resource which is directly related to the achievement of an organizational goals.

Hence, the performance of employees is regarded very momentous in the achievement of organizational goals. In order to attain goals, the organizations need to organize the task at hand, design systems and processes, re-evaluate and improve current management style (Harmon, 2007). Employee performance is a task of ability, effort, skill, environment, and motivation. Motivation is the procedure that taken together energizes, effort, and behavior of an individual towards goals of an organization.

This procedure regulates behavior by beginning it when it is needed or appropriate and outcome when the goal is reached. It is worth noting that, the existence of ability, skill and effort without motivation might not yield high level of performance. Therefore, motivation is essential for employee performance. According to Robbins and Judge (2007), motivation includes the processes that account for an individual's intensity, direction and persistence of effort towards achieving a goal. Motivation is to create desire, willingness to achievement in a manner in which managers want to get work done. According to Rue (2007), performance refers to the degree of accomplishment of the task that makes up an employee's job. It reflects how well an employee is fulfilling the requirement of the job. Performance is measured in terms of outcomes. This mentions that performance in a given situation can be viewed as resulting from the interrelationships among effort, abilities, role perceptions and result's produce. To attain an acceptable level of success must exist in each of the performance component, that is; abilities, skills, and the environment.

The level of performance can be increased if management create for employees to become more active in determining the evaluating their performance (Rue, 2003). Management has to create the facilitate environment for employees to or in order to perform effectively. An organization has goals that can only be improved and achieved by the effort of the workers who work in it. Individuals intend their own goals in life, and they are likely to be different from those of the organization.

Managers must establish a condition (i.e.an environment) that encourages employees to be better performance, when they take part in decision making, and they are rewarded through promotion and pay increase, security at work, and outstanding performance. According to Atogiyire (2001), some of the things motivate employees to work effectively include: a good reward system, training and development, leadership style, promotion, work environment, etc. All of them are strong motivators. Employees are indispensable for assets of organizations who are instrumental in the achievements of organizational goals and objections. Therefore, an employee needs to be motivated to work efficiently.

1.1 Rationale of the Study

Employee motivation drives employee satisfaction because the motivation factors make employees to increase more productivity in organization. Since, employee satisfaction associates with job performance and many organizations recognize that employee satisfaction is increasing productivity. Many motivational theories point out the various factors that affected on employee performance. For example, Maslow's Hierarchy of Needs theory, Herzberg's two-factor theory and McClelland's Theory of Needs are the well-known theory for motivators.

These theories are affiliated to motivational factors that contributed towards employee performance. According to French (2006), enhancing motivation can lead improved performance and greater organizational success. The goal of motivation is to take efficient, adapted employees, with up-to-date skills, knowledge and abilities. In every business, motivated employees are satisfied on their jobs. Hence, they have gain for the success of their business. In addition, employees are happy when motivators are suited to their needs and wants. A motivated employee will try harder than an unmotivated one to do a good job (Lussier, 2006). Therefore, most of the business firms should perform employee motivation in their business.

There are many research studies focusing the factors that contributed to employee motivation affecting towards the employee. The factory manager has been adopted the motivational policies that have not been improved in employee performance. The responsible persons of the factory have been provided and changed the motivational policies. But the improvement in employee performance has not been occurred. Employee performance can be classified as task performance, contextual performance and job performance.

This study examined motivational factors of Tristar Tyre factory and determined the effect of motivational factors on employee performance. This factory produces the all sizes of Tristar tyres for various kinds of vehicles as the good quality products. The factory was established in 2010, under the control of Myanmar Economic Corporation (MEC) and started the operation in 2014. The Tristar tyers are produced for military organizations and also making sale for outsiders. There are more than eight hundreds of employees, so that human resource management becomes very important to motivate the employees to improve the factory's productivity. Through the results of this study, the manager of the factory could formulate the better employee motivation policies to have employee satisfaction and employee performance of that factory.

1.2 Objectives of the Study

The objectives of this study are as following:

- a) To identify the motivational practices of Tristar Tyre Factory.
- b) To assess the effect of the motivational factors on job satisfaction and employee performance.
- c) To analyze the effect of job satisfaction on employee performance.

1.3 Scope and Method of the Study

This study only focused on the motivational factors and job satisfaction of employees from Tristar Tyre Factory. To fulfill the study, primary and secondary data were collected. For the primary data, employee survey regarding the motivational factors on job satisfaction and employee performance was conducted by interviewing with the employees from managerial level and non-managerial level. In this factory,

there are 56 employees at the managerial level and 747 employees at the non-managerial level. Out of them, 14 employees (25%) of the managerial level and 186 employees (25%) of the non-managerial level were randomly selected to make survey interview.

The survey questionnaires were prepared to identify the motivational practices of Tristar Tyre factory by using Five-point Likert scale. By using descriptive statistics method and regression method, the effect of motivational factors on job satisfaction and employee performance was measured. Moreover, secondary data were collected from relevant books, precious researchers, internet website and business journals.

1.4 Organization of the Study

This study consists of five chapters. The first chapter is introduction which comprises the rationale of the study, objectives of the study, scope and method of the study, and the organization of the study. Chapter two contains the literature covering the theoretical perspectives of employee motivation, job satisfaction and employee performance. Chapter three describes the background of the Tristar Tyre factory. Chapter four analyzes the effect of motivational factors on job satisfaction and employee performance in Tristar Tyre factory. Finally, Chapter 5 is conclusion which describes the findings and discussions, suggestions and recommendations.

CHAPTER II

THEORETICAL BACKGROUND

This chapter is literature review on theory concept of motivation concerning the five sections. They are concept of motivation, importance of motivation, motivation theories, motivational factors, previous study and conceptual framework.

2.1 Concept of Motivation

Motivation is like that “the forces within a person that affects his or her direction, intensity and persistence of voluntary behavior (Mcshane & Von Glinow, 2000). Robbins and Coulter (2005) stated that motivation refers to the “process that account for an individual’s willingness to accept higher levels of effort to each organizational goals conditioned by the effort’s ability to satisfy some individual need”. If the managers are assuming responsibility to lead employees towards attaining organizational goals, it is then crucial for them to know the psychological process of motivation. Other researcher such as Kreitner (1995), Buford, Bedeian & Linder (1995), Higgins (1994) all cited in Linder (1998) define motivation as “the psychological process that gives behavior a purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively.

Denhardt, denhardt & Aristigueta (2008) also define motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. Early years of definition provided by Whiteland and Rush (1988) explained motivation as the willingness of an individual to do something and conditioned by actions to satisfy needs. On the other hand, motivation is defined by Sarawathi (2011) as the willingness to exert high levels of effort, toward organizational goals, conditioned by the effort’s ability some individual need.

Before establishing a motivational strategy, the first step to understand what motivates to employees. What develops employees to employee’s peak performance will better help business implement programs that both motivate and retain the best employee for business. While not every employee will be motivated by the same thing, focusing of key motivating program can help.

2.2 Importance of Motivation

Motivation is vital important for both individual and a business. Motivation is important to an individual because it will help him or her achieve his or her personal goals and in self-development of individual. If an individual is motivated, he or she will have happiness. An individual would gain by working with a effective team. Similarly, motivation is important to a business. The more motivated employees have the more empowered the team. They provide profitable and successful to the business. During period of modify, there will be more adaptability and creativity. Motivation curry out to an optimistic and challenging attitude at work place.

Thus, motivation is necessary for management and organization as it has a great impact on employee job performance and responsibilities. Motivation can help improve employee performance in an organization. Employee performance does not only depend on employee's qualification and ability, but also trust on their willingness and commitment. Thus, if organization filling the gap between willingness and ability, it will help to improve level of performance in which it leads to the result of increasing productivity, reducing cost of operations and improving overall efficiency. Therefore, employee performance with job satisfaction can provide to achieve the organizational goals and the following sections explain the terms of employee performance and job satisfaction.

2.2.1 Employee Performance

For every organization, the most important element is the employee's performance because the success or failure of an organization is depends on the performance of an employee. Many business responsible persons assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. The firm that gets the advantage over other competitors through their talented can take the lead in the organization. The performance of employees on different jobs is needed to close coordination for success of the unit.

The meaning of employee performance is exactly same as job performance. According to Kahya's articles there identified two dimensions of employee behavior in the job performance, task performance and contextual performance (Kahya, 2009).

Task performance is the behavior of the employees. It is directly involved in the producing goods or service activities provide indirect support for the organization's core technical processes. Task performance means that the employees use their specific skills and knowledge to support the organization's core technical processes.

On the other hand, according to Werner, contextual performance also called as citizenship performance and it defined as the effort of employee is not directly related to the main task function but still important (Werner, 2000). This is because they manipulate the organization, social, and psychological context that serves as the critical catalyst for task activities and processes. There are two type concepts in contextual performance; behavior which aim primary at the smooth functioning of the organization and behavior that aim changing and improving work procedures and organization processes.

2.2.2 Job Satisfaction

In addition, Skibba (2002) stated that the relationship between job satisfaction and employee performance is one of the most finding in organizational psychology sector. Many researches tested the impact of job satisfaction and employee performance. Job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976). Wanous and Lawler (1972) identified several different operational definitions of job satisfaction examining different facets and their combined effect in providing a general understanding of the job satisfaction construct.

Job satisfaction has been found to be a multidimensional construct noticeable the emotional evaluations of individuals regarding their expectations and how well they have been met. Schnake (1983) conceptualized three dimensions of job satisfaction representing its intrinsic, extrinsic, and social aspects. In effect, Schnak's (1983) dimensions of job satisfaction cover cognitive and affective responses made by individuals in connection to their work environment.

2.3 Motivation Theories

The subject of motivation has been presented in the literature from the early beginning of 20th Century. Although, many theories have been developed and a plenty of research has been conducted, factors that motivates people to perform well

at work are still a controversial topic. Many researchers as a starting point for their work in the field of motivation used the most known theories and models of motivation which are divided into major categories: content and process theories.

Content theories are also known as need-based theories. These theories provide insight into the needs of people in organization and help managers understand how needs can be satisfied in the workplace. Content theories concentrate on personal goals, needs and motives as well as the incentives that lead people to be driven towards behaving in a particular manner. Process theory emphasizes on the actual process of motivation. Process theories attempt to identify the relationship among the dynamic variables, which make up motivation. These theories are more concerned with how behavior is initiated, directed and sustained.

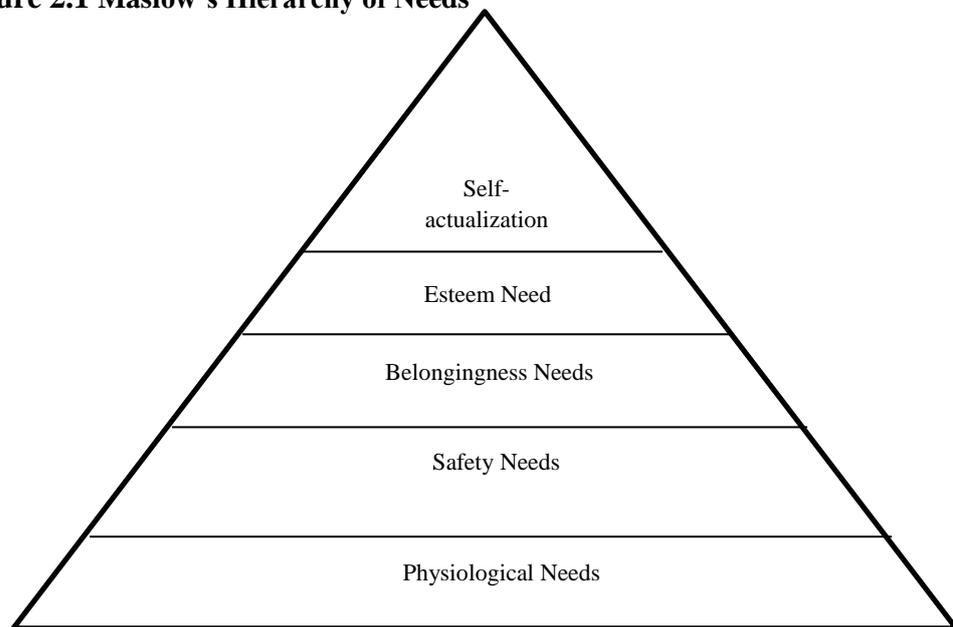
There are many content and process theories in which this study applied the content theory in Maslow's Hierarchy of Need and Herzberg's Two-factor Theory. They are concerned with individual needs and goals which are said to be the same for every person.

Abraham Maslow (1967) developed the hierarchy of needs, which suggests that individual needs exist in a hierarchy consisting of physiological needs, security needs, belongingness needs, esteem needs, and self-actualization needs. Physiological needs are the most basic needs for food, water, and other factors necessary for survival. Security needs include needs for safety in one's physical environment, stability, and freedom from emotional distress. Belongingness needs relate to desires for friendship, love, and acceptance within a given community of individuals. Esteem needs are those associated with obtaining the respect of one's self and others. Finally, self-actualization needs are those corresponding to the achievement of one's own potential, the exercising and testing of one's creative capacities, and, in general, to becoming the best person one can possibly be. Unsatisfied needs motivate behavior; thus, lower-level needs such as the physiological and security needs must be met before upper-level needs such as belongingness, esteem, and self-actualization can be motivational.

According to the implications of the hierarchy, individuals must have their lower level needs met by, for example, safe working conditions, adequate pay to take care of one's self and one's family, and job security before they will be motivated by

increased job responsibilities, status, and challenging work assignments. Maslow's theory has not received a great deal of support with respect to specific notion it proposes (Greenberg & Baron, 1995). To them this model is theorized to be especially effective in describing the behavior of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs.

Figure 2.1 Maslow's Hierarchy of Needs



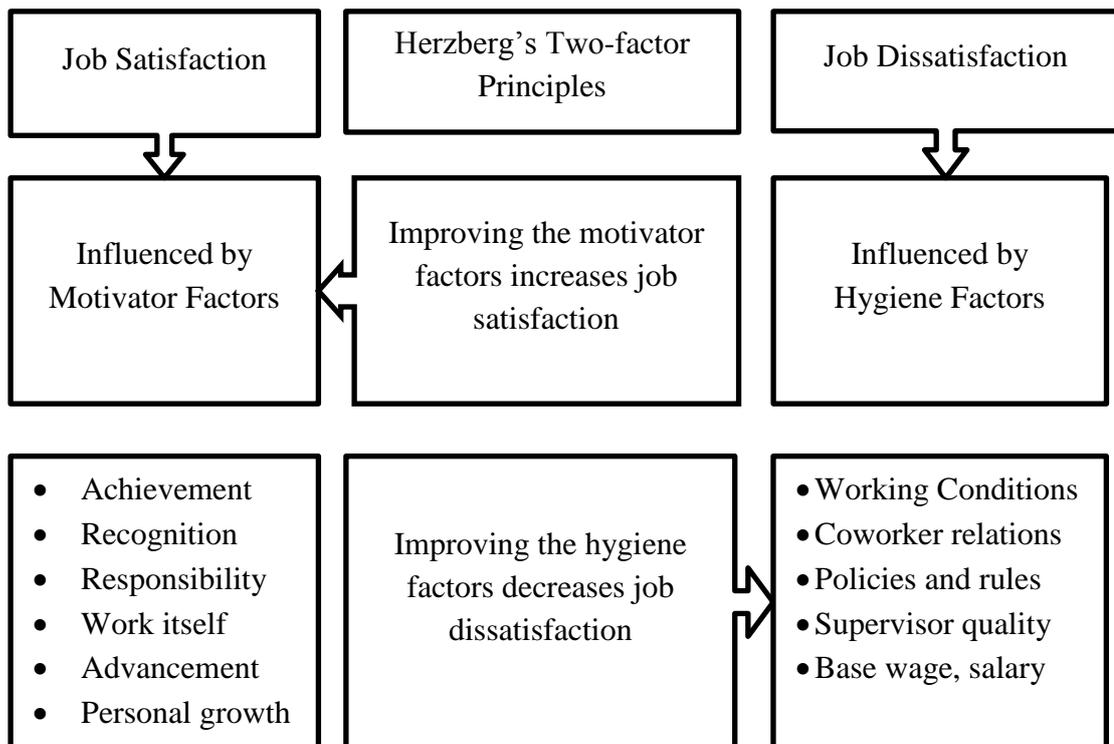
Source: Maslow. A. (1967), (at cited in Daft & Richard, 2003)

The second content theory is Herzberg's two factor theory. His theory is actually based on Maslow's hierarchy of needs but he distinguishes needs in hygiene factors and motivators or growth factors. Herzberg indicates that job satisfaction and job dissatisfaction are not opposite phenomena (Herzberg, 1968). According to him the opposite of satisfaction is rather no satisfaction and the opposite of dissatisfaction is no dissatisfaction. Herzberg suggests that satisfaction and dissatisfaction are produced by different factors. People are satisfied at their work by factors.

Herzberg's theory provides a strong link between motivation and performance of employees. He presents that performance can come as an emanation of feelings like achievement, advancement, growth which are related with motivation. He emphasized the importance of job enrichment and he separated it from job enlargement which includes increased responsibility and involvement, opportunities for advancement and the sense of achievement.

Herzberg says that leaders should avoid placing strong emphasis on fulfilling hygiene needs as this will result in employees relying too heavily on extrinsic rewards and may pose impediments to the long term success of the organization. Instead, leaders should focus on designing more intrinsically challenging task, provide recognition and empowering employees when certain level of ability is demonstrated, which are the true motivators, when fulfilled, contribute to long term positive effect on employees job performance.

Figure 2.2 Herzberg’s Two-factor Theory



Source: <https://courses.lumenlearning.com>

2.4 Motivational Factors

This study determines the following motivational factors. These factors are analyzed as independent variables in this study.

Payment

Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. According to Lemieux, MacLeod & Parent

(2009), the existing evidence shows that when there is a good performance measures, performance-pay can enhance employee productivity and improve match quality.

Job Security

Empirical investigation indicates that there is a positive relationship between job security as a motivational factor and job performance (Gabris & Simo, 1995). Thus, (ŞenoL,2010; Poyraz & Kama, 2008; Özyaman, 2007) suggest that job security provides employee with high motivation and it affects other motivation levels. Lack of job security has been found to be the reason for high turnover of employees. While there are many studies, linking job security as a motivational factor for employees' work performance, some studies have found results to the contrary (Macleod & Parent, 2009). However, most studies have highlighted job security as a motivational factor for job performance.

Promotion

Herzberg (1986) states that providing employees with opportunities to advance in their company through internal promotions acts as a motivator related to work. Simon and Enz (1995) and Wiley (1997) found that promotion and advancement opportunity to be among the best tools to motivate employees. Riketta and Dick (2005) suggested that behaviour of employees in the workplace is related to satisfaction in their careers. Empirical research by Harrison and Novak (2006) showed that efforts by management to establish promotion opportunities contributes to employee's job satisfaction and acts as a motivator for job performance.

Employee Welfare

According to Gayle and Brock (2004) organizations provide welfare facilities to their employees to keep their motivation levels high. Armstrong (2004) states that employee welfare programs rest mainly on the abstract ground of social responsibility on organizations for those who work for them. The basic purpose of employee welfare is to enrich the life of employees and to keep them happy and conducted. Employee welfare is a means to keep industrial workers content so they may work effectively. Employee welfare programs can be classified into two categories: statutory and non-statutory welfare schemes (Cole, 2002). The statutory schemes are compulsory to provide by an organization as compliance to the laws governing employee health and

safety. These include provision on safety, health and welfare. The non-statutory schemes differ from organization to organization and from industry to industry.

Working Environment

Work environment defined as actions and that contending with employees' activities and performance. Employees and work environment is interrelated (Akinyele, 2010). Employees will work harder and improve performance once they have good working environment. According to Akinyele (2010), the ability for employees to share knowledge with one another is depends on how the environment utilize. This helps organization to improve effectiveness in terms of profit, level of competitiveness and so on.

A hostile work environment is likely to give physical dissonance. Poor and unsafe working environment will bring serious danger to employees. Chen and Lien (2008) stated that a large number of employees are likely to change their jobs when they are under pressure. Friendly environment at work is able to influence employees to commit themselves to carrying out their tasks and duties effectively. Similarly, respect among colleagues and managements will assist in creating a good work environment thus serves as an incentive for employees in workplaces (Halbesleben & Rotondo, 2007).

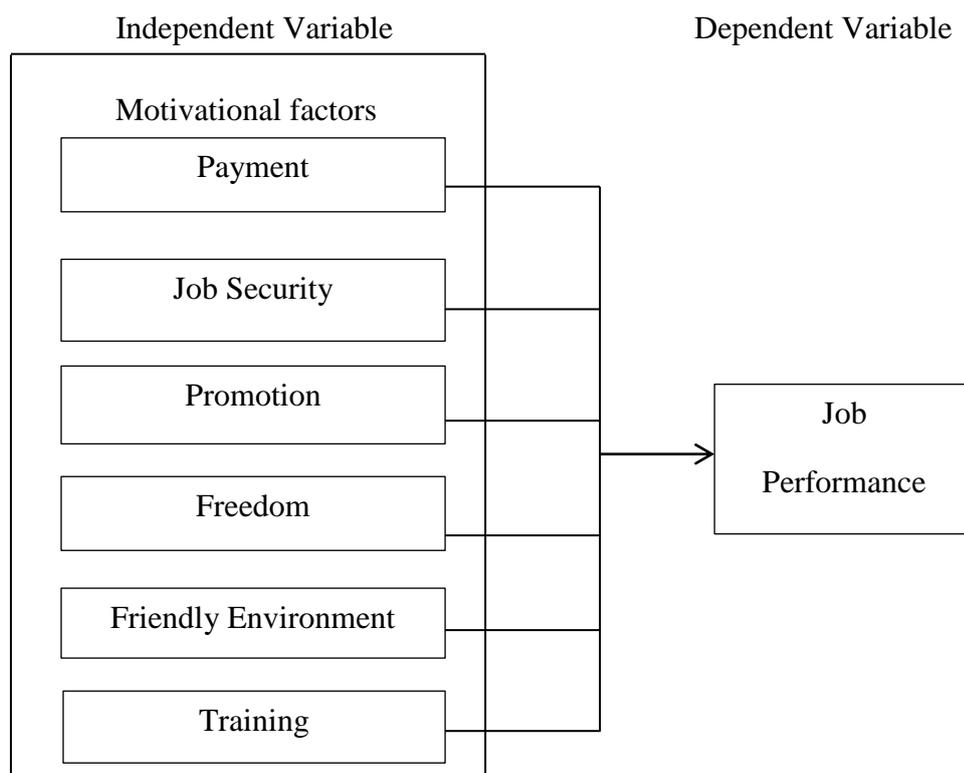
Training

Herzberg (1986), in his Two Factor Theory, listed offering training and development opportunities, so that people can pursue the positions they want within the company as motivators related to work. Roca, Chiu & Martinez (2006) found that there is a significant correlation between training and job performance factor in the multinational organization. Additionally, in any organizations, the training of employees seems to be one of the motivational driving factors, which leads to a direct correlation with performance of employees (Min et al, 2006).

2.5 Previous Studies

There are many previous studies on relationship between motivational factors and employee performance. This study adapted from two relevant research papers. The first paper is about “relationship between motivational factors and job performance of employees in Malaysian service industry”. It is prepared by Mohammad, Indra & Abu Baker Almintisir (2013). The figure (2.3) showed the relationship between motivational factors and job performance.

Figure 2.3 Relationship between Motivational Factors and Job Performance



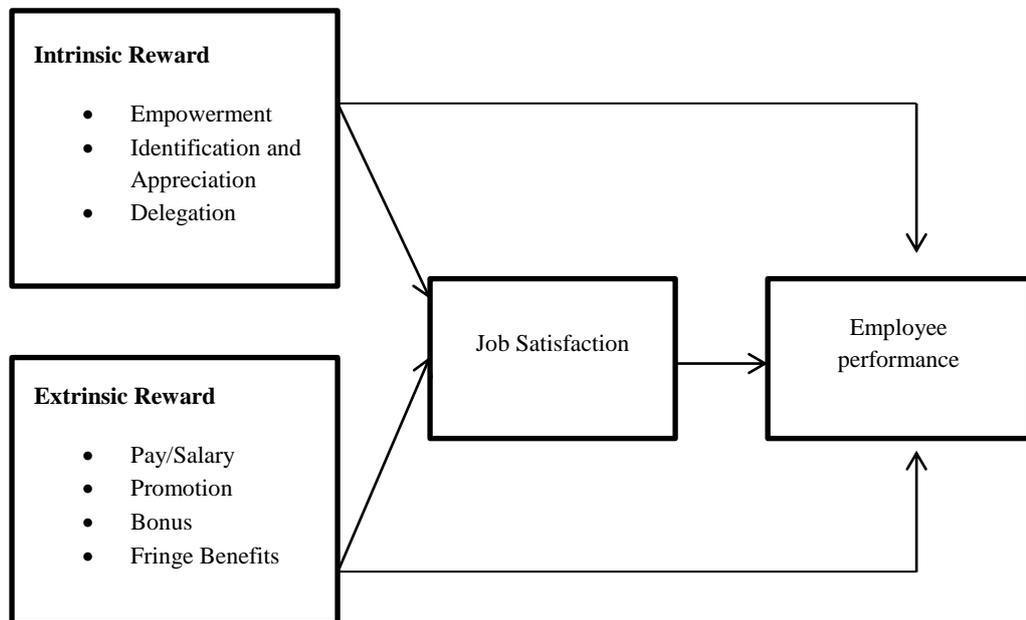
Source: Aarabi, M. S., Subramaniam, I. D., & Abu, Baker, Akeel, A. B. A. (2013)

According to the figure 2.3, the independent variables are motivational factors. The motivational factors included payment, job security, promotion, freedom, friendly environment and training. Mohammad et al. (2013) stated that high payment can influence employee to work harder and increase performance. On the other hand, low job security and low morale will cause lower performance. Another motivational factor is promotion that can motivate employees in terms of productivity and performance. In addition, promotion and advancement opportunity to be best methods of maintain job performance and job satisfaction (Mohammad et al., 2013). Furthermore, freedom to employee will cause improve performance. Mohammad et

al. (2013) stated that to improve employee performance and productivity, organization needs to provide harmonious and friendly environment. Finally, training program also can direct the correct methods of work process and reduce human error Employees also can increase their skill, knowledge and ability for better performing in organization. According to the Mohammad et al. (2013), motivational factors positive significant relationship towards job performance.

The second paper is about “relationship between rewards and employee performance: a mediating role of job satisfaction”. It is prepared by Payam, G., Ali, Seyed, J. H., Mahmood, Z., (2013). The figure (2.4) showed the relationship between rewards and employee performance. The independent variables are intrinsic reward and extrinsic reward. There is job satisfaction as mediating variable.

Figure 2.4 Relationship between Rewards and Employee Performance: A Mediating Role of Job Satisfaction.



Source: Payam, G., Ali, K., Seyed, J. H., Mahmood, Z. (2013)

According to Payam et al. (2013) cited that rewarding will affect employee performance. In fact, rewarding will positively affected job satisfaction and eventually job satisfaction will significantly influence employee performance. There are two variable can be affected job satisfaction and employee performance: intrinsic reward and extrinsic reward. In addition, supervisory support also will affect employee satisfaction on job. Human resource rules & regulation and practices will significantly

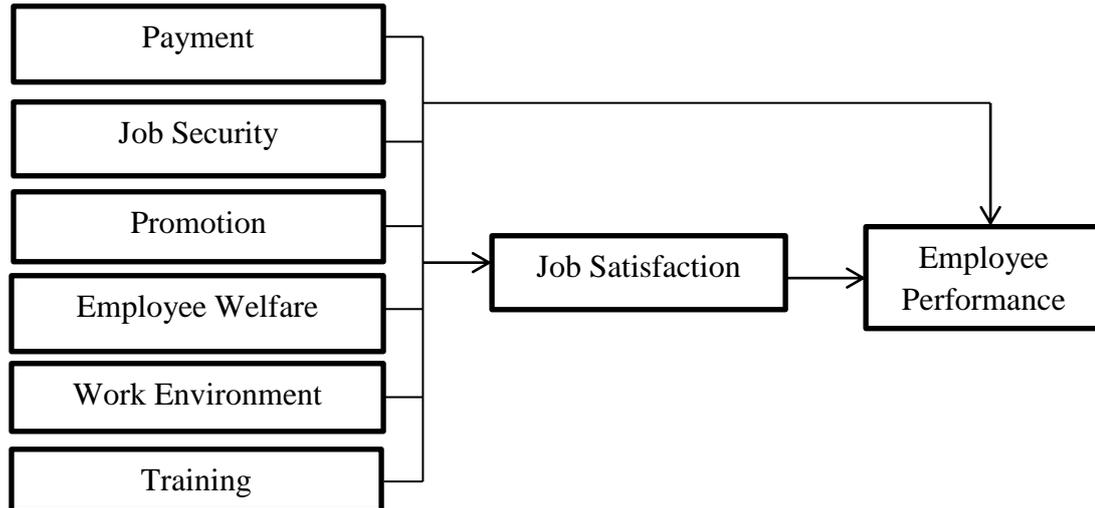
influence all the organizational level of employees (Soumendu, 2012). When employee had motivated from leaders, they will increase job satisfaction levels, job productivity levels and even employee performance levels.

Payam et al. (2013) stated that employees will do their highest when they feel or hope that their hard work are to be rewarded by their managers, In this regard, rewards is the most important aspect of among other motivational factors. Some other successful elements on employees_ performance include work conditions, the connection between employee and employer, process of training and improvement opportunities, job security and complete policies of firm rewarding. Payam et al. (2013) also stated that the mediating role of job satisfaction in the relationship between reward and employee performance.

2.6 Conceptual Framework

This section presents the conceptual framework of the study. The figure (2.5) showed the conceptual framework of this study.

Figure 2.5 Conceptual Framework



Source: Own Compilation

According to the figure (2.5), the motivational factor effecting on employee performance and job satisfaction. The independent variables are conceptualized as motivation factors/tools and these include as payment, job security, promotion, employee welfare, work environment and training. According to the Herzberg's Two-factor theory, identify and explain the factors that employees find satisfying and dissatisfying about their jobs, called motivators. Internal factors led to job satisfaction

and higher motivation. In the absence of motivators, employees will not be satisfied with their work or motivated to perform up to their potential. These motivators are: work itself, achievement, recognition, opportunity for advancement. Hygiene factors can lead to active dissatisfaction and demotivation. These are work condition, job security, salary, employee benefits. In order to motivate employees for better organizational performance, it would be necessary to provide motivational factors in such a way that their personal needs are integrated with organizational goals.

According to the Mohammad et al.(2013), motivational factors such as payment, job security, promotion, freedom, friendly environment and training are effect on job performance. These motivational factors are also hygiene factors. According to Lawler & Polter (1969) stated that the job satisfaction is positively related with performance. In the previous study, Payam et al. (2013) fount that there was job satisfaction related with employee performance. Thus, this study selected the payment, job security, promotion, employee welfare, work environment and training as the motivational factors because of these factors were hygiene factors. These factors are actually provided by the factory. This study examines the motivational practices in factory and to determine the level of job satisfaction and employee performance.

CHAPTER III

BACKGROUND DESCRIPTION OF TRISTAR TYRE FACTORY

This chapter describes the profile and backgrounds of Tristar Tyre Factory. There are three sections: historical background of Tristar Tyre factory, Organizational structure of Tristar Tyre factory, and motivational practices in Tristar Tyre factory.

3.1 Historical Backgrounds of Tristar Tyre Factory

Union of Myanmar, there are a few tyre manufacturing factories in all over the country. They are Thaton Tyre factory, Belin Tyre factory, Yangon Tyre factory, Sapanan Tyre factory and Tristar Tyre factory. Thaton and Belin tyre factory is under the No.2, Heavy Industrial Enterprise that is owned by Ministry of Industry. Yangon Tyre factory and Sapanan Tyre factory are privately owned. The Tristar Tyre factory is under the Myanmar Economic Corporation (MEC) that is owned by Ministry of Defense. This is one of the famous tyre manufacturing factory in Myanmar. The factory is producing many various kinds of high quality tyre products and using high technologies and high tech-machines.

A contrast was signed between Myanmar Economic Corporation (MEC) and QING DAO MESNAC Co.,Ltd from People's Republic of China which has been famous for manufacturing Tyre. Tristar Tyre factory was located in Insein Township, Ywama Industrial zone, Yangon division and established in 22nd June, 2010. The factory is 95.10 acre in width. The trial production was operated in 31st December, 2013. The factory started its business in 1st January, 2014. The tyres are produced mainly for the military organization and also sold to domestic market. Tristar Tyre Factory is manufacturing four types of Tyre and 42 items of Tyre spare.

The factory distribute the tyre products in local market joining with Myanmar Auto Mobile Holding Co.,Ltd. It is the market agent for Tristar Tyre factory. The factory provides the Tristar Tyre Showroom for distributing and promotes marketing. Tristar Tyre factory has also received many international and national awards for its quality and technology. These awards and certificates are ISO, DOT, INMETRO, BIS certificate, ECE certificate and GCC certificate. Tristar Tyre is well known for its products on quality, safety and efficiency. The factory started its export planning in

2018. The factory also exports the tyres to America, Brazil, Papua New Guinea, Pakistan, Afghanistan, Vietnam, Malaysia, Taiwan, Colombia, Nepal and Russia. In 2018-2019 financial years, factory has distributed 206,596 tyres. In the local market, Tristar has 25% of market share. According to the machine capacity of the factory, about over 800,000 tyres can be produced per year.

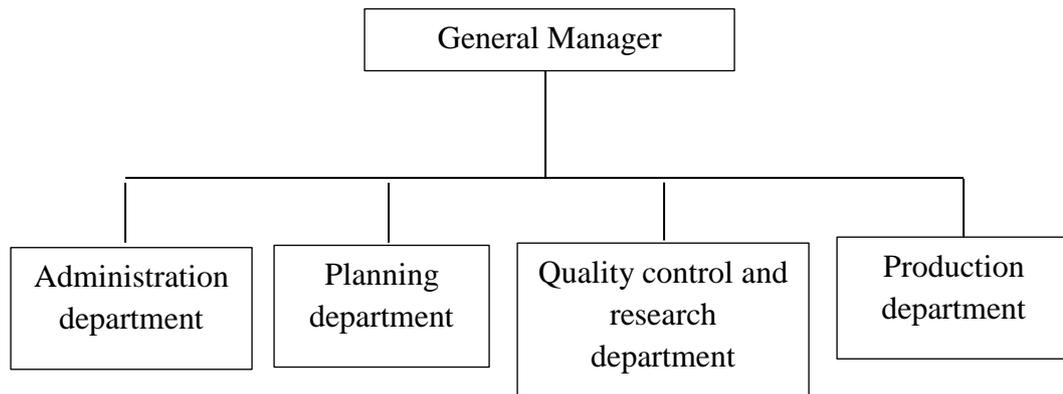
3.2 Organizational Structure of Tristar Tyre Factory

Tristar Tyre factory is composed of (4) major departments. They are quality control and research & development department, administration department, planning department and production department. There are sub-departments under the control of general manager of the factory. Each department has deputy general managers, assistant general managers, managers, assistant managers, supervisors, assistant supervisors and skillful employees. There are the production department is very large than other departments while the following the planning department, administration department and the smallest department is Quality control & development department.

Production department consists of seven sub-departments. They are production & maintenance department, compound production department, tyre production department, tube plug tyre production department, recycle department, boiling department and work short & energy department. Planning department comprises three sub-departments. They are manpower allocate department, supply department and marketing department. Administration department comprises two sub-departments. They are HR department and financial department.

All of above departments, Administration department, Planning department, QC & development department, and production department are showed in figure (3.1) and details with appendix.

Figure 3.1 Organizational Structure of Tristar Tyre factory



Source: Tristar Tyre factory(2019)

The staff position of Tristar Tyre factory is described in Table (3.1). Since the factory operated under the Ministry of Defense, the allotted manpower unlike other privately owned tyre factory. All managerial levels are allotted by the retired military officers. Quality control and research & development department have 4 officers and other 46 employees. Administration department have 5 officers and other 79 employees. Planning department has 3 officers and other 54 employees. Finally, production department have 42 officers and 747 skillful workers. There are few retired military officers and mostly are technicians. Totally, the factory has about over 800 employees.

Table 3.1 Staff Position of Tristar Tyre Factory

No	Particular	Allotted Manpower (number)		
		Officer	Staff	Total
1.	General Manager Office	2	4	6
2.	Quality control and research & development	4	46	50
3.	Administration department	5	79	84
4.	Planning department	3	54	57
5.	Production department	42	566	608
	Total	56	747	803

Source: Tristar Tyre factory (2019)

3.3 Motivational Practices of Tristar Tyre Factory

This section presents the motivational practices that really applied in Tristar Tyre factory. This study was prepared for this section by interviewing the factory general manager. This section presents with factory's motivational factors and employee benefit.

Tristar Tyre factory has been able to implements its motivational practices by offering an assured lifetime employment for its employees. It has focused on continuous improvement by motivating its employees through investing considerable resources to training and education. With regards to the same, Tristar tyre factory has implemented motivational practices on the women employees by ensuring that they are able to work. Besides, it has created childcare facility. Reward systems are undeniable among the major motivating practices the factory utilizes to encourage its staff. In order to motivate employees, Tristar utilizes rewards practices by providing incentives. It has also paid bonus, and OT pay. Therefore, employee's wages is normally raised from basic pay.

Regarding motivational practice, Tristar has utilized as system of internal promotion into team leaders, foremen, and also manager. It has been provided the vehicles for transportation. It has been monthly paid the eggs for households. It was sent the oversea training that improves the employee's ability. The factory applied the motto that is "Happy employee become better employee".

3.3.1 Motivational Factors

Tristar Tyre factory develops the rules and regulations for employees. Employees are also known these rules and regulations before signed in contract. Some regulations are working as motivational factors. They are payment regulation, job security regulation, promotional regulation, employee welfare policy, working condition and training regulation.

Payment

The factory has set the payment rate for various level of employee that is presented in signing contract to know the employees. Concerning the payment in the contract, the pay date, basis payment rate, incentives, bonus, over time pay and daily

pay rate for workers are presented. Pay date is end of date for monthly in calendar. Basis pay rate is declared for every level of employees. Every employee has at least four year experience in employment getting the incentives annually. Bonus and over-time pay (OT) are provided in payment of the employees. Daily worker can received the wages with the daily rate under payment regulation.

Job security

This factory also develops the safety first policy and provide training for job security of its employees. The factory provides safety equipment to protect the injury, and health and to be safe for every worker. Job security regulation presented that the every workers have a chance to claim in dismissal and unfair situation. The factory followed the government labor law. The factory arranged medical check-up of employees for annually because tyres were mainly made with chemical compound that can affect the health of employees. Moreover, the factory has the prevention and protection arrangements for workplace accidents or hazardous situation. The factory has the fire alarm for the notification.

Promotion

The factory prescribes the promotional regulation and policy for workers. These regulations and policy are announced transparently. Every employee at any levels has a chance to get the promotion when they meet the requirements of promotion. The factory also applies the time-scale promotion (based merely on seniority). The factory manager presents eligible employees who must have minimum 2 or 3 years working for the factory. Promoted employee has benefited a better pay-scale. In additions, the factory also gives the promotional chance in which the employees are promoted on the basis of their skills, performance, knowledge, hard work and qualifications.

Employee welfare

With respect to welfare, first-aid services are given to the employees; easy access of aiding in case any injury happens. The factory gives the suitable rest rooms to the employees. From factory-owned farms, the factory sells the meat with cheap price. Annually, the factory supplies the school uniforms to the students. The factory

offers the housing facility for employees who have family. The employees get health care from the factory. The factory allows the transfer allowance.

Working Condition

The leader and subordinate relationship is like the family type relationship. The leaders are friendly with their workers that are one of successful factors of Tristar Tyre factory. Managers, supervisors and employees have friendly environment. The factory built the office layout with enough workplace, lighting, sound ventilation system and air-con. Similarly, workplaces for worker were enough space, ventilation system and good lighting system. Adequate lighting which can reduce the eyes strain while work is performing. An appropriate lighting can produce more products and minimize error.

Training

The factory develops training plan annually for all level of employees. The factory provides the oversea training to improve the skill, knowledge and experience of workers. For the new and unskilled workers, the factory provides internal training to be safe and use easily the machines. The factory develops the training plans that meet organizational objectives. According to the factory rules, outstanding employees were sent to China to attend training courses. The factory uses the nine training methods: (1) training by lecture, (2) training by presentation, (3) coaching, (4) on-the-job training, (5) self-training, (6) job rotation (7) training by group discussion, (8) training by projects, and (9) training by seminar.

CHAPTER IV

ANALYSIS OF MOTIVATIONAL FACTORS ON EMPLOYEE PERFORMANCE IN TRISTAR TYRE FACTORY

This chapter is to analyze the effect of motivational factors on employee performance in Tristar Tyre factory. There are four sections in this chapter. There are: (1) demographic characteristic of employees, (2) Descriptive Statistic analysis of motivational factors on Tristar Tyre factory, (3) reliability, (4) regression analyses the relationship between motivational factors and employee performance, and (5) mediator analysis.

4.1 Research Design

This is essentially a correlation research that applies quantitative approach and uses the survey method to collect data. The focus of this research is on employees of Tristar Tyre factory. This study focuses on the motivation factors consisting of payment, job security, promotion, employee welfare, work environment, and training as independent variable and their influence on employee performance as dependent variable. The job satisfaction is intervening variable. The research instrument used in this study is a structured questionnaire. The questionnaires were prepared by the Five-point Likert scale (from one to five implying that strongly disagree=1, disagree=2, neutral=3, agree=4, strongly agree=5).

A systematic sampling method was used to select the samples for this study. The primary data are data gathered and assembled through a structured questionnaire. A total of 200 questionnaires were sent to the selected organizations. The units of analysis were workers who worked in various departments in the organizations namely administration department, planning department, marketing department, production department, Support, Research & Development and Engineering. Secondary data for this study had been collected from journals articles, magazines, books and newspaper, which contributed to the review of literature.

Data analysis was performed using Statistical Packages of the Social Science (SPSS). Multiple regression analysis using enter method was used to determine the relationship between the independent variables and the dependent variable.

Descriptive statistics method was used to calculate the mean value for level of respondents. According to Judith Nguli (2017), the interpretation of likert scale questions is the following.

- From 1 to 1.80 represents (strongly disagree).
- Form 1.81 until 2.60 represents (do not agree).
- From 2.61 until 3.40 represents (true to some extent).
- From 3.41 until 4.20 represents (agree).
- From 4.21 until 5.00 represents (strongly agree).

4.2 Demographic Characteristics of Respondents

Demographic characteristic of respondents are analyzed by gender, age, race, education and years of employment.

Table 4.1 Demographic Profile of Respondents

Demographic factors	Categories	No of Respondents	Percentage(%)
Gender	male	93	46.5
	female	107	53.5
	Total	200	100.0
Age	Under 25	44	22.0
	26-30	64	32.0
	31-35	52	26.0
	36-40	20	10.0
	41-45	8	4.0
	45 and above	12	6.0
	Total	200	100.0
Race	Kayin	6	3.0
	Chin	1	.5
	Bama	186	93.0
	Mon	2	1.0
	Shan	2	1.0
	Other	3	1.5
	Total	200	100.0

Education level	Primary school	1	.5
	Middle school	2	1.0
	High School	28	14.0
	Under graduate	32	16.0
	Bachelor degree	135	67.5
	Master Degree	2	1.0
	Total	200	100.0
Employment year	Under 2 years	37	18.5
	2-5 years	52	26.0
	6-10 years	94	47.0
	10 years and above	16	8.0
	Part time	1	.5
	Total	200	100.0

Source: Survey Data (2019)

Table 4.1 shows the age group classification of respondents. There are under 25 group, 26-30 years group, 31-35 years group, 36-40 years group, 41-45 years group, and 45 years and above groups. The study established the most 32% of the respondents were aged between 26-30 years followed by those aged between 31-35 years at 26%. Those aged between under 25 years were at 22% while those between 36-40 years were 10%. Then, the aged between 45 years and above were at 6% and the least 4% of the respondents were aged between 41-50 years. It was found that (54) percent of the total respondents were female and the rest were male.

There are 93% of respondents are Burma which are the highest percent as compare with other race groups. The study found out that majority (67.5%) of the respondents had attained bachelor degree while those with master level accounted for 1%. The respondents of 16% are under graduate followed by those high school level at 14%. And the rest of educational level are little percent respectively. The study established the most 47% of the respondents were employed between 6-10 years followed by those employed between 2-5 years at 26%. Those employed between under 2 years were at 18.5%. And the least 8% of the respondents were employed 10 years and above. It is because the factory allowed the military person who employed in factory after retired.

4.3 Reliability Test

Reliability refers to the consistency with which repeated measures produce the same result across time and across observers (Patton, 1990). In order to ensure reliability of the data, all the questionnaires used in the research were uniform to all respondents. Furthermore, the reliability of questionnaire was achieved through pretesting with experts and selected respondents from the target population which ensured that, respondents understood the questions in the same way. At the same time all data collected about the research was uniformly processed to ensure consistency and stability of research results. Data was further analyzed uniformly to ensure that the results and conclusions drawn from the study could reproduce if the research will be conducted again using similar technique.

Table 4.2 Reliability Test for Variables

Variables	Cronbach's Alpha	No of item
Payment	.829	5
Job security	.841	5
Promotion	.884	5
Employee welfare	.794	5
Work environment	.830	5
Training	.932	5
Job satisfaction	.839	5
Employee performance	.931	5

Source: Survey Data (2019)

According to Zikmund, Babin, Carr & Griffin (2010) classified the categories are as 0.80-0.95 (very good reliability), 0.70-0.80 (good reliability), 0.60-0.70 (fair reliability), and below 0.60 (poor reliability). The Table 4.2 showed the excellent cronbach's alpha scale was 0.932 that point out highest correlation between among other variables. All of the variables with the cronbach's alpha scale were between 0.80-0.95 that indicated very good reliability.

4.4 Descriptive Statistics Analysis of Motivational Factors of Tristar Tyre Factory

The Descriptive Statistics such as mean and standard deviation used in the study are also calculated and presented in tables. According to the motivational theories such as Maslow's Hierarchy of Need Theory and Herzberg's Two-factor theory are indicated the motivational factors that influence on employee satisfaction and employee performance. Thus, this study analyzed the six factors: payment, job security, promotion, employee welfare, work environment and training. Each factor also has its own statements that employees need to describe on the statement by rating point from 1 to 5 (1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree). Therefore, each factor has been described in terms of the mean value and the standard deviation of each statement in its respective table.

4.4.1 Payment

Table (4.3) showed the mean value of payment in Tristar Tyre factory. Five questionnaires are used to determine the level of satisfaction on payment by employees.

Table 4.3 Payment

No.	Payment	Mean	Std. Deviation
1	The amount of pay I currently receive is comparable to what I think should be.	2.46	.982
2	The current compensation and benefit package provides appropriate payment for the work related experience and qualification I have.	2.57	.990
3	My factory has a written payment policy.	3.54	.940
4	The current payment is capable of attracting and retaining competent employees.	2.37	1.039
5	The current payment is motivating and provides an incentive for better performance.	2.68	1.056
	Overall mean	2.72	

Source: Survey Data (2019)

According to the Table (4.3), overall result of payment with the mean score is (2.72) and this means that respondents are moderate level about their payment. Most of the respondents agree that the factory has a written payment policy and the resultant of the mean score (3.54), this mean that employees in the factory satisfied the payment policy. Second highest mean value of 2.68 that the current payment is motivating and incentive for better performance, this means that the employees have moderate level of satisfaction about this statement. The statement that asks the employees for their qualification is balancing with current payment in which many respondents are dissatisfaction on their payment and the result of mean score is 2.57. Similarly, many respondents dissatisfied about the current payment not fit they think that the mean score of 2.46. Most of the respondents disagree that the current payment amount of the factory, this mean that there is not satisfied about their payments and this has the intensity of (2.37).

4.4.2 Job Security

Table (4.4) showed the mean value of job security in Tristar Tyre factory and there are five questionnaires used to determine the level of satisfaction on job security by employees.

Table 4.4 Job Security

No.	Job Security	Mean	Std. Deviation
1	My job will be there as long as I want it.	3.18	.905
2	In my opinion, my company is reliable.	3.34	.872
3	I am secure in my job.	3.78	.865
4	I think that my company does not mislead me.	3.80	.953
5	My leader is warm and friendly.	3.96	.915
	Overall mean	3.61	

Source: Survey Data (2019)

Through the result of Table (4.4), overall mean value of job security is 3.61. This means that the respondents are agree with job security and there are satisfied about job security. Most of the respondents are agreed that their leaders are warm and friendly with the highest mean score of (3.96). This means that employees

are satisfied about this statement. Second highest mean value of (3.80) that the factory does not mislead employee. This means that the employees are agree with this statement and there are satisfied about this statement. The statement that asks the respondents about their security condition in their job in which many respondents are satisfied with this statement and the result of mean score is (3.78). Many respondents are moderate that their opinion is reliance on their factory with the mean score of (3.34). This means that the employees are moderate level of satisfaction about this statement. Similarly, most of the respondents are moderate that the employees employed at they want it in which the mean value is (3.18). This means that employees are moderate level of satisfaction in this statement.

4.4.3 Promotion

Table (4.5) showed the mean value of promotion in Tristar Tyre factory and there are five questionnaire used to determine the level of satisfaction on promotion.

Table 4.5 Promotion

No.	Promotion	Mean	Std. Deviation
1	Promotional policy is fair in my organization.	2.89	1.036
2	I am satisfied with promotional policy in my factory.	2.80	.996
3	There is no personal bias as regards with promotion.	3.05	.923
4	If I am qualified and well experienced, I have the chance to be promoted.	3.01	1.100
5	The promotion scheme of the factory motivates me very much.	3.00	1.075
	Overall mean	2.95	

Source: Survey Data (2019)

According to the Table (4.5), overall mean value of promotion is 2.95 and this means that the employees are moderate level of satisfaction on promotion. The highest mean value of (3.05) that the factory has no bias for the promotion scheme in which most of the employees are moderate level about this statement. Second highest mean value is (3.01) that the employee has chance to promote. This means that the employees are moderate level of satisfaction in this statement. Most of the

respondents answered the questionnaire that the promotion scheme is motivate the employee in which the mean score is (3.0). This means that the employees are moderate level of satisfaction in this statement. The respondents are asked the statement that the promotional policy is faire in which the mean score is (2.89). This means that the employees are moderate level of satisfaction in this statement. Similarly, the last questionnaire is the lowest mean score of (2.80) that the employee satisfied the promotional policy. This means that the employees are moderate level of satisfaction in this statement.

4.4.4 Employee Welfare

Table (4.6) showed the result of mean value of employee welfare in Tristar Tyre factory and there are five statements used to determine the level of satisfaction.

Table 4.6 Employee Welfare

No.	Employee Welfare	Mean	Std. Deviation
1	Our canteen is usually cheaper than outsider.	3.42	1.043
2	My uniform is smart.	3.44	.933
3	My factory arranged me housing in factory areas.	4.00	.908
4	My factory gives the child welfare and education.	3.71	.921
5	My factory provides the transportation carriers for employees.	3.70	.890
	Overall mean	3.65	

Source: Survey Data (2019)

Through the result of Table (4.6), overall of mean value of employee welfare is (3.6). This means that the employees are satisfied the employee welfare of this factory. Most of the respondents are agreed that the factory arranged the housing with the mean score of (4.00). This means that the employees are satisfied in this statement. Second highest mean score of (3.71) that the factory offers child welfare and education. This means that the employees are satisfied in this statement. Many respondents are agreed that the factory provides the transportation carriers with the mean score of (3.70). This means that the employees are satisfied in this statement. Most of the respondents are moderate that their uniforms are smart in which the mean

value is (3.44). This means that the employees are moderate level of satisfaction in this statement. Similarly, many respondents are moderate that the canteen is cheaper than outsider in which the mean value is (3.42). This means that the employees are moderate level of satisfaction in this statement.

4.4.5 Work Environment

Table (4.7) showed the result of mean value of work environment in Tristar Tyre factory. Five questionnaires are used to determine the level of satisfaction.

Table 4.7 Work Environment

No.	Work Environment	Mean	Std. Deviation
1	Factory is equipped with fire extinguisher.	4.24	.887
2	Workers get sufficient safety training of the factory.	3.55	.950
3	My workspace is provided with sufficient lighting so that I can work easily without strain on my eyes.	3.95	.778
4	The factory building is the sound ventilation system.	3.86	.865
5	My work space is enough to do work comfortably.	4.09	.895
	Overall mean	3.94	

Source: Survey Data (2019)

According to the Table (4.7), overall mean value is 3.94 and this means that the employees are satisfied the work environment. Most of the respondents are strongly agreed that the factory equipped the fire extinguisher in which the mean value of (4.24). This means that the employees are satisfied in this statement. Many respondents are agreed that the work space is enough in which the mean score of (4.09). This means that the employee satisfied in this statement. The statement that asks the employees work with sufficient lighting in their workplace in which the mean value of 3.95. This means that the employees satisfied in this statement. The resultant mean score is (3.86) that the factory provides the ventilation system. This means that employee satisfied in this statement. And the rest of statement that the employees get sufficient safety training in which the mean value is 3.55 and this means that the employees satisfied in this statement.

4.4.6 Training

Table (4.8) showed the result of training and there are five statements used to determine the level of satisfaction.

Table 4.8 Training

No.	Training	Mean	Std. Deviation
1	As an employee I enjoy training to acquire and improve my performance in my job.	3.27	.974
2	I become more confident and feel motivated because of factory training.	3.30	.892
3	As an employee, I undertake courses and programs whenever there is technical change.	3.24	.920
4	I think, factory training is very effective	3.26	.891
5	Training in our organization has facilitated the bridging of the performance gap.	3.43	.830
	Overall mean	3.3	

Source: Survey Data (2019)

According to the Table (4.8), overall mean value is 3.3 and this means that the employees are moderate level of satisfaction in training. The highest mean score is (3.43) that the trainings facilitated the gap in which employees is moderate level of satisfaction in this statement. Second highest mean score is 3.30 that the employee feels confident with training in which the respondents are moderate level of satisfaction in this statement. The statement asks the employee about the training is improvement of their job in which the mean score is 3.27. This means that the respondents are moderate level of satisfaction in this statement. Many respondents are true to some extent that the factory training is very effective in which the mean value is 3.26. This means that the employees are moderate level of satisfaction in this statement. And the rest of the statement that the factory changes the training program for new machines in which the mean score is 3.24. This means that the respondents are moderate level of satisfaction in this statement.

Summarizing the mean values of all of the motivational factors showed in Table (4.9).

Table 4.9 Overall mean values of Motivational Factors

No.	Variables	Mean
1	Payment	2.724
2	Job Security	3.621
3	Promotion	2.95
4	Employee Welfare	3.654
5	Work Environment	3.938
6	Training	3.3

Source: Survey Data (2019)

According to the Table (4.9), work environment is the highest mean values with 3.938 that indicate that most of respondents agree to the work environment of Tristar Tyre factory and this means that employees have satisfaction with the work environment. Employee welfare is the second highest mean value of 3.654 and third highest mean value is 3.621 with job security, this means that employees of the factory satisfied with each factor. Training is mean value of 3.3 and followed by promotion with mean value of 2.95, this mean that employees are moderate level of satisfaction. And the rest of payment is lowest mean value of 2.724 that indicate most of respondents are true to some extent in payment of this factory and this means that employees have moderate level of satisfaction with payment.

Table 4.10 Job Satisfaction

No.	Job Satisfaction	Mean	Std. Deviation
1	I am very satisfied with my working environment.	3.39	.885
2	The job is very secure for my life.	3.24	1.030
3	I am very interested in assignment of the factory.	3.62	.824
4	I have the good relationship with my supervisors.	3.87	.893
5	I am very proud of working in the factory.	3.48	.956
	Overall mean	3.52	

Source: Survey Data (2019)

According to the Table (4.10), most of the respondents agreed that there are good relationships between employees and their supervisor and the resultant mean value of (3.87), this means that employees have satisfaction with their supervisors. Many respondents are agreed that the assignment of the factory is very interest and the resultant mean score of (3.62). This means that the employees satisfied in this statement. The statement that asks the employee is very proud of working in which the mean value is (3.48). This means that the respondents are moderate level of satisfaction in this statement. Similarly, the statement that the job is very secure for the life with the mean value is (3.39). This means that the employees are moderate level of satisfaction in this statement. The lowest mean value that the job is very secure for my life and the resultant mean value of (3.24), this mean that employees have true to some extent on their job relevant with their life. Overall result of job satisfaction that the mean value of (3.52) and this means that the employees have satisfaction on their job.

Table 4.11 Employee Performance

No.	Employee Performance	Mean	Std. Deviation
1	I am capable of handling my assignments without much supervision.	3.87	.800
2	I am very passionate about my work.	3.83	.895
3	I could manage change in my job very well whenever the situation demands.	3.93	.862
4	I am very comfortable with job flexibility.	3.90	.812
5	I actively participate in group discussions and work meetings.	3.68	.861
	Overall mean	3.84	

Source: Survey Data (2019)

According to Table (4.11), most of the respondents agreed that the employees are very comfortable with job flexibility and the resultant mean value of (3.90). This means that employees have satisfaction and happiness on their job. Thus, they perform very well. Many respondents are strongly agreed that the employees manage change in their job very well whenever the situation demands and the intensity of

(3.93), this means that employees have ability to perform with any situation. Many respondents are agreed that the employee can do the work assignment without much supervision and the resultant mean value of (3.87). This means that the employees satisfied in this statement. Similarly, many respondents are agreed that the employees passionate about their job in which the mean score is (3.83). This means that the employees satisfied in this statement.s Overall mean value of employee performance is (3.84) and this means that the level of employee performance is high and employees have good job performance.

4.5 Effect of Motivational Factors on Job Satisfaction and Employee Performance

This section presents results of the multiple regression analysis where motivation factors are regressed with employee performance using the enter method to determine the correlation between the independent variables and dependent factor. This is also to determine the total contribution of the motivation factors studied to employee performance.

Table 4.12 Multiple Regression of Analysis with Motivation Factors as predictors of Employee Performance

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.650 ^a	.422	.404	.57833	2.140

a. Predictors: (Constant), Training, Payment, Job Security, Employee Welfare, Promotion, Work Environment

b. Dependent Variable: Performance

Source: Survey Data (2019)

In Table 4.12, the R-squared value from model summary is 0.422 which means 42.2% of variation in employee performance is accounted by variation in the 6 motivation factors namely, payment, job security, promotion, employee welfare, work environment and training in the Tristar Tyre factory.

Table 4.13 Output of Anova analysis for Motivational Practices

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.175	6	7.862	23.507	.000 ^b
	Residual	64.552	193	.334		
	Total	111.727	199			

a. Dependent Variable: Performance

b. Predictors: (Constant), Training, Payment, Job Security, Employee Welfare, Promotion, Work Environment

Source: Survey Data (2019)

The results of ANOVA are presented in Table 4.13. $F(6, 193) = 23.507$ and $p < 0.05$. That means that least one of the 6 independent variables can be used to explain employee performance in the Tristar Tyre factory.

Table 4.14 Regression Analysis for the Relationship between Predictor Variables and Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.916	.265		3.456	.001
	Payment	.074	.072	.077	1.040	.300
	Job Security	-.009	.085	-.009	-.106	.915
	Promotion	-.046	.072	-.052	-.628	.531
	Employee Welfare	.016	.097	.015	.169	.866
	Work Environment	.608	.103	.549	5.889	.000***
	Training	.133	.069	.142	1.918	.057*

a. Dependent Variable: Performance

b. *** significant level at 0.01

c. * significant level at 0.1

$R^2 = 0.422$

Source: Survey Data (2019)

Table 4.14 presents the correlation coefficient between motivation variables and employee performance. The results show that there is significant relationship between work environment and employee performance ($B = 0.608, p < 0.01$) and between training and job performance ($B = 0.133, p < 0.1$). However, the relationship between payment and job performance ($B = 0.074, p > 0.1$), job security and job performance ($B = -0.009, P > 0.1$), promotion and job performance ($B = -0.046, P > 0.1$), and employee welfare and job performance ($B = 0.016, p > 0.1$) were found to be not significant. Thus, the two motivational factors: training and work environment are the significant predictors of employee performance of the employee in Triatar Tyre factory that were studied.

Table 4.15 Regression Analysis for the Relationship between Motivational Factors and Job Satisfaction

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
3	(Constant)	.1075	.1913	.5620	.5747
	Motivational Factors	1.0151	.0561	18.0873	.000***

- a. Dependent Variable: Job Satisfaction
- b. *** Significant level at 0.01
- c. $R^2 = .6230$

Source: Survey Data (2019)

Through the result of Table (4.15), the p- value for motivational factors is less than 0.01. It can be said that it is statistically significant. Since the estimated coefficient values are positive, there is a positive relationship between motivational factors and job satisfaction. The R-squared value is 0.623 which means that 62.3% of variation in job satisfaction.

Table 4.16 Effect of Job Satisfaction on Employee Performance

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1.451	.203	7.158	.000
	Job Satisfaction	.679	.056	12.042	.000***

a. Dependent Variable: Performance

b. *** Significant level at 0.01

c. $R^2 = .428$

Source: Survey Data (2019)

According to Table (4.16), the result showed that there is significant relationship between job satisfaction and employee performance at the significant level of 0.01 ($B=0.679$, $p<0.01$). This means that the job satisfaction is positively related with employee performance. If the level of job satisfaction is higher, the performance level will be higher. The R-squared value is 0.428 which means that 42.8% of variation in employee performance.

CHAPTER V

CONCLUSION

This chapter is conclusion from previous chapters. This chapter comprised with three sections. They are finding and discussion, suggestions and need for further study.

5.1 Findings and Discussions

The main aim of this study is to examine the relationship between motivational factors namely payment, job security, promotion, employee welfare, work environment, training and employee performance of employees in Tristar Tyre factory. Descriptive analysis and multiple regression analysis were used to analyze the data.

In general, a summary description of descriptive analyses is generated from the questionnaire survey results. This descriptive analysis is going to describe the demographic profile of respondents. More than half of total respondent is female which amounted 107. The result showed that the majority of respondents' ages are from the age group of 26 to 30 years old, while the least contribution of the respondents to this questionnaire survey is from the age group of 41 years old and above. This result found that most of respondents are Burma. The most of respondents' educational level are bachelor degree. Year of employment is also one of the determinants that included in descriptive analyses. The results showed that most of the respondents were employed 6 to 10 years.

According to the result that derived from the reliability test, it has reflected that all of the variables are considered as reliable since the coefficient alpha values of all variable fall between the range from 0.70 to 0.80 and 0.80 to 0.95 as well. Both of them are considered as good reliability and very good reliability respectively. The result showed that payment scored the coefficient alpha value of 0.829; job security scored 0.841; promotion 0.884; work environment scored 0.830; employee welfare scored 0.794; training scored 0.932; job satisfaction scored 0.839 and employee performance scored 0.931

Subsequently, based on the results from multiple regression analyses, the motivation factors of payment, job security, promotion, employee welfare, work environment and training were found to contribute a total of 42.2% of employee performance. This suggests that variables other than the motivation factors studied could be contributing to employee performance. Work environment makes the highest contribution to employee performance as its standard coefficient beta value of 0.549 which is the largest value among other independent variables. The second strongest contribution is training which scored 0.142.

According to the result, two motivation factors that are work environment and training were found to be significant predictors of employee performance. Hence, when work environment is higher, the employee performance will be higher. A study reveal in Mohammad, Indra and Abu (2013) research explained that there is positive relationship between work environment and employee performance. First of all, to improve greater employee satisfaction, productivity and performance, organizations must be provide harmonious and friendly environment. It is because, if organization able to provide better quality of working environment, employees will increase job satisfaction and performance as well. Another researcher Emmanuella et al., (2012) indicated that there are interrelated relationship between work environment and performance. For instance, levels of lightings, hygiene, workspace and facilities will dramatic effect on employee performance.

The significant relationship between training and job performance is consistent with the findings of Herzberg (1986) (at cited in Mohammad et al, 2013) who listed offering training and development opportunities, so that people can pursue the positions they want within the company as motivators related to work. The finding that work environment is significantly related to employee performance is consistent with the studies of Herzberg (1986) who stated that providing employees with friendly relationship to advance in their company through as a motivator related to work.

5.2 Suggestions

Human resource management in manufacturing organization should provide some incentive factors such as payment, employee welfare, promotion, work environment, training and job security to motivate their workers to improve their

productivity. Indeed, motivation factors have an influential function on performance of workforce, as all organizations opt to enhance the efficiency in terms of improving the work of employees. On the other hand, employees usually have to work more than eight hours a day at their offices. In addition, modern life impacts human's work and make them to spend more time and high physical force in workplaces so as to deal with work tasks and possible problems. Thus, for this reason, managements should identify the individual factors as they determine the drive of employees toward achievement of organizational goals.

This study believes that incentive factors are able to motivate the workers to increase their productivity and performance. The results of this study found training and work environment to be the two most important motivational factors. Thus human resource management should provide a lot of trainings and good working environment to the employees, as they would be the two factors that drive their motivation towards good job performance. In the case of training, the organizations should conduct training need analysis for all staff and drawing individual training plan for the staff. They could also have mentoring and coaching programs to develop talent. Since work environment was found to be an important motivational factor, organizational relationship should promote the interpersonal relationship over external relationship.

This study found that the rest of the motivational factors such as promotion, payment, job security, and employee welfare were disagreed by respondents. Therefore, responsible person should provide to increase level of motivation in such area. For example, the factory should provide opportunities through internal promotions, safety first plan for job security, supporting to households and pay for incentive annually.

5.3 Need for Further Study

Further research needs to be carried out on a larger population and sample size to increase the generalizability of the findings. More motivation factors and other factors that could have influenced on employee performance must be included in order to obtain more comprehensive understanding of factors that influence on employee performance. The results of this study indicates that there is a need to determine other factors that the employees may care about as these factors are likely

to have an effect on their performance. For future studies, other motivation predictors can be identified to see how they influence in job operation of employees since there are many incentive factors in the manufacturing organizations, which have not been covered in this study. All in all, researches should be conducted and should consider large sample size.

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SURVEY QUESTIONNAIRE

Section A: Demographics

Please tick (√) according to the answers in the boxes that best represents you.

2. Please select your gender

Male Female

3. Please select your age

Under 25 years old 26-30 years old 31-35 years old 36-40 years

old

41-45 years old 46 years old and above

4. Please select your race

Kachin Kayar Kayin Chin Bamar Mon Rakhin Shan Others

5. Educational level

Primary school Education Middle school Education High School Education

Under Graduate Bachelor Degree Masters Degree

6. Years of employment

Under 2 years 2- 5 years 6- 10 years 10 years and above

Section B: Factors Affecting job satisfaction and employee performance

Under Section A, it consists of 5 parts. Please circle your answer to each statement

using 5 Likert scale [(1)= Strongly Disagree, (2)= Disagree, (3)= Neutral, (4)= Agree,

(5)= Strongly Agree].

Part 1: Payment

No.	Questions	SD	D	N	A	SA
1.	The amount of pay I currently receive is comparable to what I think should be.					
2.	The current compensation and benefit package provides appropriate payment for the work related experience and qualification I have.					

3.	My factory has a written payment policy.					
4.	The current payment is capable of attracting and retaining competent employees.					
5.	The current payment is motivating and provide an incentive for better performance.					

Part 2: Job Security

No.	Questions	SD	D	N	A	SA
1.	My job will be there as long as I want it.					
2.	In my opinion, my company is reliable.					
3.	I am secure in my job					
4.	I think that my company does not mislead me.					
5.	My leader is warm and friendly.					

Part 3: Promotion

No.	Questions	SD	D	N	A	SA
1.	Promotional policy is fair in my organization.					
2.	I am satisfied with promotional policy in my factory.					
3.	There is no personal bias as regards with promotion.					

4.	If I am qualified and well experienced, I have the chance to be promoted.					
5.	The promotion scheme of the factory motivates me very much.					

Part 4: Employee Welfare

No.	Questions	SD	D	N	A	SA
1.	Our canteen is usually cheaper than outsider.					
2.	My uniform is smart.					
3.	My factory arranged me housing in factory areas.					
4.	My factory give the child welfare and education.					
5.	My factory provide the transportation carriers for employees.					

Part 5: work Environment

No.	Questions	SD	D	N	A	SA
1.	Factory is equipped with fire extinguisher.					
2.	Workers get sufficient safety training of the factory.					
3.	My workspace is provided with sufficient lighting so that I can work easily without strain on my eyes.					
4.	The factory building is the sound ventilation system.					

5.	My work space is enough to do work comfortably.					
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Part 6: Training

No.	Questions	SD	D	N	A	SA
1.	As an employee I enjoy training to acquire and improve my performance in my job.					
2.	I become more confident and feel motivated because of factory training.					
3.	As an employee, I undertake courses and programs whenever there is technical changes.					
4.	I think, factory training is very effective.					
5.	Training in our organization has facilitated the bridging of the performance gap.					

Part 7: Job satisfaction

No.	Questions	SD	D	N	A	SA
1.	I am very satisfied with my working environment.					
2.	The job is very secure for my life.					
3.	I am very interested in assignment of the factory.					
4.	I have the good relationship with my supervisors.					
5.	I am very proud of working in the factory.					

Part 8: Employee Performance

No.	Questions	SD	D	N	A	SA
1.	I am capable of handling my assignments without much supervision.					
2.	I am very passionate about my work.					
3.	I could manage change in my job very well whenever the situation demands.					
4.	I am very comfortable with job flexibility.					
5.	I actively participate in group discussions and work meetings.					

Thank You !