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**EMPLOYEE SATISFACTION ON MOTIVATIONAL
FACTORS OF YOMA BANK LIMITED**

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EMPLOYEE SATISFACTION ON MOTIVATIONAL FACTORS OF YOMA BANK LIMITED

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ABSTRACT

The main objectives of the study are to identify the motivational practices in YOMA Bank and to examine employee satisfaction on motivational factors of YOMA Bank. Descriptive and analytical research methods are applied to analyze in this study. In this study, the Herzberg's two factors theory has been applied. The two factors are hygiene and motivators. The primary data is collected from responsible person of the bank and employees from YOMA Bank with structured questionnaire. Population of the study are 600 employees at Head office in YOMA Bank and sample size of the study are 20% of all employees (120 employees) at Head office in YOMA Bank. Secondary data is obtained from records and reports of YOMA Bank and relevant text books, research papers, journals and internet websites. The result of the study shows that among the hygiene factors, working condition provided by YOMA bank decrease the dissatisfaction of employees. Moreover, among the motivators factors, personal growth increases the satisfaction of employees. Therefore, the bank should provide suitable workplace and relevant trainings to its employees for their personal growth.

TABLE OF CONTENTS

	Page	
ACKNOWLEDGEMENTS	i	
ABSTRACT	ii	
TABLE OF CONTENTS	iii	
LIST OF TABLES	v	
LIST OF FIGURES	vi	
CHAPTER 1		
INTRODUCTION	1	
1.1	Rationale of the Study	2
1.2	Objectives of the Study	3
1.3	Scope and Method of the Study	3
1.4	Organization of the Study	3
CHAPTER 2		
THEORETICAL BACKGROUND OF EMPLOYEE		
MOTIVATION	4	
2.1	Concept of Motivation	4
2.2	Importance of Employee Motivation	4
2.3	Theories of Motivation	6
2.4	Herzber's Two-Factor Theory of Motivation	7
CHAPTER 3		
PROFILE AND MOTIVATIONAL PRACTICES OF YOMA		
BANK LIMITED	11	
3.1	Profile of YOMA Bank	11
3.2	Financial Services Provided by YOMA Bank	14
3.3	Motivational Practice of the YOMA Bank	18

CHAPTER 4	ANALYSIS OF EMPLOYEE SATISFACTION ON MOTIVATIONAL FACTORS OF YOMA BANK LIMITED	21
4.1	Demographic Factors of Respondents	22
4.2	Analysis of Employee Satisfaction on Motivational Factors	25
CHAPTER 5	CONCLUSION	38
5.1	Findings	38
5.2	Suggestions and Recommendations	40
5.3	Needs for Future Research	40
REFERENCES		
APPENDIXES		

LIST OF TABLES

Table	Title	Page
Table 4.1	Gender of Respondents	22
Table 4.2	Age of Respondents	22
Table 4.3	Position of Respondents	23
Table 4.4	Salary of Respondents	23
Table 4.5	Working Experience of Respondents	24
Table 4.6	Education of Respondents	24
Table 4.7	Working Condition	25
Table 4.8	Wages, Salaries and Security	27
Table 4.9	Company Policies	28
Table 4.10	Relationship with Managers and Supervisors	29
Table 4.11	Interpersonal Relationship	30
Table 4.12	Hygiene Factors	31
Table 4.13	Achievement	32
Table 4.14	Recognition	33
Table 4.15	Work Itself	34
Table 4.16	Responsibility	35
Table 4.17	Personal Growth	36
Table 4.18	Motivators	37

LIST OF FIGURES

Figure	Title	Page
Figure 2.1:	Herzberg's Two- Factor Theory	7

CHAPTER 1

INTRODUCTION

Today, the banking sector is functioning as the backbone of modern business. The development of any country depends mainly on the banking system. Central banks are semi-independent government agencies that enforce monetary policy, regulate banks and provide financial services.

Banks play an important role in the financial life of business, and their importance can be seen by the fact that they are considered to be the lifeblood of the modern economy. Banks do not produce wealth, but their essential activities facilitate the process of production, exchange and distribution of wealth. In this way, they become effective partners in the process of economic development and growth.

People are the most important resources in banking sector. An organization which provided the services, needs people and it is important to know what motivates them. The motivation is the employee's intrinsic enthusiasm and willingness for work-related activities. Motivation is the internal drive that makes an individual decide to take action. Individual motivations are influenced by biological, intellectual, social, and emotional factors. Therefore, motivation is a complex force and is influenced by external factors.

Since 1992, The Central Bank of Myanmar allowed licenses for opening of domestic private banks. There were 23 domestic private banks in 2004. As of November 30, 2010, the CBM has allowed licenses for opening of 19 domestic private banks and these banks provided domestic commercial banking services. As of 2019, there are (4) state-owned banks, (10) Semi-government banks, (14) private banks in Myanmar.

In Myanmar, State-run banks are Myanmar Economic Bank, Myanmar Foreign Trade Bank, Myanmar Investment and Commercial Bank, Myanmar Agricultural Development Bank. Semi-government banks are Myawaddy Bank, Small and Medium Industrial Development Bank, Myanmar Citizens Bank, Global Treasure Bank, Yangon City Bank, Innwa Bank, Yadanabon Bank, Rural Development Bank, Naypyitaw Sabin Bank, Construction and Housing Development Bank. And then Private banks are Kanbawza Bank, Co-operative Bank, First Private Bank, YOMA Bank, Asia Green Development Bank, Ayeyarwady Bank, United Amara Bank, Myanma Apex Bank, Myanmar Oriental Bank, Tun Foundation Bank, Asia-Yangon Bank, Shwe Rural and

Urban Development Bank, Ayeyarwaddy Farmers Development Bank, Myanmar Microfinance Bank.

One of the fastest growing industries is the banking sector, where thousands of employees around the world are in demand. The banking sector is characterized by fierce competition, and employees need motivation and satisfaction to survive in the market.

YOMA Bank was established since August 1993. Currently there are over 3000 employees and 79 branches in 42 cities nationwide. Because of YOMA Bank's access to SMEs and international banking standards, the German development agency GIZ selected YOMA Bank in May 2015 as a partner for its program to promote SMEs in Myanmar.

1.1 Rationale of the Study

Everyone has motivational activities, events, people, and goals in their lives. The secret to employers is to find ways to motivate employees at work, to create a workplace environment that motivates employees about their work requires both intrinsically satisfying and extrinsically encouraging elements.

The more factors that motivate employers to determine employee motivation, the more work performance and outcomes can be enjoyed. Employers understand that they need to provide a motivating work environment, but many do not understand the importance of motivation to achieve their mission and vision.

In addition, motivated employee outcomes include turnover, loyalty, harmony, and high performance that greatly contributes to the growth and development of the company. Conversely, lack of employee motivation leads to poor performance, increased employee turnover, and the achievement of organizational goals is realistic and unattainable.

Today, in the banking sector, the number of private banks and financial products is increasing daily. Therefore, private banks need to acquire and retain customers. YOMA Bank is also the private bank in Myanmar. In order to acquire and retain customers, motivated workers are very important to provide customer satisfaction. Therefore, this study seeks to identify motivators for YOMA Bank employees.

1.2 Objectives of the Study

The objectives of this study are:

- (1) To identify the motivational practices in YOMA Bank
- (2) To examine employee satisfaction on motivational factors of YOMA Bank

1.3 Scope and Method of the Study

The study focuses on Motivational Factors of Employees at Head Office in Yoma Bank. Descriptive and analytical research are applied to analyze in this study. The primary data is collected from responsible person of the bank and employees from YOMA Bank with structured questionnaire. Population of the study are 600 employees at Head office in YOMA Bank. Sample size are 20 % of all employees (120 employees) at Head office in YOMA Bank. Secondary data is obtained from records and reports of YOMA Bank and relevant text books, research papers, journals and internet websites.

1.4 Organization of the Study

This study is organized into five chapters. Chapter One is introduction which includes rationale of the study, objectives of the study, scope and methodology of study and organization of the study. Chapter Two is the theoretical background of the study. Chapter Three is profile of YOMA Bank and motivational practices of YOMA Bank. Chapter Four is analysis on motivational factors of YOMA Bank. Chapter Five is conclusion with findings and discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND OF EMPLOYEE MOTIVATION

This chapter discusses the concept of motivation, the importance of motivation, the motivation theory, the details of Herzberg's two-factor theory of motivation, and why employee satisfaction is important in an organization. There are several theories of motivation. Among these valuable theories, Frederick Herzberg's "Two Factor Theory of Motivation" was chosen for the analysis of this study.

2.1 Concept of Motivation

Motivation is derived from the term "motive" and refers to the needs, desires, or motivations of an individual. It is the process of inspiring people to take action to achieve their goals. In the context of work goals, psychological factors that stimulate people's behavior are appetite for money, success, awareness, job satisfaction, and teamwork.

One of the most important functions of management is to motivate employees to maximize their capabilities. Therefore, the role of the leader is to raise employees' interest in performing their duties. The motivation process consists of three stages. 1) felt needs or drives 2) stimulate that need to evoke needs 3) satisfaction or achievement of goals when needs are met. Thus, motivation is a psychological phenomenon, which means that the organization need to address the needs and desires of individuals by planning incentives.

Motivation may be defined as a planned management process. It stimulates people to maximize their potential by providing motivation based on unmet needs.

Conceptually, motivation should not be confused with motivation or optimism. Motivation is related to emotion, but not definitely emotion.

2.2 Importance of Employee Motivation

In an organization, employee motivation is very important. The following are the explanation of why the motivation is important:

1. High Efficiency

A good motivational system frees a huge untapped store of physical and mental abilities. Many studies have shown that motivation plays an important role in determining the level of performance. Unmotivated people can disable the healthiest organization.

By meeting human needs, motivation can help increase productivity. Better use of resources can reduce operating costs. Motivation is always goal-oriented. Therefore, the higher the level of motivation, the greater the degree of goal achievement.

2. Better Image

Companies that offer opportunities for economic and personal progress have a better image in the job market. Because of development opportunities and an empathetic outlook, people prefer to work in a company. This helps attract qualified personnel and simplifies staffing functions.

3. Facilitates Change

Effective motivation helps overcome resistance to change and negative attitudes on the part of the employee, such as restrictions on production. To improve management efficiency, satisfied workers are more interested in new organizational goals and are more susceptible to the changes management wants to implement.

4. Human Relations

Effective motivation creates job satisfaction and creates a sincere relationship between employers and employees. Labor disputes, absenteeism and attrition are reduced, and as a result benefits are realized. Motivation can help solve the central problem of management: the effective use of human resources. Without motivation, workers cannot do their best and cannot respond to the needs of the organization.

The success of an organization depends on optimal use of resources. Access to physical resources depends on the ability and willingness of employees to work. In fact, competence doesn't matter, but it lacks the will to work. Motivation is the primary tool for building such will. "Motivation is at the heart of management," says Rensis Likert.

The success of the bank is mainly depended on people. As the bank is the service provided industry, the employee motivation is important for both individuals and organization. Motivation is important for individuals. Motivation can help individuals achieve their goals. If the individual is motivated, he may definitely be happy with the job. Motivation can help personal development. Individuals always benefit from working with dynamic teams.

Similarly, motivation is important for organization as the team. The more employees motivated, the better the team's abilities. The more teamwork and individual employee contributions, the more profitable and successful the business. During the modification period, adaptability and creativity will increase. Motivation results in associate degree optimistic and difficult perspective at work.

2.3 Theories of Motivation

Classical Theories of Motivation

The motivation ideas were chiefly developed around 1950's. Three main theories were created throughout this era. These three classical theories are-

- (a) Maslow's hierarchy of needs theory
- (b) Herzberg's Two factor theory
- (c) Theory X and Theory Y

These theories are building blocks of the contemporary theories developed later. The working managers and learned professionals till date use these classical theories to explain the concept of employee motivation.

Modern Theories of Motivation

The classical theories of motivation is familiar, but they all are not empirically supported. As far as contemporary theories of motivation are concerned, all are well supported with evidences. Some of the contemporary / modern theories of motivation are explained below:

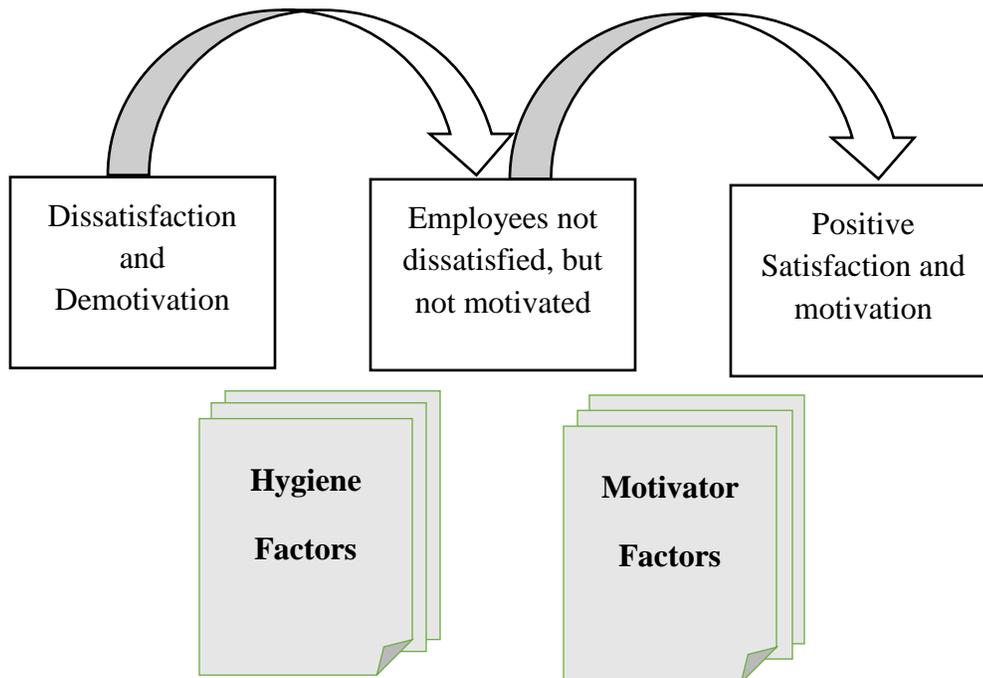
- (a) ERG Theory
- (b) McClelland's Theory of Needs
- (c) Goal Setting Theory
- (d) Reinforcement Theory
- (e) Equity Theory of Motivation
- (f) Expectancy Theory of Motivation

Among those above theories, the Herzberg's Two-Factor Theory of Motivation has been applied in this study

2.4 Herzberg's Two-Factor Theory of Motivation

In 1959, behavioral scientist Frederick Hertzberg proposed a two-factor or motivator hygiene theory. According to Herzberg, there are several work factors that can make you happy and others that prevent dissatisfaction. According to Hertzberg, the opposite of "satisfaction" is "not satisfied" and the opposite of "dissatisfaction" is "not dissatisfied."

Figure 2.1 : Herzberg's Two-Factor Theory



Source: Herzberg, F. (1959).

Herzberg classified these job factors into two divisions-

Hygiene factors-Hygiene factors are work factors that are essential to the existence of motivation in the workplace. These do not lead to long-term positive satisfaction. However, if these factors are not present / these are not present in the workplace, this can be frustrating. In other words, hygiene factors are those that, when appropriate / reasonable at work, do not soothe or dissatisfy employees. These factors are extrinsic to work. Hygiene factors are also called dissatisfaction or maintenance factors because they are necessary to avoid dissatisfaction. These factors represent the job environment / scenario. Hygiene factors symbolized the physiological needs that individuals wanted and expected to meet. Hygiene factors include:

(a) Working conditions - Working conditions must be safe, clean and hygienic. Work equipment needs to be updated and properly maintained.

(b) Wages, Salaries and Security – Wages and salaries must be appropriate and reasonable. Must be as competitive as people from the same industry in the same domain.

(c) Company Policies - Company policy should not be too strict. They must be fair and clear. Must include flexible working hours, dress code, breaks, vacations, etc.

(d) Relationship with Managers and Supervisors – Employees should respect each other and staff should have the opportunity to talk openly with managers about issues.

(e) Interpersonal relationship - The relationship between employees and colleagues, supervisors and subordinates should be appropriate and accepted. There must be no conflicts or humiliating factors.

Motivational factors- According to Herzberg, hygiene factors are not considered motivational. Motivational factors bring positive satisfaction. These factors are job-specific. These factors ensure that employees perform well. These elements are called satisfied. These are factors involved in running the job. Employees find these factors inherently challenging. Motivation symbolized psychological needs that were recognized as an additional benefit. The motivating factors are:

- (a) Achievement - Employees need achievements. This depends on the job. At work there must be some kind of fruit.
- (b) Recognition - Employees need to be praised and recognized for their performance by managers.
- (c) Work itself – The work itself must be meaningful, interesting and challenging for employees to perform and motivate.
- (d) Responsibility - Employees must take responsibility for their work. Managers ought to provide them possession of the work. Employees need to maintain accountability while minimizing control.
- (e) Personal Growth - Organizations need opportunities to grow and advance, and employees need to be motivated to make a difference.

The meaning of Two-factor theory means that managers must emphasize ensuring the validity of hygiene factors to avoid employee dissatisfaction. Managers also need to ensure that work is exciting and rewarding so that employees can work harder, work harder, and perform better. This theory focuses on job enrichment to motivate employees. Jobs need to make the most of the skills and abilities of employees. Focusing on motivational factors can improve the quality of work.

This theory, also called the motivation-hygiene or dual factor theory, was written in 1959 by Frederick Herzberg. The research was done by asking a group of people about good and bad experiences at work. It was surprised that the group answered questions about their good experience very differently than questions about their bad experience.

Based on this, the theory was developed that people's job satisfaction depends on two types of factors. Factors of satisfaction (motivation / satisfaction) and factors of dissatisfaction (hygiene factors / dissatisfaction).

Performance, awareness, job status, responsibilities and growth opportunities are all motivated / satisfied.

Hygiene factors / dissatisfactions are about salaries, secondary working conditions, relationships with colleagues, physical workplaces, supervisors and employee relationships.

In this theory, Herzberg asserts that these factors work on the same plane. In other words, satisfaction and dissatisfaction are not the opposite. For example, removing employee dissatisfaction by providing a higher salary does not necessarily mean that the employee is satisfied. Employees are no longer frustrated.

CHAPTER 3

PROFILE AND MOTIVATIONAL PRACTICES OF YOMA BANK LIMITED

This chapter starts with the overview of Myanmar Banking Industry, Brief history of YOMA Bank, Organization structure of YOMA Bank, Mission, Vision, Motto and Value of YOMA Bank, Banking Practices and followed by the Financial Services provided by YOMA Bank.

3.1 Profile of YOMA

YOMA Bank is established in 1993 and nowadays, there are 3,000 employees are working at YOMA Bank and providing the banking and financial services. In additions, 79 branches have been opened in nationwide.

YOMA Bank has invested heavily in technology to optimize its branch network nationwide and is known for its efficient money transfer services. YOMA Bank is the first bank to use a computerized accounting system and a pioneer in wireless banking communications. By 2003, YOMA Bank has grown into one of the largest banks in the country, providing safe and efficient banking services nationwide.

In 2003, Myanmar was hit by a financial crisis that had a major impact on the banking industry. As a result, many private banks were closed, but YOMA Bank's business activities were severely restricted and domestic remittances had to be maintained. YOMA Bank's money transfer service is still the most reliable and trusted in the country.

The new chapter started in August 2012 when YOMA Bank regained its full banking license. The Bank is working to become the leading small business bank in Myanmar. With more than 20 years of experience in Myanmar's financial sector, YOMA Bank is well positioned to support the country's continued growth during the transaction. YOMA Bank believes that these SMEs will be the backbone of Myanmar's fast-growing economy.

YOMA Bank Limited always strives to provide the best service to its customers for their satisfaction. We value all employees in the organization. YOMA Bank Limited has created a statement of core values to guide the pursuit of the bank's vision, mission, objectives, ways of doing business, and bankers' actions.

YOMA Bank is the most progressive domestic bank in Myanmar. Over the past few years, YOMA Bank has invested heavily in strategic priorities such as people, technology and corporate governance. YOMA Bank is the fourth largest bank in Myanmar, with assets of over 3,000 employees and 79 branches nationwide. YOMA Bank is the International Finance Corporation (IFC) 's first direct investment in Myanmar in 2014, upgrading credit risk management, finance, finance and product development, and a new core banking system (the essence of Misys Fusion Bank).

YOMA Bank has also received an ongoing technical assistant from GIZ, a German development agency, to improve and expand its SME financing. In 2015, YOMA Bank formed a strategic partnership with Telenor, Myanmar's largest foreign telephone company, to develop nationwide digital financial services through the establishment of mobile financial services company Wave Money. YOMA Bank is expanding agribusiness financing for the development of Myanmar, benefiting from a significant grant from LIFT, a trust fund operated by multi-donor UNDP. Technical assistance for this program is provided by Rabobank, a Dutch agricultural bank, and YOMA Bank is working on financial inclusion in Myanmar. The core values of a bank are customer focus, teamwork, talent development and organizational pride.

3.1.1 Vision, Mission and Values of YOMA Bank

Vision - By achieving its Mission, YOMA Bank can realize the vision to deliver the benefits of responsible banking to all the people of Myanmar.

Mission - Their Mission is to bring responsible banking to the country with a strong emphasis on good corporate governance, environmental and social standards, and risk controls.

Values of YOMA Bank - They offer INTEGRITY through strong corporate governance. They offer SERVICE through investment in people and training. They have proven STABILITY through twenty years of operations in Myanmar. They value PEOPLE through our YOMA School of Banking.

3.1.2 Organization Structure of the Bank

The organizational structure of YOMA Bank is under the guidance and guidance of BOD and has the following organizational structure of the bank. 18 departments and 79 branches nationwide under the management and control of CEO, Chief Financial Officer, Chief Performance Officer, Chief Executive Officer, Chief Risk Officer, Chief Technology Officer, Chief Compliance Officer There is accelerating banking at headquarters, Chief Auditor, and Secretary General. The departments of YOMA Bank are as follows:

1. Card Department
2. Information Technology Department
3. Audit Department
4. Business Financing Department
5. Retail Banking Department
6. Cash management Department
7. Cyber Security Department
8. Human Resource Department
9. Admin Department
10. Credit Admin Department
11. Finance Department
12. Corporate Banking Department
13. Communication and Marketing Department
14. Credit Risk Department
15. Treasury Department
16. Home Loan Department
17. International Banking Department
18. Training Department (YOMA Performance Development Center)

The bank opened 79 branches all over the country in 2018-19 and it has planned to expand more and more to get services from the bank conveniently.

3.2 Financial Services Provided by YOMA Bank Limited

YOMA Bank's banking services are provided through retail banking, SME banking and business banking. YOMA retail Banking provides individual customers with the services of call deposit accounts, checking accounts, savings accounts, and other products and services for remittances, safety deposit boxes, certified checks, YOMA gift checks, payment orders, and time deposits. Business banking includes corporate banking, international banks, trade finance, rent purchases, financial solutions, currency exchange, correspondent banks.

Savings accounts are interest-bearing accounts and are the most popular in Myanmar. In this area, YOMA Bank has granted an 8.25% annual interest rate on this deposit account at a five-day facility by allowing customers to deposit and withdraw at any time, without restriction to both individual depositors and business associations. This means that the customer can deposit free up to the fifth day of the month, after which time the bank will calculate the interest accrued on the account based on the minimum balance for the month.

A checking account is an interest-free account with a check function that allows to withdraw the deposit at any time. In order to open this checking account, the bank needs an account opener referral before becoming a bank client. This checking account is widely used by merchants, businesses, bank borrowers, and higher purchase applicants. In addition, this checking account can be used in many other ways, including money transfers, bank guarantees, payment orders, and inter-bank check settlements. The number of books as anonymous checks is an order check. Usually, order checks are provided to a company or company.

Time deposits can be deposited in banks for a certain period of time: 30, 60, 90, 180 and 365 days, respectively. The time deposit certificate is provided to the account holder as a means of depositing and withdrawing the account. Interest is paid on the maturity date and no interest is accrued on withdrawals before or after the due date. If an update is required, you must provide permanent instructions for the update when you apply for proper approval for the update. The interest rates for time deposit accounts are as follows: (30) 8.5% per day, (60) 9.25% per day, (90) 9.5% per day, (180) 9.75% per day, (365) days, 10% per year .

YOMA Bank Limited also lend loans and advances in its first year in 1993. Providing customers with professional and efficient service loan products such as term loans, overdrafts, temporary overdrafts, secured loans (savings or fixed deposit secured loans), loans, pledges, mortgages.

Term loans are a type of business loan backed by eligible collateral with a three-year term. Monthly payment of both 13% annual interest and 3% principal is required. In addition, the total amount of the loan has a setup fee and the amount is 0.1%, up to 1 million. In the case of arrears, the arrearage fee for the amount of arrears is calculated daily and increases at a rate of 30, 60, etc.

Overdraft is a type of short-term business loan that gives customers the flexibility to withdraw a loan as needed. The loan must be backed by qualified collateral and has a term of up to one year. The customer pays up to one million startup costs for a total loan of 0.1%. Daily interest payments (13% per year) for the withdrawn portion during the approved period and commitment fees for the unused portion (1% per year) are calculated daily. If the customer does not withdraw at least 50% of the approved loan within the first two months, the loan will be cancelled.

Lienis is a short-term loan supported by YOMA Bank's savings account or time deposit account. Customers can borrow up to 80% of their cash balance in these accounts. Interest payments (13% per annum) are calculated daily for the term of the loan. Late fees are calculated daily and billed monthly.

Hire Purchase is an installment financing in which the borrower owns the goods when the full repayment is completed. This system is the most original product of YOMA Bank as the first private bank to increase the purchasing power of the middle class of consumer goods such as home appliances, motorcycles, automobiles and agricultural vehicles. The normal period of the rental purchase system is 1-5 years. The buyer must pay 30% of the principal as a down payment. YOMA Bank collects the remaining interest for each holding period. YOMA Bank already offers AFP rental purchase facilities for agricultural and non-agricultural equipment ("normal HP"). YOMA Bank has agreed to reduce down payments to a minimum, supported by AFP HP's credit loss buffer. Ten%. The agricultural equipment dealers continue to guarantee the underlying credit

The buyer's actual down payment will ultimately be between 10% and 30%, depending on the dealer's risk appetite.

If a YOMA Bank customer wants to present to someone, use a YOMA-certified check and a gift check. Generally, this type is created to reward a birthday or marriage, or to give a present. The features and benefits of using YOMA Gift Check are convenient, elegant, flexible, interchangeable and simple. Expiration dates are different.

A payment order is a check guaranteed by a bank in favor of the designated person. Payment orders are treated as warrants and are not defined as negotiable instruments. The payee cannot transfer the payment order to the transferee. Payment orders are widely used by businessmen to pay each government department and agency involved. There are two types of payment orders: government payment orders and personal payment orders. For payment order service, YOMA Bank will charge 0.10% commission for 100 kyats. The issuing committee has claimed at least 2,000 kyats.

Safety lockers are individually protected containers that are usually stored in a bank vault. One safety locker box is used to store valuable property such as jewelry, precious metals, currency and more. Important documents such as securities and wills, deeds of deed, and computer data storage that need protection from theft, fire, flood, and tampering or other danger.

YOMA Bank currently offers deposit lockers of various sizes in Yangon and the 78th Avenue branch in Mandalay. YOMA Bank's safety lockers rent three sizes of safety lockers, small, medium and large once a year. YOMA Bank collects a rental fee of 50,000 kyats per year for small amounts, 100,000 kyats for medium-sized people and 200,000 kyats for large-sized people.

Between 1994 and 1995, the second year since its establishment, YOMA Bank Limited launched its own credit card "YOMA CARD" for the first time in Japan. It gives cardholders the convenience of paying for goods and services instead of cash. The immediate and wide acceptance of cards between merchants and cardholders confirmed the bank's belief that it is a great possibility and that such services are very necessary in society at the time. Since the card has been widely accepted in the Yangon market, it expanded its market from 1995 to 1996 and was geographically accepted in the Mandalay market.

SMART is YOMA Bank's first digital product with a package of services and features. It is not just an account, card, or application. With SMART, YOMA Bank customers can use the YOMA Bank mobile banking service, primarily on their own computer (or both), to trade at the time and place that suits them.

SMART also comes with an ATM that accepts domestic MPU cards and an MPU debit card that can be used free of charge at retail stores. SMART allows recipients to open a Wave Money account, connect to a Wave Money account, transfer money from a Wave account, and vice versa, and transfer money directly to a Telenor Mobile Number. Once you have money in your Wave Money account, you can use the Wave application to transfer cash to anyone anywhere in the country with 10,000 YOMA branches.

SMART also allows customers to set mobile airtime from any of the three mobile operators or for other users who can choose to purchase on their own. If a customer uses SMART (or an initial period), they will get a 4% discount on what they purchase. SMART also allows customers to transfer money in real time to other SMART accounts or other YOMA accounts, themselves or other YOMA accounts, themselves or others. So, if the customer is sending money monthly, you can use the SMART application at one time via the SMART application and do this at a convenient location for the customer via the SMART application.

YOMA Bank Limited has introduced a new service to its customers that automatically transfers funds between checking and savings accounts. This was also called a cross-reference system.

An internal remittance is when the sender remits to an individual or business and remits to the individual or business at the beginning of the fiscal year 1995-1996 to replenish the company's funds. Banking customers of Myanmar's Economic Bank, Yadana Pone Bank, Rural Development Bank, Yangon City Bank, and the Bank of the Bank's efficient, secure, economical, and reliable online remittance system with funds to the location of the transaction flow. The transfer fee for YOMA Bank is 100 kyats and 5 pyas. The remittance fee charges at least 100 kyats for amounts less than 100,000 kyats. Online rates collect 500 kyats per transaction.

In the 1997-98 fiscal year, the bank launched a YOMA gift check. This is a charming and most appropriate present that can be applied to almost any auspicious

occasion. A truly fully computerized banking business, the YOMA Integrated Banking System (YIBS) was successfully launched in the 2000-2001 fiscal year as an efficient banking business for customers.

In addition, YOMA Bank Limited is responsible for the secure storage of securities, documents and valuables, collecting drafts and checks for customers, issuing various guarantees such as repayment or advance payment guarantees for bid guarantees, performance guarantees, trade guarantees, etc. And other subsidiaries provided banking services.

Currently, YOMA Bank Limited is focusing on international banks and SME banks to be a leading bank in Myanmar. YOMA Bank Limited is a high-speed online money transfer runner using the IP Star satellite communications system and the in-house IT team YIBS and skilled bankers.

YOMA Bank Limited also offers a currency exchange counter. Foreign and local customers can change chat to US dollar, Euro, Singapore dollar or vice versa.

3.3 Motivational Practice of the YOMA Bank

In this study, motivational practices of YOMA Bank are presented by personal interview with Human Resource Manager of the bank. Therefore, YOMA bank provides the motivational practices to achieve the employee job satisfaction and improve the performance.

With respect to the working conditions, the bank provided a suitable workplace and provided adequate cash counters, printers and other office equipment. For those who are working in the cash department, the bank provides the nose mask in order not to get the disease. Additionally, the bank treat the cash department employees for the nutrition meal such as banana, milk and egg.

With respect to the wages, salaries and security, the salary provided by the bank to its employees is appropriate, comparable to that of employees in the same field and in the same industry, and competitive. In addition to pay, employees can also receive a 20% prepayment loan each month. Regarding the company policy of YOMA bank, the bank reviews the company's policies annually, and the new company's policies and strategies are clearly communicated to its employees.

With respect to the relationship with managers and supervisors, bank managers and supervisors arrange junior staff training on a regular basis, and workplace surveys are conducted quarterly. The junior staff can also disclose and discuss the problem with the managers and supervisors openly and individually.

With regard to the interpersonal relationship, employees are mutually transparent. Banks provide office facilities based on job title, but there is no competition between lower and higher levels.

For the achievement of employees at YOMA bank, employees can be proud to be working at YOMA bank and they can manage the balance on work and life. Each department has their own different goals and targets, they can also meet their individual goals and targets.

For the recognition, the bank also recognizes the employees' single outcome and rewards the best performing employees. The employees are also valued by the bank such as the bank arranges the yearly company trip, the lucky draw section and the reward party.

With respect to the work itself, the work are in procedure and routine. The bank has enough talent employees. So that if one is absent, the other can handle the job and there is no pressure on talent shortages.

With respect to the responsibility, employees are graduated, well-trained, have a lot of work knowledge and skills, and can solve problems individually. Employees obey the responsibility and accountability. Therefore, this practice can help employee to be motivated at work.

With regard to the personal growth, as the bank policies encourage each to set higher own goals. Employees work together to achieve their goals and targets each year.

According to YOMA Bank's motivational practices above, employees agree that both hygiene and motivational factors meet expectations. Therefore, hygiene factors do not cause dissatisfaction, and motivation factors lead to satisfaction. The employees at the bank are always proud to work at YOMA Bank. The turnover rate of the year is also very low. Especially is the bank has the better image in the employment market. If the employee is resigned and the bank can also employ the replacement in the short time. As the turnover rate is very low, human resource employees can focus on the other human resource job

descriptions. The employees at human resource can set the goal for the training and how to maintain the current employees and how to make them motivated in YOMA Bank.

CHAPTER 4

ANALYSIS OF EMPLOYEE SATISFACTION ON MOTIVATIONAL FACTORS OF YOMA BANK LIMITED

This chapter covers demographic factors for respondents and employees at work. Satisfaction is analyzed for both motivational and hygiene factors. Afterwards, affects hygiene and motivational factors based on employee satisfaction. This chapter also describes the selected YOMA bank companies.

There are 79 branches of YOMA Bank in various parts of Myanmar, the employees of the branch office in Yangon are studying. The respondents were 120 employees. They are all employees only at the YOMA bank branch in Yangon. The dimensions of the hygiene and motivational factors are analyzed for their averages using the Social Science Statistics package (SPSS version 22).

Before determining employee satisfaction, we used a five-point Likert scale to measure respondents' degree of agreement or disagreement with YOMA Bank's motivational survey questions. If the average is greater than 3.40, the respondent has a positive opinion on the survey question. If the average is less than 2.61, respondents have a negative opinion on the survey question. If the average is between 2.61 and 3.40, respondents cannot determine that they are relevant to the survey question.

Rating scale

1.00-1.80 – Strongly disagreed

1.81-2.60 – Disagreed

2.61-3.40 – Neutral

3.41-4.20 – Agreed

4.21-5.00 – Strongly Agreed (Best,1977 as cited by Yonas, 2013)

4.1 Demographic Factors of Respondents

This section shows profiles of sampled employee. Demographic factors of employee include gender, age, position, monthly income, level of education, and years of services in this job.

(a) Gender of Respondents

Gender of respondents is divided into two. Gender of respondents is shown in Table (4.1)

Table (4.1) Gender of Respondents

Gender	Frequency	Percentage
Male	52	43.3
Female	68	56.7
Total	120	100

Source : Survey Data, 2019

According to Table (4.1), 52 employees are male with 43% of respondents and 68 employees are female with 57% of total respondents of YOMA bank. It shows that the number of female employees is higher than that of male in YOMA bank.

(b) Age of Respondents

The age groups of respondents are divided into four groups. The number of respondents according to each group is shown in Table (4.2)

Table (4.2) Age of Respondents

Age (Years)	Frequency	Percentage
Under 20	0	0.0
21 to 30	51	42.5
31 to 40	51	42.5
41 to 50	18	15.0
Total	120	100

Source : Survey Data, 2019

According to Table (4.2), respondents have several levels. It is found that there are no employee under 20 years and above 51 years, 51 employees are between 21 and 30 years and between 31 and 40 years, 18 employees are between 41 and 50 years. It shows

that most respondents are age between 21 and 30 years and 31 and 40 years with 42.5% of total respondents. The least percentage of employees is age between 41 and 50 employees with 15.0 % of total employees in YOMA Bank.

(c) Position of Respondents

There are different position in different organization. In YOMA bank, the respondents are under Manager role (Junior Officer, Officer to Supervisor and Executive).

Table (4.3) Position of Respondents

Position	Frequency	Percentage
Junior Officer	52	43.3
Officer to Supervisor	35	29.2
Executive	33	27.5
Total	120	100

Source : Survey Data, 2019

In Table (4.3), 52 employees are junior officer, 35 employees are Officer to Supervisor and 33 employees are Executive level. Among them, the most respondents are Junior Officers with 43.3% in YOMA Bank.

(d) Salary of Respondents

The monthly salary of respondents are divided into four groups, which are 100,000 and below, 100,001 to 300,000, 300,001 to 500,000 and above 500,000. It is shown in Table (4.4).

Table (4.4) Salary of Respondents

Salary (MMK)	Frequency	Percentage
100,001 to 300,000	29	24.2
300,001 to 500,000	75	62.5
Above 500,000	16	13.3
Total	120	100

Source : Survey Data, 2019

According to Table (4.4), there are no respondents with salary below 100,000. Salary 100,001 to 300,000 is 29 respondents, 300,001 to 500,000 is 75 respondents and

above 500,000 is 16 respondents. Among them, the highest respondents is 75 respondents with 62.5% of total respondents in YOMA bank.

(e) Working Experience of Respondents

The working experience of respondents is classified into five group. They are below 5 years, 6 to 10 years, 11 to 15 years, 16 to 20 years and above 20 years respectively. The working experience of respondents is shown in table (4.5)

Table (4.5) Working Experience of Respondents

Working Experience	Frequency	Percentage
Below 5 years	58	48.3
6 to 1 years	33	27.5
11 to 15 years	23	19.2
16 to 20 years	6	5.0
Total	120	100

Source : Survey Data, 2019

According to Table (4.5), 58 employees have experience below 5 years, 33 employees have experience 6 to 11 years, 23 employees have experience 11 to 15 years, 6 employees have experience 16 to 20 years and there is no employee with above 20 years. Among them, experience of below 5 years is the highest number of respondents with 48.3% of all total respondents of YOMA Bank.

(f) Education of Respondents

Education level of respondents are divided in four groups such as High school level, Bachelor Degree, Post Graduated Diploma and Master Degree. These group are described in Table (4.6).

Table (4.6) Education of Respondents

Education Level	Frequency	Percentage
Bachelor Degree	92	76.7
Post Graduated Diploma	28	23.3
Total	120	100

Source : Survey Data, 2019

According to Table (4.6), It shows that there are 92 respondents with Bachelor Degree and 28 respondents with Post Graduated Diploma in YOMA Bank. Most of the respondents are Bachelor Degree (graduated from university). Among them, the number of graduated level is the highest with 76.7% of all respondents at YOMA Bank.

4.2 Analysis on Employee Job Satisfaction on Motivational Factors

Regarding the satisfaction on motivational factors, working conditions, wages, salaries and security, company policies, relationship with manager and supervisor, interpersonal relationship, achievement, recognition, responsibility, work-itself, personal growth are studied in this section. Five point Likert Scale questionnaire is used to measure the respondent's satisfaction level on each dimension.

4.2.1 Satisfaction Level on Hygiene Factors

Employees satisfaction on factors are analyzed by measuring satisfaction working conditions, salaries and security, company policies, relationship with managers and supervisors, interpersonal relationship.

(a) Working Condition

Regarding the satisfaction level on working condition, the respondents have to give their degree of satisfaction on Table (4.7). The degrees of satisfaction that the respondents answered, the scores were ranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.7).

Table (4.7) Working Condition

Description	Mean Value
The bank provides suitable work place	4.13
The bank has safe and secure work place	4.18
We get the suitable office supplies from the bank	3.70
The additional facilities for working overtime have been provided	3.38
The co-workers are recognizing each other	3.85
Overall Mean Value	3.85

Source: Survey Data, 2019

According to Table (4.7), the mean values of respondents' satisfaction on “The bank provides suitable work place” is 4.13. It shows that all employees of selected YOMA bank are agreed with suitable work place and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “safe and secure work place” is 4.18. It shows that all employees of selected YOMA bank are agreed with the safe and secure work place and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “We get the suitable office supplies from the bank” is 3.70. It shows that all employees of selected YOMA bank are agreed with suitable office supplies and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “The additional facilities for working overtime have been provided” is 3.38. It shows that employees of managerial level in selected YOMA bank cannot decide on additional facilities for working overtime. Therefore, it do not decrease or increase dissatisfaction. The mean values of respondents' satisfaction level on “The co-workers are recognizing each other” is 3.85. It shows that all employees of selected YOMA bank are agreed on co-worker recognition and it do not lead to dissatisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Working Condition”. The overall mean values of respondents' satisfaction level is shown as 3.85 and it does not lead to dissatisfaction.

(b) Wages, Salaries and Security

Regarding the satisfaction level on salaries and security, the respondents have to give their degree of satisfaction on Table (4.8). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.8).

Table (4.8) Wages, Salaries and Security

Description	Mean Value
We received the suitable salary	3.08
The provided salary is based on the market salary	3.42
The fair salary increment has also been received	3.47
The bank provides overtime working hours	3.05
The bank allowed leave procedure that based on labor law	3.94
Overall Mean Value	3.39

Source: Survey Data, 2019

According to Table (4.8), the mean values of respondents' satisfaction on “We received the suitable salary” is 3.08. It shows that all employees of selected YOMA bank cannot decide on suitable salary and it does not decrease or increase dissatisfaction. The mean values of respondents' satisfaction level on “The provided salary is based on the market salary” is 3.42. It shows that all employees of selected YOMA bank are agreed with the provided salary is market salary and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “The fair salary increment has also been received” is 3.47. It shows that all employees of selected YOMA bank are agreed on the salary increment and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “The bank provides overtime working hours” is 3.05. It shows that employees of selected YOMA bank cannot decide on payment for overtime working hours and it do not decrease or increase dissatisfaction. The mean values of respondents' satisfaction level on “The bank allowed leave procedure that based on labor law” is 3.94. It shows that all employees of selected YOMA bank are agreed on the leave procedure of the bank and it does not lead to dissatisfaction. Therefore, as an overall, all employees of selected YOMA bank cannot decide on “Wages, Salaries and Security”. The overall mean values of respondents' satisfaction level is shown as 3.39 and it does not decrease or increase dissatisfaction.

(c) Company Policies

Regarding the satisfaction level on company policies, the respondents have to give their degree of satisfaction on Table (4.9). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.9).

Table (4.9) Company Policies

Description	Mean Value
The bank develops Rules and principles that help creativity and improvement of employees	3.75
The bank develops policy that has also been clearly informed to employees	3.85
I have a clear path for career advancement	3.61
The revision of policy was arranged yearly	3.80
Any amendment of policy has also been announced to employees	3.77
Overall Mean Value	3.76

Source: Survey Data, 2019

According to Table (4.9), the mean values of respondents' satisfaction level on “The bank develops Rules and principles that help creativity and improvement of employees” is 3.75. It shows that all employees of selected YOMA bank are agreed with rules and principles of the bank and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “The bank develops policy that has also been clearly informed to employees” is 3.85. It shows that all employees of selected YOMA bank are agreed that the bank clearly informed for the developed policy and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “I have a clear path for career advancement” is 3.61. It shows that all employees of selected YOMA bank agreed that they have clear path for career advancement and it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “The revision of policy was arranged yearly” is 3.80. It shows that employees of selected YOMA bank are agreed on the arrangement of policy yearly review it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “Any amendment of policy has also been announced to employees” is 3.77. It shows that all employees of selected YOMA bank are

agreed on the announcement of policy amendment it does not lead to dissatisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Company Policies”. The overall mean values of respondents’ satisfaction level is shown as 3.76 it does not lead to dissatisfaction.

(d) Relationship with Manger and Supervisor

Regarding the satisfaction level on relationship with manager and superior the respondents have to give their degree of satisfaction on Table (4.10). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.10).

Table (4.10) Relationship with Managers and Supervisors

Description	Mean Value
The bank provides clear instruction and logical training to employees	3.90
I can discuss the problem openly with my boss	3.30
The managerial levels are respectful and admirable	3.67
My boss can give me clear guideline and procedure	3.25
Managers treat others like they want to be treated	3.61
Overall Mean Value	3.55

Source: Survey Data, 2019

According to Table (4.10), the mean values of respondents' satisfaction level on “The bank provides clear instruction and logical training to employees” is 3.90. It shows that all employees of selected YOMA bank are agreed with clear instruction and logical training of the bank it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “I can discuss the problem openly with my boss” is 3.30. It shows that all employees of selected YOMA bank cannot decide on they can discuss the problem openly with their boss it does not decrease or increase dissatisfaction. The mean values of respondents' satisfaction level on “The managerial levels are respectful and admirable” is 3.67. It shows that all employees of selected YOMA bank are agreed on the respectful and admirable managerial levels it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “My boss can give me clear guideline and procedure” is 3.25. It shows that employees of selected YOMA bank cannot decide on clear guideline

and procedure it does not decrease or increase dissatisfaction. The mean values of respondents' satisfaction level on “Managers treat others like they want to be treated” is 3.61. It shows that all employees of selected YOMA bank are agreed on the treatment from managers it does not lead to dissatisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Relationship with Managers and Supervisors”. The overall mean values of respondents’ satisfaction level is shown as 3.55 it does not lead to dissatisfaction.

(e) Interpersonal Relationship

Regarding the satisfaction level on interpersonal relationship, the respondents have to give their degree of satisfaction on Table (4.11). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.11).

Table (4.11) Interpersonal Relationship

Description	Mean Value
All employees have mutual respect with others	4.00
Employees have good cooperation with internal customers	3.91
The discrimination problem is not occurred in work place	3.60
Employees can control their emotion in work place	3.81
Have transparency among each other	3.84
Overall Mean Value	3.83

Source: Survey Data, 2019

According to Table (4.11), the mean values of respondents' satisfaction level on “All employees have mutual respect with others” is 4.00. It shows that all employees of selected YOMA bank are agreed on mutual respect of employees it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “Employees have good cooperation with internal customers” is 3.90. It shows that all employees of selected YOMA bank are agreed on good cooperation of employees it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “The discrimination problem is not occurred in work place” is 3.60. It shows that all employees of selected YOMA bank are agreed on the discrimination problem that has not been occurred in work

place it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “Employees can control their emotion in work place” is 3.81. It shows that employees of selected YOMA bank are agreed on employees can control their emotion in work place it does not lead to dissatisfaction. The mean values of respondents' satisfaction level on “Have transparency among each other” is 3.84. It shows that all employees of selected YOMA bank are agreed on the transparency among employees it does not lead to dissatisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Interpersonal Relationship”. The overall mean values of respondents’ satisfaction level is shown as 3.83 it does not lead to dissatisfaction.

Regarding the satisfaction on each Hygiene Factors, the respondents have to give their degree of satisfaction on Table (4.12). The degrees of satisfaction that the respondents answered, the scores were ranged. Then the mean values of scores were analyzed. The value are shown in Table (4.12).

Table (4.12) Hygiene Factors

Description	Mean Value
Working Condition	3.85
Wages, Salaries and Security	3.39
Company Policies	3.76
Relationship with Managers and Supervisors	3.55
Interpersonal Relationship	3.83

Source: Survey Data, 2019

According to Table (4.12), the highest mean value is “Working condition” with mean value of 3.85 and it means that employees are agreed with the questions. Therefore, it does not lead to dissatisfaction. The lowest mean value is “Wages, Salaries and Security” with mean value of 3.39 and it means that the employees cannot decide on the question. Therefore, it does not decrease or increase dissatisfaction.

4.2.2 Employee Satisfaction Level on Motivators

Although hygiene factors dispel employees' dissatisfactions, this is not the reach to the satisfaction level, therefore, motivation factors must be provided to reach satisfaction level. The motivators include achievement, recognition, responsibility, work-itself, and personal growth. In this section, employee satisfaction on motivators is analyzed by measuring satisfaction on achievement, recognition, responsibility, work-itself, and personal growth.

(a) Achievement

Regarding the satisfaction level on achievement, the respondents have to give their degree of satisfaction on Table (4.13). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.13).

Table (4.13) Achievement

Description	Mean Value
Being part of this company makes myself proud in public	3.95
My job makes a difference in the lives of others	3.64
I feel that my work is of value in my department	3.84
I am proud to say what kind of work I do	3.96
I can manage my own job with work life balance	3.95
Overall Mean Value	3.87

Source: Survey Data, 2019

According to Table (4.13), the mean values of respondents' satisfaction level on “Being part of this company makes myself proud in public” is 3.95. It shows that all employees of selected YOMA bank are agreed on being part of this bank and it leads to satisfaction. The mean values of respondents' satisfaction level on “My job makes a difference in the lives of others” is 3.64. It shows that all employees of selected YOMA bank are agreed on their job and it leads to satisfaction. The mean values of respondents' satisfaction level on “I feel that my work is of value in my department” is 3.84. It shows that all employees of selected YOMA bank are agreed on the value of their work and it leads to satisfaction. The mean values of respondents' satisfaction level on “I am proud to

say what kind of work I do” is 3.96. It shows that employees of selected YOMA bank are agreed on what kind of work they do and it leads to satisfaction. The mean values of respondents' satisfaction level on “I can manage my own job with work life balance” is 3.95. It shows that all employees of selected YOMA bank are agreed on work life balance and it leads to satisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Achievement”. The overall mean values of respondents’ satisfaction level is shown as 3.87 and it leads to satisfaction.

(b) Recognitions

Regarding the satisfaction level on recognitions, the respondents have to give their degree of satisfaction on Table (4.14). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.14).

Table (4.14) Recognition

Description	Mean Value
I am valued and rewarded for the quality of my efforts	3.66
Do you feel that employees are recognized as individuals?	3.65
I get credit for what I did	3.47
Every single outcome which I did was recognized	3.65
Supervisors encourage me to be my best	3.95
Overall Mean Value	3.68

Source: Survey Data, 2019

According to Table (4.13), the mean values of respondents' satisfaction level on “I am valued and rewarded for the quality of my efforts” is 3.66. It shows that all employees of selected YOMA bank are agreed on the reward and value that they received and it leads to satisfaction. The mean values of respondents' satisfaction level on “Do you feel that employees are recognized as individuals?” is 3.65. It shows that all employees of selected YOMA bank are agreed on individual recognized and it leads to satisfaction. The mean values of respondents' satisfaction level on “I get credit for what I did” is 3.47. It shows that all employees of selected YOMA bank are agreed on the credit they got on what they did and it leads to satisfaction. The mean values of respondents' satisfaction level on “Every

single outcome which I did was recognized” is 3.65. It shows that employees of selected YOMA bank are agreed on recognition on every single outcome which they did and it leads to satisfaction. The mean values of respondents' satisfaction level on “Supervisors encourage me to be my best” is 3.95. It shows that all employees of selected YOMA bank are agreed on the encouragement of supervisors and it leads to satisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Recognition”. The overall mean values of respondents' satisfaction level is shown as 3.68 and it leads to satisfaction.

(c) Work itself

Regarding the satisfaction level on work itself, the respondents have to give their degree of satisfaction on Table (4.15). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The values are shown in Table (4,15).

Table (4.15) Work itself

Description	Mean Value
Management looks to me for suggestions and leadership	3.75
Productive time spent working on the tasks assigned to me	3.75
My work is in routine but it is not boring	3.53
I have much skill, knowledge and experience to contribute my job	3.84
I have a clear path for career advancement	3.65
Overall Mean Value	3.70

Source: Survey Data, 2019

According to Table (4.15), the mean values of respondents' satisfaction level on “Management looks to me for suggestions and leadership” is 3.75. It shows that all employees of selected YOMA bank are agreed on the asking suggestions from management to them and it leads to satisfaction. The mean values of respondents' satisfaction level on “Productive time spent working on the tasks assigned to me” is 3.75. It shows that all employees of selected YOMA bank are agreed on productive time spent on their tasks and it leads to satisfaction. The mean values of respondents' satisfaction level on “My work is in routine but it is not boring” is 3.53. It shows that all employees of selected YOMA bank are agreed that their work is in routine but it is not boring and it leads

to satisfaction. The mean values of respondents' satisfaction level on “I have much skill, knowledge and experience to contribute my job” is 3.84. It shows that employees of selected YOMA bank are agreed that they can contribute their job and it leads to satisfaction. The mean values of respondents' satisfaction level on “I have a clear path for career advancement” is 3.65. It shows that all employees of selected YOMA bank are agreed on clear path for career advancement and it leads to satisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Work Itself”. The overall mean values of respondents’ satisfaction level is shown as 3.70 and it leads to satisfaction.

(d) Responsibility

Regarding the satisfaction level on responsibility, the respondents have to give their degree of satisfaction on Table (4.16). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.16).

Table (4.16) Responsibility

Description	Mean Value
Problem solving skill has been applied for what I did wrong	3.99
Going beyond what is expected of me to make customers happy	3.99
If needed, I was working voluntarily in weekend	3.40
I support or do the job which has been assigned to me till finished	3.85
I respond quickly and courteously to fulfill customers’ needs	3.96
Overall Mean Value	3.84

Source: Survey Data, 2019

According to Table (4.16), the mean values of respondents' satisfaction level on “Problem solving skill has been applied for what I did wrong” is 3.99. It shows that all employees of selected YOMA bank are agreed on their problem solving skill and it leads to satisfaction. The mean values of respondents' satisfaction level on “Going beyond what is expected of me to make customers happy” is 3.99. It shows that all employees of selected YOMA bank are agreed on they can make customer happy and it leads to satisfaction. The mean values of respondents' satisfaction level on “If needed, I was working voluntarily in weekend” is 3.40. It shows that all employees of selected YOMA bank are agreed on

working voluntarily if needed and it leads to satisfaction. The mean values of respondents' satisfaction level on “I support or do the job which has been assigned to me till finished” is 3.85. It shows that employees of selected YOMA bank are agreed that they support or do the job which has been assigned to them till finished and it leads to satisfaction. The mean values of respondents' satisfaction level on “I respond quickly and courteously to fulfill customers’ needs” is 3.96. It shows that all employees of selected YOMA bank are agreed on the quickly and courteously respond to fulfill customers’ needs and it leads to satisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Responsibility”. The overall mean values of respondents’ satisfaction level is shown as 3.84 and it leads to satisfaction.

(e) Personal Growth

Regarding the satisfaction level on personal growth, the respondents have to give their degree of satisfaction on Table (4.17). As the degree of satisfaction that the respondents answered, the scores were arranged. Then, the mean values of scores were analyzed. The mean values are shown in Table (4.17).

Table (4.17) Personal Growth

Description	Mean Value
Our team meets target quotas and goals.	4.44
The company clearly communicates its goals and strategies to me.	4.44
Review myself every year for the improvement and growth.	4.13
The bank provides sufficient training to apply in current job.	4.13
The bank policies encourage to set higher own goals.	4.44
Overall Mean Value	4.20

Source: Survey Data, 2019

According to Table (4.17), the mean values of respondents' satisfaction level on “Our team meets target quotas and goals” is 4.44. It shows that all employees of selected YOMA bank are strongly agreed on the team’s target quotas and goals and it leads to satisfaction. The mean values of respondents' satisfaction level on “The company clearly communicates its goals and strategies to me.” is 4.44. It shows that all employees of selected YOMA bank are strongly agreed on company clearly communicates its goals and

strategies to them and it leads to satisfaction. The mean values of respondents' satisfaction level on “Review myself every year for the improvement and growth.” is 4.13. It shows that all employees of selected YOMA bank are agreed that they review themselves every year for the improvement and growth and it leads to satisfaction. The mean values of respondents' satisfaction level on “The bank provides sufficient training to apply in current job.” is 4.13. It shows that employees of selected YOMA bank are agreed on provided sufficient training and it leads to satisfaction. The mean values of respondents' satisfaction level on “The bank policies encourage to set higher own goals.” is 4.44. It shows that all employees of selected YOMA bank are strongly agreed on the bank policies encourage to set higher own goals and it leads to satisfaction. Therefore, as an overall, all employees of selected YOMA bank are agreed on “Personal Growth”. The overall mean values of respondents’ satisfaction level is shown as 4.20.

Regarding the satisfaction on each Motivator Factors, the respondents have to give their degree of satisfaction on Table (4.18). The degrees of satisfaction that the respondents answered, the scores were ranged. Then the mean values of scores were analyzed. The values are shown in Tables (4.18).

Table (4.18) Motivators

Description	Mean Value
Achievement	3.87
Recognition	3.68
Work itself	3.70
Responsibility	3.84
Personal Growth	4.20

Source: Survey Data, 2019

According to Table (4.18), the highest mean value is “Personal Growth” with mean value of 4.20 and it means that employees are agreed with the questions. The most employee agreed is the question of “The bank policies encourage to set higher own goals”. Therefore, it leads to satisfaction. For “Recognition”, although the mean value is 3.68, it is the lowest mean value. As the mean value is 3.68, it means that the employees are agreed on the question and it leads to satisfaction.

CHAPTER 5

CONCLUSION

This chapter has three sections. The first section is why the research project was implemented, what aspects of the problem were considered, and what the result is the discovery of demographic factors and the results on employee satisfaction of selected YOMA Bank. The second section is recommendations and suggestions, last section is for further study.

5.1 Findings

This study assesses the satisfaction of YOMA Bank Limited employees' motivation factors. In particular, the satisfaction of motivational factors has been examined and find out important motivation and hygiene factors for YOMA Bank Limited based on the 2019 survey results. A simple random sampling technique has been used in order to meet the objective of the study. Primary data was collected by a self-management structure questionnaire. The number of employees includes 120 employees of YOMA Bank. According to the survey results, most employees are 21-30 years old. The company has more female employees than male employees. Most of the respondents are junior officers. According to the survey, most employees have graduated. Most employees have less than five years of experience. The most employees received income between 300,001 and 500,000 kyats.

Depending on hygiene factors, working condition, wages, salaries and security, company policies, relationships with managers and supervisors, and interpersonal relationship are analyzed. The satisfaction of all YOMA Bank employees is positive for these factors. Among them, employees have the highest score for satisfaction with working conditions and the lowest score for wages, salaries, and security.

As for the hygiene factor "working conditions", it was found that employees agreed to working conditions while working at YOMA Bank. Regarding the payment and security of hygiene factors, employees cannot determine their payment and security factors. However, the mean score of wages, salaries and security is the lowest mean score in

hygiene factors. This may conclude that the company currently practices equal and fair pay among employees at different levels.

Regarding to the company policy, the obtained mean score is between the statistical mean score of agreed. There have the practices of clear policy in the areas of flexible working hours and fairness in promotion. These practices reduce the dissatisfaction to the employees in the YOMA bank.

The fourth variable in the name of the hygiene factor, Relationship with Managers and Supervisors, is also an important factor in reducing employee dissatisfaction. Respondents rank the average mean score than statistical average mean score. This is due to the fact that supervisors can guide employees in a fair and good way.

About interpersonal relationship of hygiene factors. YOMA Bank can create a good and healthy atmosphere for interpersonal relationships between subordinates, colleagues, supervisors and managers.

The survey also analyzes the motivating factors of achievement, recognition responsibilities, the work itself, and personal growth. The motivators have also been found to be important and influencing factors for the satisfaction and motivation of YOMA Bank employees.

From analyzing employee satisfaction on achievement, it was found that the employees are agreed with this factor and it leads to satisfaction. Employees are proud of working their job and feel as important of their job. Employees are also agreed with the recognition in their job and it also leads to satisfaction They feel that they are recognized for their work done by the top management supervisors and also among the worker.

As for the work itself, it was found that employees are agreed with their work itself as the company is empowering people to perform their job with quick respond to their client. It was also found that employees are satisfied for their important role in the company and for the matching their responsibilities with their skills so that they can prepare easily their duties when assigned to them. From the analysis on employee satisfaction on personal growth of motivators, employees are also strongly agreed and it leads to satisfaction. Since company has allowed employee to get training for their respective field of job, employees have opportunities to learn new skill.

In conclusion, YOMA Bank employees agreed with all the motivational factors. Thus, hygiene factors reduce dissatisfaction and motivation factors increase satisfaction.

5.2 Suggestion and Recommendations

The findings suggest that all employers need to set up different motivation programs for different personal, cultural backgrounds, emotional requirements or employees. Therefore, it is important to know which factors motivate employees so that management can strategically think and manage their performance. Therefore, management is encouraged to provide relevant motivational factors for YOMA Bank employees.

All employees are satisfied with both motivational and hygiene factors. However, among the hygiene factors, the lowest average score is "wages, salaries, security. Some employees do not agree for the payment methods of salaries and overtime. Therefore, bank needs to review their salaries each year and compare them to market salaries. For the bank to be successful, the bank management needs to emphasize employee requirements. If the employees are happy, they can make the customers happy.

In a competitive business area, banking is an interesting place, assurance of motivation and hygiene assurance should provide to employees. Respondents to this survey show that they are considering adequate training, company goals and strategies as part of the reasons for choosing a career at YOMA Bank. Therefore, these factors need to be closely monitored in the management of YOMA bank motivational factors.

5.3 Needs for Future Research

This survey focuses only on the limitations of selected YOMA banking companies. According to many laws, the larger the sample size, the more likely it is to be representative, and the more likely the sample mean will be equal to the population mean. Therefore, future studies are recommended to draw larger sample sizes to generate more productive and fruitful results for the Bank. In addition, the study focuses only on two-factor theory that affect employee job satisfaction. Other motivation theories such as ERG theory, Hierarchy of Needs theory, Goal setting theory and Equity theory should be used to measure the motivation of employees. As the future research, the practice of human

resource management and employee satisfaction of YOMA Bank should be conducted. Moreover, employee motivational practices of Banking Sector in Myanmar should be made as the addition research.

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Questionnaires Form
Yangon University of Economics
Master of Banking and Finance (MBF) Program, Day 1st Batch
Employee Satisfaction on Motivational Factors of YOMA Bank

Part (I) Demographic Profile of Respondents

1. Gender

- Male Female

2. Age

- 20 years and below 21 to 30 years 31 to 40 years
 41 to 50 years Above 51 years

3. Position

- Junior Officer Officer to Supervisor
 Executive Manager and Above

4. Salary (MMK Currency)

- 100,000 and below 100,001 to 300,000
 300,001 to 500,000 Above 500,000

5. How long have you worked at (company)?

- Below 5 year 6 to 10 year 11 to 15 years
 16 to 20 years Above 20 years

6. Education Level

- High School level Bachelor Degree
 Post graduated diploma Master Degree

Referring from Hygiene theory, question No. 7 and 8 is concerned with the motivation factors of employees in YOMA bank.

7. Factors influence on Satisfaction (Hygiene)

Please select the level according to the below table of level definition.

Strongly Dissatisfied	Dissatisfied	Undecided	Satisfied	Strongly Satisfied
1	2	3	4	5

(I) Working Condition

a)	The bank provides suitable work place.	1	2	3	4	5
b)	The bank has safe and secure work place.	1	2	3	4	5
c)	We get the suitable office supplies from the bank.	1	2	3	4	5
d)	The additional facilities for working overtime have been provided.	1	2	3	4	5
e)	The co-workers are recognizing each other.	1	2	3	4	5

(II) Wages, Salaries and Security

a)	We received the suitable salary.	1	2	3	4	5
b)	The provided salary is based on the market salary.	1	2	3	4	5
c)	The fair salary increment has also been received.	1	2	3	4	5
d)	The bank provides overtime working hours.	1	2	3	4	5
e)	The bank allowed leave procedure that based on labor law.	1	2	3	4	5

(III) Company Policies

a)	The bank develops Rules and principles that help creativity and improvement of employees.	1	2	3	4	5
b)	The bank develops policy that has also been clearly informed to employees.	1	2	3	4	5
c)	I have a clear path for career advancement.	1	2	3	4	5
d)	The revision of policy was arranged yearly.	1	2	3	4	5
e)	Any amendment of policy has also been announced to employees.	1	2	3	4	5

(IV) Relationship with Managers and Supervisors

a)	The bank provides clear instruction and logical training to employees	1	2	3	4	5
b)	I can discuss the problem openly with my boss.	1	2	3	4	5
c)	The managerial levels are respectful and admirable.	1	2	3	4	5
d)	My boss can give me clear guideline and procedure.	1	2	3	4	5
e)	Managers treat others like they want to be treated.	1	2	3	4	5

(V) Interpersonal Relationship

a)	All employees have mutual respect with others.	1	2	3	4	5
b)	Employees have good cooperation with internal customers.	1	2	3	4	5
c)	The discrimination problem is not occurred in work place.	1	2	3	4	5
d)	Employees can control their emotion in work place.	1	2	3	4	5
e)	Have transparency among each other.	1	2	3	4	5

8. Factors influence on Satisfaction (Motivators)

Please select the level according to the below table of level definition.

Strongly Dissatisfied	Dissatisfied	Undecided	Satisfied	Strongly Satisfied
1	2	3	4	5

(I) Achievement

a)	Being part of this company makes myself proud in public.	1	2	3	4	5
b)	My job makes a difference in the lives of others.	1	2	3	4	5
c)	I feel that my work is of value in my department.	1	2	3	4	5
d)	I am proud to say what kind of work I do.	1	2	3	4	5
e)	I can manage my own job with work life balance.	1	2	3	4	5

(II) Recognition

a)	I am valued and rewarded for the quality of my efforts.	1	2	3	4	5
b)	Do you feel that employees are recognized as individuals?	1	2	3	4	5
c)	I get credit for what I did.	1	2	3	4	5
d)	Every single outcome which I did was recognized.	1	2	3	4	5
e)	Supervisors encourage me to be my best.	1	2	3	4	5

(III) Work itself

a)	Management looks to me for suggestions and leadership.	1	2	3	4	5
b)	Productive time spent working on the tasks assigned to me.	1	2	3	4	5
c)	My work is in routine but it is not boring.	1	2	3	4	5
d)	I have much skill, knowledge and experience to contribute my job.	1	2	3	4	5
e)	I have a clear path for career advancement.	1	2	3	4	5

(IV) Responsibility

a)	Problem solving skill has been applied for what I did wrong.	1	2	3	4	5
b)	Going beyond what is expected of me to make customers happy	1	2	3	4	5
c)	If needed, I was working voluntarily in weekend.	1	2	3	4	5
d)	I support or do the job which has been assigned to me till finished.	1	2	3	4	5
e)	I respond quickly and courteously to fulfill customers' needs	1	2	3	4	5

(V) Personal Growth

a)	Our team meets target quotas and goals.	1	2	3	4	5
b)	The company clearly communicates its goals and strategies to me.	1	2	3	4	5
c)	Review myself every year for the improvement and growth.	1	2	3	4	5
d)	The bank provides sufficient training to apply in current job.	1	2	3	4	5
e)	The bank policies encourage to set higher own goals.	1	2	3	4	5

SPSS Output

Statistics

		Gender	Age	Position	Salary	Experience	Education
N	Valid	120	120	120	120	120	120
	Missing	0	0	0	0	0	0
Minimum		1.00	2.00	1.00	2.00	1.00	2.00
Maximum		2.00	4.00	3.00	4.00	4.00	3.00

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	43.3	43.3	43.3
	Female	68	56.7	56.7	100.0
	Total	120	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 to 30 years	51	42.5	42.5	42.5
	31 to 40 years	51	42.5	42.5	85.0
	41 to 50 years	18	15.0	15.0	100.0
	Total	120	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Officer	52	43.3	43.3	43.3
	Officer to Supervisor	35	29.2	29.2	72.5
	Executive	33	27.5	27.5	100.0
	Total	120	100.0	100.0	

Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	100,001 to 300,000	29	24.2	24.2	24.2
	300,001 to 500,000	75	62.5	62.5	86.7
	Above 500,000	16	13.3	13.3	100.0
	Total	120	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	58	48.3	48.3	48.3
	6 to 10 years	33	27.5	27.5	75.8
	11 to 15 years	23	19.2	19.2	95.0
	16 to 20 years	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	92	76.7	76.7	76.7
	Post Graduated Diploma	28	23.3	23.3	100.0
	Total	120	100.0	100.0	

Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
WC1	120	3.00	5.00	4.1333	.56410
WC2	120	3.00	5.00	4.1833	.59385
WC3	120	2.00	5.00	3.7000	.78430
WC4	120	2.00	5.00	3.3833	.80108
WC5	120	2.00	5.00	3.8500	.83666
WS1	120	2.00	4.00	3.0833	.76239
WS2	120	2.00	5.00	3.4250	.86639
WS3	120	3.00	5.00	3.4750	.59356
WS4	120	1.00	5.00	3.0583	.91022
WS5	120	3.00	5.00	3.9417	.58404
CP1	120	3.00	5.00	3.7583	.74468
CP2	120	3.00	5.00	3.8500	.70592
CP3	120	2.00	4.00	3.6167	.58242
CP4	120	2.00	5.00	3.8083	.67731
CP5	120	2.00	5.00	3.7750	.76105
RM1	120	2.00	5.00	3.9000	.54077
RM2	120	1.00	5.00	3.3000	1.04198
RM3	120	3.00	5.00	3.6750	.65031

RM4	120	1.00	5.00	3.2583	.87443
RM5	120	1.00	5.00	3.6167	.80108
IR1	120	3.00	5.00	4.0083	.30392
IR2	120	3.00	5.00	3.9167	.60228
IR3	120	2.00	5.00	3.6083	.91022
IR4	120	3.00	4.00	3.8167	.38856
IR5	120	2.00	5.00	3.8417	.56503
AC1	120	2.00	5.00	3.9500	.85847
AC2	120	2.00	5.00	3.6417	.77564
AC3	120	3.00	5.00	3.8417	.54996
AC4	120	3.00	5.00	3.9667	.57880
AC5	120	2.00	5.00	3.9500	.59196
REC1	120	2.00	5.00	3.6667	.96435
REC2	120	2.00	5.00	3.6500	.94957
REC3	120	2.00	5.00	3.4750	.74431
REC4	120	2.00	5.00	3.6583	.89345
REC5	120	2.00	5.00	3.9500	.79758
WI1	120	2.00	4.00	3.7500	.53844
WI2	120	2.00	4.00	3.7500	.53844
WI3	120	1.00	5.00	3.5333	1.27637
WI4	120	3.00	5.00	3.8417	.76692
WI5	120	3.00	5.00	3.6583	.55754
RES1	120	3.00	5.00	3.9917	.54226
RES2	120	3.00	5.00	3.9917	.70408
RES3	120	1.00	5.00	3.4000	1.00753
RES4	120	2.00	5.00	3.8583	.79172
RES5	120	2.00	5.00	3.9667	.66019
PG1	120	4.00	5.00	4.4417	.49867
PG2	120	4.00	5.00	4.4417	.49867

PG3	120	3.00	5.00	4.1333	.70928
PG4	120	2.00	5.00	4.1333	.70928
PG5	120	3.00	5.00	3.8667	.72103
WC	120	3.00	4.80	3.8500	.56643
WS	120	2.60	4.40	3.3967	.54940
CP	120	2.60	4.60	3.7617	.55809
RM	120	1.60	4.80	3.5500	.60931
IR	120	3.20	4.40	3.8383	.31038
AC	120	3.00	4.60	3.8700	.48690
REC	120	2.40	4.80	3.6800	.73583
WI	120	3.00	4.40	3.7067	.43767
RES	120	2.60	4.80	3.8417	.47165
PG	120	3.60	4.80	4.2033	.37482
Valid (listwise)	N 120				