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EMPLOYEE MOTIVATIONAL FACTORS IN
KANBAWZA BANK

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EMPLOYEE MOTIVATIONAL FACTORS IN KANBAWZA BANK

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ABSTRACT

This study intends to explore the employee motivation practices of Kanbawza Bank (KBZ bank), Kamayut township branches. Especially, it examined the employee motivational factors in Kanbawza Bank. These study applied Herzberg's motivation theory to analyze the employee satisfaction level on motivational practices of Kanbawza Bank in Yangon. This study includes two sources of data. Primary data from Kanbawza bank of Kamayut Township branches. The questionnaires are administered to measure the employee satisfaction towards motivation practices of the bank. The level of employee satisfaction was analyzed with mean value. The needed data are collected through structure questionnaires toward managerial level and non-managerial level. The simple random sampling method is applied to select the 100 employees of Kamaryut township branches of Kanbawza Bank. The result of study shows that KBZ bank can fulfill on both motivator and hygiene factor do employees. Both managerial level and non-managerial level were satisfied with the motivator and hygiene factors. In managerial level, all employees are highly satisfied on both motivators and hygiene factors. For non-managerial level, all employees are less satisfied on both motivators and hygiene factors. This study suggests that the motivation factors should be different between employees by position. Moreover, motivation factors may be changed from time to time, the employers/owners need to assess the motivation factors of the employees on a continuous basis in order to be continuous success.

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CHAPTER I

INTRODUCTION

Motivation is a very important for every organization because all organizations want to be successful, even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, companies should create a strong and positive relationship with its employees and direct them towards task fulfillment.

In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly, to decline. If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

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

Organizations are established Strategic Human Resource Management (HRM) System, which deals with issues related to employee motivation, compensation, performance management, organization development, safety, wellness, benefits, training and others. According to Stephen P. Robbins & Timothy A. Judge (2016) HRM also plays a key leadership role in nearly all facets of the workplace environment, from designing and administering benefit programs to conducting attitude surveys to drafting and enforcing employment policies. Human Resource activities represent on the front lines in managing adversarial employment conditions

such as work-life conflicts, meditations, terminations and layoffs. Consequently, if the Human Resources Management system so effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives.

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compare to other employee motivation is one of the policies of manager to increase effectual job management among employee in organization. A motivated employee is responsive of the definite goals and objectives he or she must achieve, therefore he or she directs its efforts in that direction. According to Rutherford (1990), Motivation formulates and organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees.

The challenge for today's management is to administer motivational programs which will encourage employees to improve their work performance and productivity. Modern manager of companies are therefore adopting various way of motivational packages to certain employees and also help them to reach organization goal.

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

In Myanmar, Kanbawza Bank is largest privately-owned bank. The bank was established on 1 July 1994 in Taunggyi, Shan State Kanbawza bank is part of the Kanbawza Group conglomerate (founded by Aung Ko Win). KBZ bank provides banking service to their customers with 500 branches and nearly 12000 employees. Now, Kanbawza bank is celebrating a new milestone as mobile payment crosses the one millionth customer mark, placing itself as the fastest growing mobile wallet in

Myanmar. Kanbawza Bank expects this for up to 30 million customers over the next ten years.

1.1 Rationale of the Study

Banks are the key role of the global financing economic development and providing capital for innovation, infrastructure and creation of job. Bank has considered a useful instrument for improving the productive capacity of the economy and its important internal source of fund for every country especially in the beginning stages of economic development.

In Myanmar, banking sector was developing, however, still various challenges to complete with global level. In the market economies, Banks play an important role in transforming the economic situation. The banking sector is the backbone of the economy of a nation and the business is like a country's economy's brain. The government of Myanmar has been allowed to invest not only in private domestic banks, but also in foreign banks. In Myanmar, both the number of banks and the capital base have increased in the financial sector. In addition, the banking sector is making an effort to release value products and services to attract customers. Therefore, in order to compete with competitors, the banking sector required skilled employees to operate according to international banking standards.

In Myanmar, there are about 27 local banks in recent decades. In addition, some foreign bank set up banks in Myanmar so that it leads to competitions among banks. Because of the competitive banking system, it is important that the KBZ bank need to provide better services compared with the other commercial bank. KBZ bank provides better working conditions, achievement, and recognition and so on for its employees so those employees fulfill the needs and wants of the customers. As a result, customers satisfy with the services of KBZ bank. Therefore, KBZ bank also needs to provide other social needs and motivate their employees. The motivation theories applied Herzberg's Two-Factor Theory which includes Hygiene Factors and Motivation Factors.

Kanbawza Bank limited is most branches in Myanmar banking economy sector. In recent years, KBZ bank expand so many product such loan, insurance, internet banking, mobile banking and mobile payment service (K pay), most famous service among them. For quality service, the bank needs committed workers to offer

superior customer service. Bank management needs to find a suitable way to maintain highly skilled and motivated employees. Everything that is profitability, the reputation of the organization, the value of the organization, etc. can be initiated because of motivated employees. On the other hand, to employees with good performance, the bank needs to meet higher working conditions, better benefit package, recognition, achievement, etc. The bank also needs to set up a performance evaluation system to determine a balance between employee performance and work engagement resulting from job satisfaction. This workplace survey can be applied to improve employee motivational activities in the human resource management system of KBZ Bank.

1.2 Objectives of the Study

The main objectives of the study are as follows:

- 1) To identify the motivational practices in Kanbawza Bank Limited in Yangon and
- 2) To analyze the employee satisfaction level on motivational practices of Kanbawza Bank Limited in Yangon.

1.3 Scope and Method of the Study

Although there are 500 branches of KBZ bank in different parts of Myanmar, only employees from Kamaryut township branches in Yangon are studied. 100 numbers of respondents or 50% of 210 employees who are working only in Kamaryut Township, 2019 at KBZ Bank branches.

The questionnaires are designed to analyze the motivational factors of KBZ limited based on Herzberg's Motivation-Hygiene Factor Theory. This study were be used simple descriptive statistics method and collected primary data, by using well-structured questionnaires, secondary data was collected from employee records in KBZ Bank Limited, relevant websites, published reports and news, textbooks, journals, etc.

1.4 Organization of the Study

The study is represented five chapters. The first chapter explains the introduction about the rationale of the study, objectives of the study, scope and method of the study and the organization of the study. Chapter two presents the theoretical background which covers the Herzberg' Two factor Theory and various

topics of motivation theories and the important role of employee's job satisfaction. Chapter 3 describes the background profile of Kanbawza bank Limited (KBZ bank) and employee motivational practices encouraged by KBZ Bank Limited in Yangon. Chapter four includes data analysis on employee satisfaction level on motivational practices in KBZ Bank. The last Chapter is the conclusion which included finding, recommendations, suggestions and the need for further research regard to employee motivation practices.

CHAPTER II

THEORETICAL BACKGROUND

There are several motivational theories in literature. This chapter aims to provide a critical review of the related theoretical and empirical literature in relation to the human resource management issues that affect employee motivation at work. The chapter applies this literature to the research questions being discussed, which are based on Frederick Herzberg's Two Factor Motivation Theory. This chapter therefore includes the role of HR management, the definition and concept of motivation, the importance of employee motivation, other related motivation theories, Herzberg's two-factor motivation theory and significant employee satisfaction. Therefore this chapter includes the role of HR management, the meaning and interpretation of motivation, the importance of employee motivation, other related motivational theories, Herzberg's two-factor motivational theory and the importance of employee satisfaction.

2.1 Definition and Concept of Motivation

Motivation means an overwhelming force that encourages a person's behavior to choose alternatives. Motivation can help boost, inspire and persuade workers to fulfill goal-oriented action. Therefore, motivation becomes one of the most important factors influencing human attitude and success. Motivation can also be interpreted as the desire or motivation of an individual to complete the work.. A person or group that seeks inspiration in their work may influence all aspects of organizational performance. Motivation may also be interpreted as the desire or motivation of an individual to complete the work. The degree of motivation a person or group aiming for in their work will affect all aspects of organizational performance.

As mentioned by Vroom (1964), motivation is derived from the Latin word “Movere”, which means “To move”, “To drive” or “To drive forward” etc. Therefore it is an internal force, based on the needs of a person that drive to achieve it. Schulze and Steyn (2003) they said that managers or leaders need to be aware of the concept of impulses or motives to understand people's behavior at work, Which will help ' move ' their employees to act. The concept of employee motivation is defined as the

personal and workplace characteristics that explain why people do the work they do (Schultz & Schultz, 1998).

. "According to Richard L. Daft (2014), " Motivation refers to forces inside or outside a person who in pursuing a certain course of action inspires passion and determination. "Robbins (2001), Motivation is a needs-satisfying process which means that if an individual's needs are met or guided by certain factors, the individual will make more effort to achieve organizational goals. The key to understanding the process of motivation is the meaning and the relationship between needs, drives and rewards (Luthans, 2011). Motivated workers are honest, committed and hard-working to achieve the best performance.. (Rahman, 2013). According to Mckee, A. (2014), "Motivation is the outcome of a complex set of psychological and external factors or conditions that, while maintaining effort and persistence, cause a person to act in a certain way.

According to Colquitt, LePine & Wesson (2009), Motivation is defined as a set of energetic forces that initiate work-related efforts and determine their direction, intensity, and persistence, both inside and outside the worker. David A. De Cenzo & Stephen P. Robbins (2002) mention, "Motivation is the willingness to make every effort to achieve organizational goals. Motivation is dictated by this effort's ability to meet individual needs." They also pointed out that the motivation process begins with unmet need, which causes an increase in anxiety. This tension allows one to act in such a way as to satisfy the needs and ultimately reduce tension.

Among different theories, motivation is one of the key ingredients of employee performance and efficiency. And then motivation may also be rooted in a fundamental need to mitigate physical pain and optimize satisfaction. Motivation may involve specific needs such as food and rest, or a desired purpose, aim, ideal, or may be related to happiness, commitment, altruism, morality.

2.2 Importance of Employee Motivation

Motivated people are passionate about the work itself, such as looking for our new opportunities, discovering satisfaction, and taking pride in a well done job. I also have a high energy level to do better things and discontent with the status quo and to explore new approaches to their work Dess, Lumpkin & Eisner, (2010). According to Daft (2014), Motivation can be defined as ' psychological forces that determine a

person's conduct in an organization, the level of effort of a person and the level of persistence of a person.' It is a mechanism that accounts for the speed, direction and consistency of the actions of a person to achieve a goal. Motivated workers are critical for each organization. A motivated workforce means workers have highly productive power and can help achieve business goals. According to Daft (2014), managers of successful businesses are finding that a key to employee satisfaction is to create an environment in which people feel valued and have opportunities for growth and development. Motivation can be described as ' psychological forces in an organization that decide the actions of an individual. Motivation is today a challenge for many managers through motivation that comes from within employees and can vary for individual.

. A leader can also affect people's motivation to work hard and achieve through the development of the right "mood" in the environment (Mckee, A. 2014). Fugate and Kinicki (2012), Efficient employee motivation is and has been one of the most crucial but challenging management tasks, and its success has become more important now than ever, especially given the global competition for businesses to produce lower-priced yet better-quality products while retaining a diverse workforce. As a great leader, it is necessary to develop self-awareness and also to learn how to inspire others to increase employee morale. As a director or chief, It can inspire a sense of hope for the staff. Managers can give us hope by trying to create a clear, compelling work vision or by making sure that employees see how their efforts make a difference.

Employee motivation tends to shift poor attitude to good attitude, which implies workers are attempting to do minimal tasks in the company without motivation. But the motivation helps the desire to reach the highest level. Motivated workers improve their strategic effort and make the best use of resources.

Motivation will minimize the turnover rate of workers, which means that the motivation increases confidence in the employees in order to fulfill their needs in the company itself. Employees are always seeking better ways of remaining in the company and raising their earnings instead of leaving the organization and reducing their earnings. Employees with motivation, the turnovers are less because the satisfied employees never leave the job.

Motivation helps the motivated workers achieve the organizational objective, which means that they always strive to achieve their specific goal and at the same time try to achieve the organizational goal and contribute their best performance to the organizational goal of achievement. They also know how to connect their specific goal with the organizational goal of creating the best situation. All staff contribute their efforts towards achieving the goal in one direction.

Motivation will produce more productivity for employees than the level of efficiency of an employee is closely related to his / her skills and qualifications. Motivation can support staff's ability to improve efficiency. If one is to be able to achieve the best result, the employee needs to have an absolute balance between ability and willingness. That sort of balance can lead to productivity increases, lower transaction costs and overall efficiency improvement and can only be accomplished through motivation. Motivation creates Supportive Work Environment: In proper motivation, the firm and personal relations between supervisors and subordinates are always improved. When the employees get satisfaction or the recognition and respect which are their needs in the organization later they always offer a supportive help to supervisors. There is more co-ordination and collaboration in the organization and all the employees have desire to work with the team camaraderie.

Motivation encourages Good Creativity, which means that a motivated staff tends to work openly and more amorously on the organization's assigned tasks. As a result, a group of creative and motivated workers help the company to move forward with innovative ideas that flow all the time to improve the company. To inspire workers with more innovation, managers need to set out such a nice leadership style that constantly inspires them to deliver new product ideas, nice resolution, and new cost-effective ways to achieve superior performance.

2.3 Employee Satisfaction

Job satisfaction is described as the outlook for an employee to believe that he or she is self-motivated and happy with his or her activities. Job satisfaction occurs when an employee feels proud of himself, a good mix of work life, job stability, and career development. It means the employee is satisfied with the work as it meets the expectations of the individual. Employee satisfaction is usually a full term that the HR

industry uses to describe how happy or satisfied employees are with components such as their jobs, employee engagement, and the organizations they work for. Employee satisfaction is a key reason to evaluate the overall health and sustainable development of an organization. Satisfaction is why some companies conduct frequent surveys to assess the degree of employee satisfaction and the trajectory of footprint satisfaction over time.

Kinicki and Fugate (2012), An employee survey showed that one of the main causes of job satisfaction is the need for fulfillment or the dimension of one's job which is of great importance to their job satisfaction, adding that compensation and benefits were some of the top choices listed by employees. Colquitt, LePine , Wesson (2009), "Job satisfaction is described as a pleasurable emotional state resulting from the assessment of one's job or work experience. That's how you feel about your job and what you're doing about your work." Cole and Kelly (2011) define job satisfaction as "an attitude or internal state related to the work environment and work experience" (p. 232). Locke (1976) indicated that Job Satisfaction may generally affect the physical, mental and social health of an individual. According to Dawson (2005), Positive workplace behavior is correlated with the satisfaction of employees. It is obvious that happy workers are providing loyal and happy customers to the company. Fredrick Herzberg's two factor theory (1959) mentioned Organization must consider not only hygiene factors, but also motivators for a higher level of employee satisfaction. Moreover, Rain, Lane and Steiner (1991) claimed that Jobs satisfaction is related to life satisfaction, whereby people who are happy with their work tend to be happy with their lives, and vice versa. For an organization, An employee's satisfaction is always important because he / she aims to provide the best of his / her ability. If an employee is satisfied with their business and work, with all their best efforts they have to consider returning to the organization. If workers believe the company has the best interest in their heart, they will support their purpose, mission, and hard work to help achieve their goals. And, they may increase the likelihood of telling their friends and disseminating good messages to the business environment that promotes credibility and goodwill spreading. On the other hand, the unhappy employee becomes lethargic, making mistakes and becoming a burden on the organization; the effects impact the income and profitability of the business.

Thus, managers of the company need to increase employee satisfaction in order to achieve the best performance. According to (Dess, Lumpkin& Eisner, 2010) talented employees are like “frogs in a wheelbarrow”, They would jump from the business at any moment. Therefore, in terms of maintaining the concept of human resources, the organization needs to choose either to compel employees to stay in the business or to save them from jumping out by creating incentives and opportunities.

2.4 Theories of Motivation

There are a wide range of theories about the motivation of workers. The twentieth century saw the rise of many theories of motivation. Evidence strongly supports some of the theories not others. Most researchers used the most popular theories and motivation models as a starting point for their work in the field of motivation.

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

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

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

Three-need theory: “Theory that states that people are motivated by needs for achievement, affiliation, and power. The need for achievement is the desire to engage in challenging activities, to meet and exceed personal goals, and to seek excellence. The need for affiliation can be described as the desire for warm, fulfilling, and close personal relationships. The need for power is the desire to have influence, control, and responsibility, either directly or through social status.” Mckee, A. (2014).

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

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

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

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

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

2.5 Herzberg’s Two-Factor Theory of Motivation

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

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

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

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

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

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

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

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

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

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

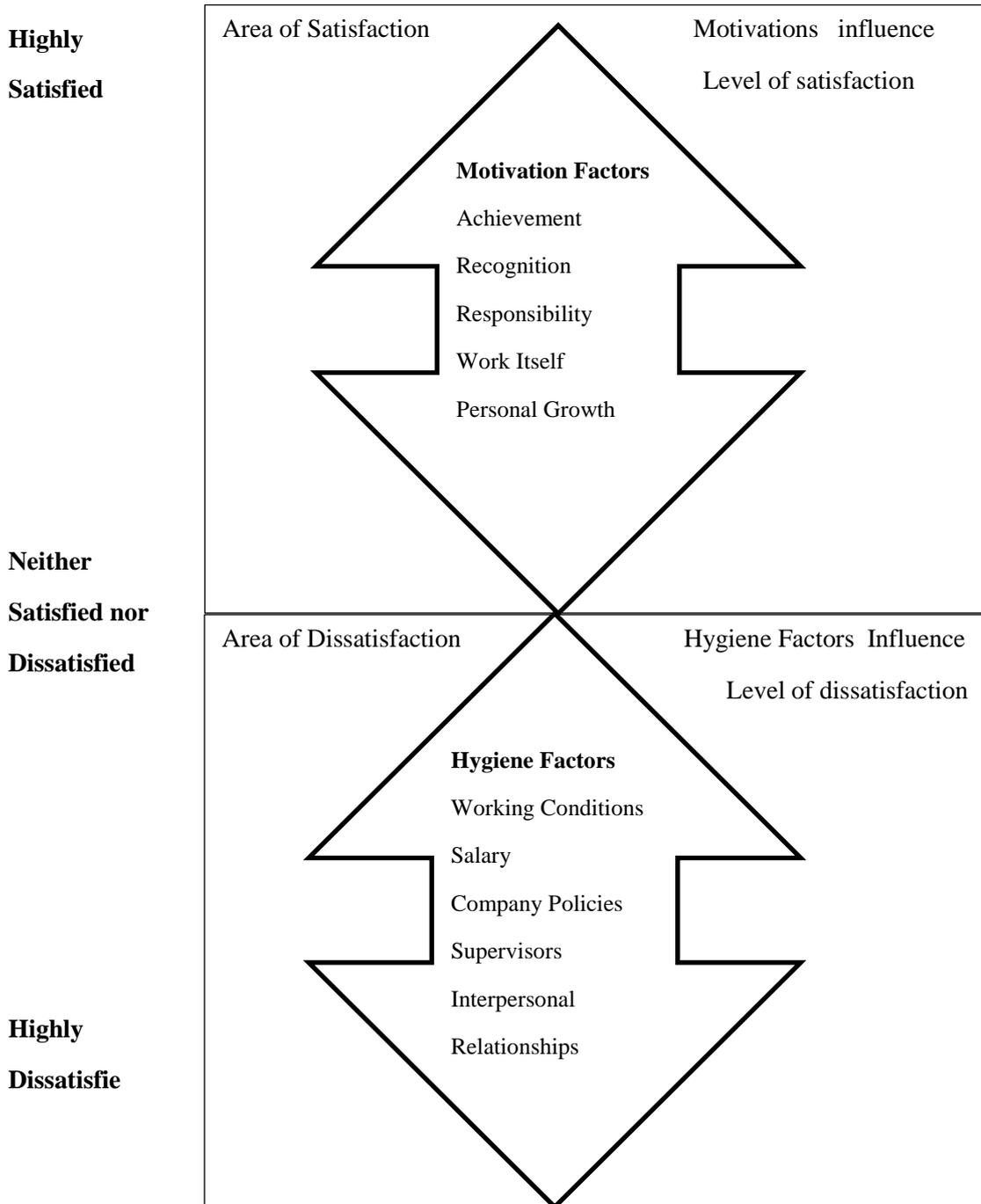
(3) Work itself: The work itself can support to be interesting, diverse, and provide enough of a challenge to maintain motivated employees. This work itself represents the employees’ perception and view of whether the work is too challenging to solve the problem, too easy, interesting or dulling.

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

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

Education supporting would be make employees feel more valuable and executed professionally.

Figure 2.1 Herzberg's Two-Factor Theory



Source: Daft, 2014

Based on Herzberg's two factor theory and its concepts deployed by the following analysis of employees motivational factors of KBZ Bank would be analysis in chapter 4.

CHAPTER III

PROFILE AND MOTIVATIONAL PRACTICES OF KANBAWZA BANK

This chapter consists of the background of Kanbawza Bank including profile and organization structure, together with motivation function of KBZ bank.

3.1 Profile of the Kanbawza Bank

As a private bank, Kanbawza Bank was first established on 1st of July 1994 according to the permission of Central Bank of Myanmar Law and the Financial Institution of Myanmar Bank Law in Taunggyi, Southern Shan State. The name Kanbawza is related to a traditional name of the Shan State, an ethnic minority state of the Republic of the Union of Myanmar. U Aung Ko Win, the bank chairman, managed and performed banking operations under guidance of CBM. In November 1999, our present management acquired the organization and oversaw its development into one of the most sizably leading private commercial banks in Myanmar. In April 2000, KBZ headquarters was relocated to Yangon, the business capital of Myanmar. In November 2011, the Central bank of Myanmar granted an Authorized Dealer License (ADL) to KBZ bank as the first step to operate foreign banking business. Currently, KBZ bank has more than 500 branches across the country. Starting with an initial capital of Myanmar Kyat 477 million in 1999, KBZ bank has expanded the capital of MMK 375 billion in the year 2018. KBZ bank will maintain a continuous growth in financial industry along with the development of Myanmar.

KBZ bank is the first which has the capacity to have expanded internationally, with representative offices in Singapore, Thailand and Malaysia. With 18,000 staff, more than 500 branches including mini branches and 40% market share of both retail and commercial banking. In order to have financial inclusion throughout Myanmar population, it is widely promoting KBZ Pay, mobile money services, with regional sale blitz events. The bank contributes its massive effort for the strength of banking sector, which is important for a country's development, and it has been the highest corporate tax payer for six consecutive years.

The following are Vision, Mission and Core Values of KBZ bank. Vision: To become Myanmar's premier bank with a wide variety of products and services for 10 commercial and private customers and tries to get the customer's satisfaction through the following mission statement:

- a) To ensure the highest level of customer satisfaction and trust by providing excellent banking services
- b) To ensure the highest level of customer satisfaction and trust by providing excellent banking services
- c) To continuously improve quality of our financial services through innovative thinking, investment in new technology and enhancement of human capital
- d) To offer rewarding career opportunities and promote staff accountability at all levels
- e) To act as a responsible corporate citizen by combining commercial pursuits with ethical business practices and socially responsible behavior.

Moreover, KBZ Bank is guided by a belief and a culture that runs throughout the entire organization. So, employees are driven by three values- Metta, Thet Ti, Virya-loving kindness, perseverance and courage. KBZ is moving forward by handling the Motto named "Strength of Myanmar."

Core Values are Teamwork and Cooperation, Honesty, Enthusiasm, Mutual Trust and Respect, Integrity, Leadership and Dedication.

Kanbawza Bank was also famous for its generous donations to society in many areas including CSR activities, Brighter Future Foundation and sponsorships. It has other business lines such as Jades and Gems, Banking, Trading (Export and Import), Agriculture, Air Lines, Hotel and Insurance.

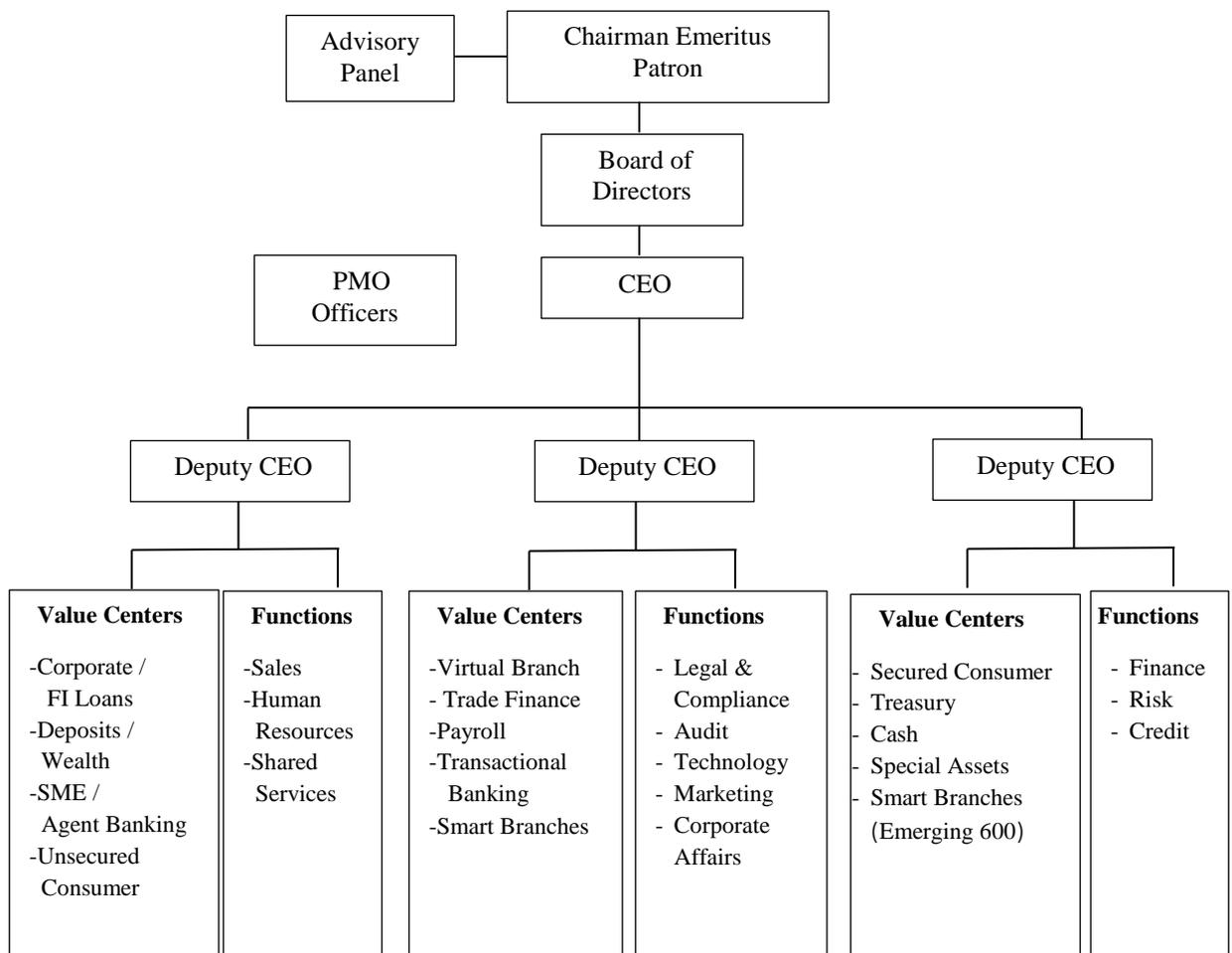
3.2 Organization of Structure of Kanbawza Bank

There are many departments and branches in KBZ Bank. Each department has Head of that department and each branch has branch manager. KBZ Bank Limited is established Board of Director and senior management team. According to new organization structure, U Aung Ko Win is announced as Chairman Emeritus. In senior management structure, U Mya Than is new Chairman of KBZ Bank Ltd. There are two Vice Chairmen, one independent director, one non-executive director and one

executive director in KBZ Bank Board of Directors. The new board of directors assumed their roles and functional responsibilities starting from April 1st 2018.

These are seventeen value centers and eleven functions under KBZ Bank organization structure. Except Smart Branches (Kamayut), Smart Branches (Emerging 600) and Smart Branches (Big 28), other value center and functions are departments of KBZ Bank. They are Corporate/Financial Institution loans, Deposit/Wealth, SME/Agent Banking, Unsecured Consumer, Treasury, Cash, Special Assets, Smart Branches (Emerging 600) and Domestic Remittance. Moreover, there are eleven functions which are Finance, Risk, Credit, Legal & Compliance, Audit, Technology, Marketing, Corporate Affairs, Sales, Human Resources and Shared Services. Three Deputy CEOs make management of their respective Value Centers and Function.

Figure (3.1) Organization Structure of KBZ Bank



Source : KBZ Bank Ltd. Human Resources Management Department 2018

Kanbawza Bank (KBZ Bank) considers and focus on develop of employees' motivation. Therefore, the bank's management was applying motivational practices to

employees. And also the management try to initiate appropriate policies which are support to organizational goals, achievements and staff motivation. Even though HR unit also helps to develop motivational program for the employees, the bank have no regular survey practices on employee motivation. For motivational practices to employees, there are some highlighted areas which are office working condition, supervision , training and personal growth, promotion, leave , transfer policy, uniform, provident fund, reward ,recognition and other allowances.

(a) Working Condition

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

(b) Supervision

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

(c) Training and Personal Growth

Employee training is an arrangement that is designed to boost the technical skills, efficiency, knowledge, and value added creation to do any specific job and task in a much superior way. Training program should arrange periodical and given at appropriate time intervals, it is never continuous. Employee training is also needed

when an employee is moved from one location to another for different assignment and different nature. The employee can be provided the intuition when he has some situation that about the new assignment, new environment and its organizational transformation. Training can help employees' development and their needed skill and as well as overall growth of the organization.

Therefore, the KBZ BANK encourages improving the employee's capacity and capability for their current and future. KBZ BANK provided in house training for new employees to familiar with their new job and improve their job related skills and awareness. And also bank provided and allowed outside technical training such as IFRS & accounting, Diploma in Banking, ACE, Leadership, Capacity Building Financial System, Change Management, English for banking and Finance, SME lending professional, Auditing, Financial Management Course, and Young Manager Training. KBZ BANK accepted Seminars and foreign country scholarship program to employees if the bank need technical supported from them. KBZ bank supported equal opportunities to employees for training program according the best interest of the organization. Improving of employee's skill as well as to gain benefit for bank, potential employee sent to banking training that combine with Yangon Institute of Economic and Frankfurt University, Germany. If employees have done master and diploma and training courses, the bank recognize and appreciate to employees for their new knowledge. And the management assign in new appropriate role for employees who have done master or diploma and other education program.

(d) Promotion Policy

KBZ BANK always encourages to employees to apply staff promotion opportunities. Management arranges examination section to become true and fair interview section process for employees who are applied for promotion. To become fair interview process, HR department have responsible to issue job vacancies announcement to the public website. Head of HR department and Manger are needed to screen on the application forms to select appropriate applicants. And then HR department responsible employees communicate selected applicants to join interview process. Also HR staffs need to involve in first interview panel and make questionnaires with other company's responsible persons. HR also need to involve second interview process. So, all employees need to pass quality test exam for their

promotion, also the bank set criteria for minimum service years to accept promotion. If employees met minimum service years for respective positions, they could be entrance promotion exam. If employees passed exam, they need to do personal interview. In the interview process, management consider employee's effort and performance. In the final interview stage, company's CEO interviews and selects the final candidate. If the employees who have been passed personal interview, they would be one step promotion. And then employees who get promotion need to sign in contract with the bank.

(e) Leave Policy

KBZ BANK allow 6 days casual leave per year with full salary but for one time, no more 3 days and also cannot take continuously with other leaves. For annual leave, employees will be entitled 12 days per year with full salary, for one time at least 4 days to 12 days. Bank also allows continuously annual leave with medical leave and leave without pays. Employees need to inform 3 days advance to take permission from respective person for annual leave. If employees want to take annual leave 4days and more, they need to make Duty report after leave. If annual leave is more 5days and more, Employees need approval from HR department. For medical leave, employees who have minimum 6 months service period will be entitled 30 days per year but salary can be get 50%. Employees need to submit medical certificate which is approved from bank's clinic and hospital. For maternity leave, employees will be entitled 6 weeks before delivery and 8 weeks after delivery and also entitled together with medical leave. Employees will be get full salary during maternity leave. And also male employees can be take paternity leave 15 days with full salary. For half day leave, employees can be take 6 times per year with 50% of salary. If employees have no other leaves, they can be take leave without pay. Regarding leave procedure, employees need to prepare leave request form and submit to HR department and then if respective department head approve, HR department will be inform to respective branch and department.

(f) Transfer within the Bank Policy

Employees within the Bank can request transfer across branches and regions or Head Office to Branch and Branch to Head Office. Transfer can only be affected with available vacancy and after fulfill manpower for new branch, new positions and

replacement positions. For the bank side, if operational requirement occur, the bank assigns employees to transfer one place to another. For transfers initiated by the Bank, employee has to get proper accommodation arrangements or allowances and a transfer allowance.

(g) Uniform

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

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

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

(h) Provident Fund

KBZ BANK has Provident fund scheme to provide for employees when they resign or retire from the bank services with the Bank. It comprises, of the subscription by employee and the contribution by the Employer. For provident fund, the bank cut 5% of basic salary after adjusted and employees have right to access interest rate on their saving. If all of employees are taken actions by bank for their personal causes and if those employees resigned, they could be entitled fully just saving and interest and also they could be entitled for reserve fund and 30% interest. If employees who are terminated staffs from the bank, they just entitled saving and interest only.

(i) Reward, Recognition and Other Allowances

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

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

KBZ BANK provides ferry car to employees for transportation, if employees. For head of department and branch managers, the bank provides special car and driver for their activities.

CHAPTER IV

ANALYSIS ON EMPLOYEE SATISFACTION LEVEL OF KANBAWZA BANK (KBZ BANK)

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

4.1 Research Methodology

This study was based on Herzberg's Two Factor theory which is included hygiene factors and motivators. Hygiene factors can be measure employee dissatisfaction and if hygiene factors are sufficiently provided by the firm, employees may not feel dissatisfaction. But even though the firm fully provided hygiene factors, employees may not feel satisfaction. According to Herzberg's Two Factor theory concept, employees may be attained only from motivators. If the organization fully supports on motivators sufficiently, employees will not be dissatisfied. Therefore in this study, questionnaires were based by hygiene factors and motivation factors and then examined to KBZ's employees. In KBZ Bank, there are Head Office and 500 branches which are located in different part of Myanmar. For this study, only focus on Kamayut Township branches and made questionnaires on 100 respondents.

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

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

4.2 Demographic Factors of Respondents

This part is mentions demographic profiles of the sampled employees from Kanbawza Bank. The factors are included that gender, age, position, monthly income, education level and service years of employees.

Gender of Respondents

Table (4.1) shows gender of respondent situation of sampled employees. According to Table (4.1), 23 employees are male with 23% of respondents and 77 employees are female with 77% of total respondents in managerial and non-managerial of KBZ Bank.

Table (4.1) Gender of Respondents

| Gender | Managerial level | | Non- Managerial level | | Total | |
|--------|------------------|---------|-----------------------|---------|-----------|---------|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| Male | 8 | 23.53 | 15 | 22.73 | 23 | 23 |
| Female | 26 | 76.47 | 51 | 77.27 | 77 | 77 |
| Total | 34 | 100 | 66 | 100 | 100 | 100 |

Source: Survey Data, 2019

This situation states that the numbers of female employees are higher than that of Male employees in KBZ Bank.

Age of Respondents

There are several ages of respondents and shows details that in less than 20 years old group there is 2 employee, 44 employees are between 21-30 years , 37 employees are between 31-40 years, 15 employees are between 41-50 years and 2 employees over 50 years old.

Table (4.2) Age of Respondents

| Age (Year) | Managerial level | | Non- Managerial level | | Total | |
|-------------|------------------|---------|-----------------------|---------|-----------|---------|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| Under 20 | | | 2 | 3.03 | 2 | 2 |
| 21 to 30 yr | 6 | 17.65 | 38 | 57.58 | 44 | 44 |
| 31 to 40 yr | 19 | 55.88 | 18 | 27.27 | 37 | 37 |
| 41 to 50 yr | 8 | 23.53 | 7 | 10.61 | 15 | 15 |
| 51 yr above | 1 | 2.94 | 1 | 1.52 | 2 | 2 |
| Total | 34 | 100.00 | 66 | 100.00 | 100 | 100 |

Source: Survey Data, 2019

According to this study, majority of employees 44% are young and between 31-40 years old in the firm and also they are non-managerial level. So that the young group of employees are main driving force for the organization. The second majority group is 31 to 40 years old group and including managerial level position that is why supposed that the bank was comprised by young generation.

Position of Respondents

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

According to in this study resulted Table (4.3), 4 employees are managers in managerial level and 8 employees are Assistant Manager and 22 employees are supervisor/officer. In non-managerial level, 25 employees are seniors staff level, 41 employees are junior staff level.

Therefore this study supposed that sampled of respondents were represented and involved by different type of positions level. Among them, the biggest positions group are junior staff and the second and the third are supervisor and managers level.

Table (4.3) Position of Respondents

| Position | Managerial level | | Non- Managerial level | | Total | |
|--------------------|------------------|---------|-----------------------|---------|-----------|---------|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| Manager | 4 | 11.76 | - | - | 4 | 4 |
| Assistant Manager | 8 | 23.53 | - | - | 8 | 8 |
| Supervisor/officer | 22 | 64.71 | | | 22 | 22 |
| Senior staff | - | - | 25 | 37.88 | 25 | 25 |
| Junior staff | - | - | 41 | 62.12 | 41 | 41 |
| Total | 34 | 100 | 66 | 100 | 100 | 100 |

Source: Survey Data, 2019

Monthly Income of Respondents

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

According to the Table (4.4), there are six monthly income level groups and it is mention that 5 employees' salaries are under 200000 kyats with 5% and they all are non- managerial employees, 34 employees' salaries are between 200001-300000 kyats with 34%, and also they are non-managerial employees who are the largest group of income level in the firm.

And then, 21 employees' salaries are between 300001-400000 kyats with 21% of respondents they are third largest group of the firm and within this group. 31 employees' salaries are between 400001-500000 kyats with 31% of respondents so in this group, 25 managerial and 6 non-managerial employees included, there are two managerial level employees included.

For the next level monthly income, 5 employees' salaries are between 500001-600000 kyats with 5%, 4 employees' salaries are above 600000 kyats and they all are managerial level employees so it means that majority of managerial level employees are get salaries above 600000 kyats.

Table (4.4) Monthly Income of Respondents

| Monthly Income (Kyat) | Managerial level | | Non- Managerial level | | Total | |
|-----------------------|------------------|---------|-----------------------|---------|-----------|---------|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| Under 200000 | - | - | 5 | 7.58 | 5 | 5 |
| 200001-300000 | - | - | 34 | 51.52 | 34 | 34 |
| 300001-400000 | | | 21 | 31.82 | 21 | 21 |
| 400001-500000 | 25 | 73.53 | 6 | 9.09 | 31 | 31 |
| 500001-600000 | 5 | 14.71 | | 0.00 | 5 | 5 |
| Above 600000 | 4 | 11.76 | - | | 4 | 4 |
| Total | 34 | 100 | 66 | 100 | 100 | 100 |

Source: Survey Data, 2019

Education of Respondents

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

Table (4.5) Education of Respondents

| Education Level | Managerial level | | Non- Managerial level | | Total | |
|------------------------|------------------|---------|-----------------------|---------|-----------|---------|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| High School | - | - | 1 | 1.52 | 1 | 1 |
| Bachelor Degree | 25 | 73.53 | 59 | 89.39 | 84 | 84 |
| Post graduated Diploma | 2 | 5.88 | 5 | 7.58 | 7 | 7 |
| Master Degree | 6 | 17.65 | 1 | 1.52 | 7 | 7 |
| Professional | 1 | 2.94 | - | | 1 | 1 |
| Total | 34 | 100 | 66 | 100 | 100 | 100 |

Source: Survey Data, 2019

According to Table (4.5), 84 employees are graduated persons with 84% of total respondents, and it is shows that majority of employees are graduated persons in the firm. And then, 7 employees are master degree level, 6 are managerial and 1 are non-managerial employees. There are 7 employees in post graduated diploma level. Also, there is one professional level that is managerial staff.

For high school level, there is 1 employee in high school level and non-managerial staff. So this study was obviously founded that most of the employees are educated persons.

Service Years of Respondents

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

According to Table (4.6), 19 employees have less than 1 year experience with 2 % , 5 employees have between 1 to 2 years' experience with 5% , 1 employees have between 2 to 3 years' experience with 1% , 18 employees have between 3 to 4 years' experience with 18% , 31 employees have between 4 to 5 years' experience with 31% of respondents.

Table (4.6) Service Years of Respondents

| Service Year | Managerial level | | Non- Managerial level | | Total | |
|------------------|------------------|---------|-----------------------|---------|-----------|---------|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| Less than 1 year | | | 2 | 3.03 | 2 | 2 |
| 1 to 2 years | | | 5 | 7.58 | 5 | 5 |
| 2 to 3 years | | | 1 | 1.52 | 1 | 1 |
| 3 to 4 years | 3 | 8.82 | 15 | 22.73 | 18 | 18 |
| 4 to 5 years | 13 | 38.24 | 18 | 27.27 | 31 | 31 |
| 5 years above | 18 | 52.94 | 25 | 37.88 | 43 | 43 |
| Total | 34 | 100 | 66 | 100 | 100 | 100 |

Source: Survey Data, 2019

And then, in managerial 18 employees have above 5 years' experience ,52.94% of managerial level group and also 25 employees have above 5 years' experience ,37.88 % of non-managerial level group.

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

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

Satisfaction Level on Hygiene Factors

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

(a) Satisfaction Level on Working Condition

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

According to Table (4.7), there are five conditions to measure satisfaction level, for the suitable work place, the mean values are 3.71 in managerial level and 3.67 in non-managerial so it shows that selected managerial employees of KBZ Bank have highly no dissatisfied and selected non-managerial employees of KBZ bank intended to moderately dissatisfied.

Table (4.7) Satisfaction Level on Working Condition

| Working Condition | Managerial level | | Non- Managerial level | |
|--|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| Suitable work place | 3.71 | 0.448 | 3.67 | 0.626 |
| Suitable office equipment and facilities | 3.67 | 0.932 | 3.11 | 0.743 |
| Recognizing from co-workers | 3.42 | 0.637 | 3.32 | 0.706 |
| Clean and Healthy work place | 3.88 | 0.717 | 3.75 | 0.614 |
| Safe and secure work place | 3.56 | 0.624 | 3.95 | 0.563 |
| Total Average | 3.65 | | 3.56 | |

Source: Survey Data, 2019

For suitable office equipment and facilities factor, the mean values are 3.67 in managerial and 3.11 in non-managerial. Therefore mean scores are higher than 3, it means that employees dispel dissatisfaction level in this factor.

For recognizing from coworker, the mean values are 3.42 in managerial and 3.32 in non-managerial respectively. Therefore mean scores are higher than 3, it means that employees of bank have no dissatisfaction level on this condition.

In the condition of clean and healthy work place, mean values are 3.88 in managerial and 3.75 in non-managerial. Since mean score is higher than 3, it can be assumed that both positions level of employees have no dissatisfaction level.

The last condition for safe and secure workplace, mean values are 3.56 in managerial and 3.95 in non-managerial. Since mean score is higher than 3, it can be assumed that all employees of selected KBZ Bank have highly no dissatisfaction on this condition.

For working condition factor managerial employees' satisfaction level is higher than non-managerial employees.

(b) Satisfaction Level on Salaries and Security

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

According to Table (4.8), for the suitable salary factor, the mean values are 3.13 in managerial and 3.12 in non-managerial. Mean score is higher than 3, it can be assumed that all employees of selected KBZ bank have no dissatisfaction level with current salary, especially managerial level of KBZ Bank employees' dissatisfaction level is lower than non-managerial level of KBZ Bank employees on this factor.

For the next factor fair salary increment, the mean values are 3.67 in managerial and 3.34 in non-managerial employees. Mean score is higher than 3, it can be assumed that employees have no dissatisfaction level on this factor.

Table (4.8) Satisfaction Level on Salaries and Security

| Wages, Salaries and Security | Managerial level | | Non- Managerial level | |
|------------------------------------|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| Suitable salary | 3.13 | 0.702 | 3.12 | 0.787 |
| Fair salary increment | 3.67 | 0.875 | 3.34 | 0.9 |
| Provide for overtime working hours | 3.38 | 1.018 | 2.45 | 0.983 |
| Safe and Secure Job condition | 3.75 | 0.761 | 3.85 | 0.788 |
| Fired without good reason | 3.01 | 1.154 | 2.79 | 1.07 |
| Total Average | 3.39 | | 3.11 | |

Source: Survey Data, 2019

For provide overtime working hours factor, the mean values are 3.38 in managerial and 2.45 in non-managerial so the result is expressed that managerial level

employees of KBZ bank have no dissatisfaction and non-managerial level employees of KBZ Bank are toward to moderately dissatisfied.

According to Table (4.8), safe and secure job condition, the mean values are 3.75 in managerial and 3.85 in non-managerial. The mean score is higher than 3, so it can be assumed that both managerial and non-managerial employees have no dissatisfaction on this factor.

For the fire without good reason the mean values are 3.01 in managerial and 2.79 in non-managerial so it means that managerial level employees of KBZ bank have no dissatisfaction and non-managerial level employees of KBZ Bank are toward to moderately dissatisfied.

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

(c) Satisfaction Level on Company Policies

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

For periodically increase salary, the mean values are 3.41 in managerial level and 2.88 in non-managerial level .It means that that managerial level employees of KBZ bank have no dissatisfaction and non-managerial level employees of KBZ Bank are toward to moderately dissatisfied.

For promotion based employee's performance factor, the mean values are 3.85 in managerial level and 3.18 in non-managerial level. It means that both selected employee of employee of KBZ Bank have no dissatisfaction on this factor.

. For pay rising related to performance, the mean values are 3.62 in managerial level and 3.62 in non-managerial level. Therefore Mean score is higher than 3, it can be assumed that all employees of selected KBZ Bank have moderately no dissatisfaction on this factor.

For clearly inform policy to employee factor, the mean values are 3.32 in managerial level and 3.24 in non-managerial level. Therefore mean score is higher than 3, it can be assumed that all selected employees of the KBZ bank have moderately no dissatisfaction on this factor.

Table (4.9) Dissatisfaction Level on Company Policies

| Company Policies | Managerial level | | Non- Managerial level | |
|---|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| Periodically increase salary | 3.41 | 0.908 | 2.88 | 0.967 |
| Promotion based employee's performance | 3.85 | 0.654 | 3.18 | 0.873 |
| Pay rising related to performance | 3.62 | 0.884 | 3.62 | 0.822 |
| Clearly inform policy to employees | 3.32 | 1.018 | 3.24 | 0.819 |
| Rules and principles help creativity and improvement of employees | 3.12 | 1.05 | 3.21 | 0.869 |
| Total Average | 3.46 | | 3.23 | |

Source: Survey Data, 2019

For rules and principles help creativity and improvement of employees factor, the mean values are 3.12 in managerial and 3.21 non managerial level. So mean score is higher than 3, it can be assumed that all selected employees of the KBZ bank have no dissatisfaction on this factor.

For overall analysis, average mean values are 3.46 in managerial level and 3.23 in non- managerial level. Therefore mean score is more than 3, it can be assumed that all selected employees have no dissatisfaction on all factor of company policies.

All selected employees in managerial level are highly satisfied than non-managerial level employees on all company policies factors, expect rules and principles help creativity and improvement of employees factor.

In this Table (4.9) shows that the selected non-manager level employees are toward slightly dissatisfied on periodically increase salary factor. And then selected managerial level employees are highly believed that they have no dissatisfaction on promotion based employee's performance factor.

(d) Satisfaction Level on Relationship with Manager and Supervisor

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

According to Table (4.10), for respect and admire to supervisors, the mean values are 4.04 in managerial and 3.71 in non-managerial. So mean score is more than 3, it can be assumed that all selected employees of the KBZ bank have highly no dissatisfaction on this factor, especially managerial level employees.

For discussion on work problem freely, the mean values are 4.12 in managerial and 3.77 in non-managerial level. Therefore mean score is higher than 3, it can be assumed that all selected employees of the bank have highly no dissatisfaction on this factor, in particular managerial level employees of KBZ Bank are believed that they can discuss with their supervisors for work problem.

For provide clear instructions and logical training to employee factor, the mean values are 3.53 in managerial level and 3.34 in non-managerial levels. Therefore mean score is more than 3, it can be assumed that all selected employees of the KBZ bank have no dissatisfaction on this factor.

For good leadership skilled and management style, the mean values are 3.8 in managerial and 3.56 in non-managerial level. It means that all selected employees of KBZ Bank have highly no dissatisfaction on their supervisors' management style.

For equal chance to subordinates factor, the mean values are 3.83 in managerial and 3.65 in non-managerial level. It means that all selected managerial

employees have highly no dissatisfaction and non-managerial employees have moderately no dissatisfaction on their supervisors' practice.

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

| Relationship with Manager and Supervisors | Managerial level | | Non- Managerial level | |
|--|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| I respect and admire to supervisors | 4.04 | 0.654 | 3.71 | 0.766 |
| I can discuss work problem freely | 4.12 | 0.55 | 3.77 | 0.785 |
| Manager provides clear instruction & logical training to employees | 3.53 | 0.834 | 3.34 | 0.66 |
| Manager and supervisor have good leadership skilled and management style | 3.8 | 0.847 | 3.56 | 0.756 |
| Give equal chance to subordinates | 3.83 | 0.637 | 3.65 | 0.663 |
| Total Average | 3.86 | | 3.61 | |

Source: Survey Data, 2019

According to Table (4.10), overall mean values are 3.86 in managerial and 3.61 in non-managerial level, it can be assumed that all selected managerial employees have highly no dissatisfaction and non-managerial level employees have moderately no dissatisfaction so they believed that they have good relationship with their supervisors.

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

(e) Satisfaction Level on Interpersonal Relationship

Regarding the analysis of satisfaction level on interpersonal relationship the respondents have to give their degree of satisfaction and then, the score were ranged to calculate mean value and standard deviation. In Table (4.11) the mean values of scores and standard deviation are shown.

Table (4.11) Satisfaction Level on Interpersonal Relationship

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

Source: Survey Data, 2019

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

For good coordination with employees for other department factor, the mean values are 3.88 in managerial and 3.72 in non-managerial level. So mean score is

more than 3, it can be assumed that all selected employees have highly no dissatisfaction and they feel that they have good coordination practices with others department.

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

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

According to Table (4.11) all selected employees in managerial level and non-managerial level employees of the KBZ Bank are highly satisfied.

(f) Satisfaction Level on all Hygiene Factors

Concerning analysis of the level of satisfaction on achievement, the respondents must give their degree of satisfaction and then the score has been set to measure mean value and standard deviation. In Table (4.12) the mean values of scores and standard deviation are shown.

For the working condition factor, the mean values are 3.65 in managerial and 3.56 in non- managerial level. So mean scores are more than 3, it can be assumed that all selected employees of the KBZ bank have highly no dissatisfaction on this factor.

For salaries and security factor, the mean values are 3.39 in managerial and 3.11 in non- managerial level. So mean scores are more than 3, it can be assumed that all selected employees of the KBZ bank have no dissatisfaction on this factor.

For company policies factor, the mean values are 3.46 in managerial and 3.23 in non- managerial level. Since mean scores are more than 3, it can be assumed that all selected employees of the bank have no dissatisfaction on this factor.

For relationship with manager and supervisors factor, the mean values are 3.86 in managerial and 3.61 in non- managerial level. So mean scores are more than 3, it could be concluded that all selected managerial employees of the KBZ bank have

highly no dissatisfaction and non-managerial employees of KBZ Bank have moderately no dissatisfaction on this factor.

Table (4.12) Satisfaction Level on Hygiene Factors

| Hygiene Factors | Managerial level | Non- Managerial level |
|---|------------------|-----------------------|
| | Mean | Mean |
| Working Condition | 3.65 | 3.58 |
| Salaries and security | 3.39 | 3.11 |
| Company policies | 3.46 | 3.23 |
| Relationship with manager and supervisors | 3.86 | 3.61 |
| Interpersonal relationship | 3.88 | 3.72 |
| Total Average | 3.65 | 3.45 |

Source: Survey Data, 2019

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

According to Table (4.12), all selected managerial level employees' satisfaction levels are higher than non-managerial employees. To reach the conclusion, although employees in managerial and non-managerial level get fewer score in salary and company policies, they have strong relationship with supervisors and their colleagues.

Employee Satisfaction Level on Motivators of KBZ Bank

Although hygiene factors can decrease employees' dissatisfaction, it's not to reach the level of satisfaction, It is therefore important to provide the bank motivation factors to get satisfaction level. In this section, the analysis made to measure on motivators. There are five factors in motivators which are achievement, recognition, and responsibility, work-itself, and personal growth.

(a) Satisfaction Level on Achievement

Concerning analysis of the level of satisfaction on achievement, the respondents must give their degree of satisfaction and then the score has been set to measure mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.13).

Table (4.13) Satisfaction Level on Achievement

| Achievement | Managerial level | | Non- Managerial level | |
|---|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| I am proud for job to stay in my environment | 3.38 | 0.868 | 3.45 | 0.774 |
| I feel that my work is valuable for my department | 4.12 | 0.464 | 3.16 | 0.713 |
| I have to perform a variety of task | 4.04 | 0.448 | 3.72 | 0.601 |
| Rewards given for goal achievement | 3.81 | 0.884 | 3.34 | 0.802 |
| Total Average | 3.84 | | 3.42 | |

Source: Survey Data, 2019

For feeling proud for job to stay in the environment factor, the mean values are 3.38 in managerial and 3.45 in non-managerial level. So mean scores are more than 3, it can be expected that all selected managerial employees and non-managerial employees are satisfied on this factor.

For feeling that the work is valuable for the department factor, the mean values are 4.12 in managerial and 3.16 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees of the bank are very highly satisfied and non-managerial employees are moderately satisfied on this factor.

For I have to perform verity of task factor, the mean values are 4.04 in managerial and 3.72 in non-managerial level. Since mean scores are more than 3, it can be concluded that all selected managerial and non-managerial employees of the bank are highly satisfied on this factor.

For rewards given for goal achievement, the mean are 3.81 in managerial and 3.34 in non-managerial level. Since mean scores are more than 3, it can be concluded that all selected managerial employees of the KBZ bank are highly satisfied and non-managerial employees of the KBZ Bank are moderately satisfied on this factor.

Table (4.13) shows that all selected managerial employees' satisfaction level is higher than non-managerial employees' satisfaction level, not include from feeling proud for job to stay in the environment factor. But all selected employees are generally satisfied on the achievement factor.

(b) Satisfaction Level on Recognition

Concerning analysis of the level of satisfaction on achievement, the respondents must give their degree of satisfaction and then the score has been set to measure mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.14).

For I get credit for what I do factor, the mean values are 3.42 in managerial and 3.23 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected employees are satisfied on this factor especially more in managerial level.

For I am praised regularly for my work factor, the mean values are 3.54 in managerial and 3.31 in non-managerial level So mean scores are more than 3, it can be concluded that all selected employees are satisfied on this factor especially more in managerial level.

For I receive constructive criticism about my work factor, the mean values are 3.79 in managerial and 3.34 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected employees are satisfied on this factor, especially managerial level are highly satisfied.

For giving employee almost complete freedom and power to made decision factor, the mean values are 3.5 in managerial and 3.54 in non-managerial level. It means that all selected manager level employees and non-managerial employees of KBZ Bank are satisfied on this factor.

Table (4.14) Satisfaction Level on Recognition

| Recognition | Managerial level | | Non- Managerial level | |
|---|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| I get credit for what I do | 3.42 | 0.83 | 3.23 | 0.806 |
| I am praised regularly for my work | 3.54 | 0.833 | 3.31 | 0.773 |
| I receive constructive criticism about my work | 3.79 | 0.588 | 3.34 | 0.654 |
| Giving employees almost complete freedom and power to make decision | 3.5 | 0.933 | 3.54 | 0.805 |
| Involves in problems solving | 3.71 | 0.69 | 3.62 | 0.622 |
| Giving attention of priority of opportunities | 3.71 | 0.859 | 3.01 | 0.803 |
| Total Average | 3.61 | | 3.34 | |

Source: Survey Data, 2019

For involves in problems solving factor, the mean values are 3.71 in managerial and 3.62 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected manager level employees are highly satisfied and non-managerial employees are moderately satisfied. And they know that they can involve in problem solving.

For giving attention of priority of opportunities factor, the mean values are 3.71 in managerial and 3.01 in non-managerial level. So mean scores are more than 3,

it can be concluded that all selected manager level employees are highly satisfied and non-managerial employees are moderately satisfied on this factor. Meaning is they feel that they have attention of priority of opportunities.

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

(c) Satisfaction Level on Responsibility

Concerning analysis of the level of satisfaction on achievement, the respondents must give their degree of satisfaction and then the score has been set to measure mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.15).

According to Table (4.15), for take responsibilities in matching with skills and abilities factor, the mean values are 3.76 in managerial and 3.57 in non- managerial level. So mean scores are more than 3, it can be concluded that t all selected employees of KBZ Bank are highly satisfied on this factor.

For perceive important for company due to higher level factor, the mean values are 3.82 in managerial and 3.27 in non- managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees of KBZ Bank are highly satisfied and non-managerial employees of KBZ Bank are just slightly satisfied on this factor.

For working voluntarily in weekend or without taking rest factor, the mean values are 3.78 in managerial and 3.34 in non- managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees are moderately satisfied and non-managerial employees are just slightly satisfied on this factor.

For feeling that I have decision making role for each of task factor, the mean values are 3.92 in managerial and 3.56 in non- managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees are highly satisfied and non-managerial employees are moderately satisfied on this factor.

For I feel my responsibility and authority are matched factor, the mean values are 3.44 in managerial and 3.67 in non- managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees are and non-managerial employees are satisfied on this factor.

Table (4.15) Satisfaction Level on Responsibility

| Experienced responsibility for the outcome of the work | Managerial level | | Non- Managerial level | |
|---|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| Take responsibilities in matching with skills and abilities | 3.76 | 0.741 | 3.57 | 0.694 |
| Perceive important for company due to higher level | 3.82 | 0.658 | 3.27 | 0.732 |
| Working voluntarily in weekend or without taking rest | 3.78 | 0.875 | 3.34 | 0.79 |
| Feel, I have decision making role for each of task | 3.92 | 0.359 | 3.56 | 0.721 |
| I feel, my responsibility and authority are matched | 3.44 | 0.504 | 3.67 | 0.755 |
| Total Average | 3.74 | | 3.48 | |

Source: Survey Data, 2019

According to Table (4.15) all selected employees are satisfied on all factors of experienced responsibility for the outcome of the work. Especially managerial employees' satisfaction levels are higher than non-managerial level. Except from responsibility and authority are matched factor. Generally, all selected employees of the KBZ Bank are satisfied on all factors of responsibility..

(d) Satisfaction Level on Work Itself

Concerning analysis of the level of satisfaction on achievement, the respondents must give their degree of satisfaction and then the score has been set to measure mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.16).

According to Table (4.16) for I am not feeling that my job is routine or boring factor, the mean values are 2.96 in managerial and 3.54 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees are intended to slightly dissatisfied and all non-managerial employees are satisfied on this factor.

For need much skill, knowledge and experiences factor, the mean values are 3.92 in managerial and 3.66 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees are highly satisfied and all non-managerial employees are also highly satisfied on this factor.

For feeling that meaningful worked sign, the mean values are 3.92 in managerial and 3.7 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected employees are highly satisfied on this factor.

For feeling that a greater sense of dignity and safety factor, the mean values are 3.92 in managerial and 3.5 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected managerial employees are highly satisfied and all non-managerial employees are moderately satisfied on this factor.

For the opportunity to give help to other people factor, the mean are 4.04 in managerial and 3.67 in non-managerial level. So mean scores are more than 3, it can be concluded that all selected employees of the firm are highly satisfied and they feel that they have opportunity to give help to other people.

For I feel that my job is routine or boring factor, in managerial level, standard deviation value is 0.901 and it is the largest value than other factors so it shows that the result answer of managerial employees are spread out in among them. And also in non-managerial level, the standard deviation value is 0.811 the largest value than other factors so that it is the same situation with managerial employees' situation.

Table (4.16) Satisfaction Level on Work Itself

| Work itself | Managerial level | | Non- Managerial level | |
|--|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| I am not feeling that my job is routine or boring. | 2.96 | 0.901 | 3.54 | 0.811 |
| Need much skill, knowledge and experiences | 3.92 | 0.408 | 3.66 | 0.74 |
| Feel meaningful worked sign | 3.92 | 0.654 | 3.7 | 0.774 |
| Feel a greater sense of dignity & safety | 3.92 | 0.717 | 3.5 | 0.643 |
| The opportunity to give help to other people | 4.04 | 0.55 | 3.67 | 0.619 |
| Total Average | 3.75 | | 3.62 | |

Source: Survey Data, 2019

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

(e) Satisfaction Level on Personal Growth

Concerning analysis of the level of satisfaction on achievement, the respondents must give their degree of satisfaction and then the score has been set to measure mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.17).

According to Table (4.17), opportunity for personal growth (education, learning) factor is the most obvious factor among the other personal growth factors for the highest mean scores. For this factor, the mean values are 4.01 in managerial and 3.54 in non-managerial level. So mean scores are more than 3, it can be concluded

that all selected non-managerial employees of bank are highly satisfied than selected managerial employees of bank on this factor. All selected employees of the bank are highly satisfied on opportunity for personal growth (education, learning). They feel that they have opportunity for personal growth.

Table (4.17) Satisfaction Level on Personal Growth

| Personal Growth | Managerial level | | Non- Managerial level | |
|---|------------------|--------------------|-----------------------|--------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation |
| Opportunity for personal growth (education, learning) | 4.01 | 0.9 | 3.54 | 0.852 |
| Company supports sufficient and appropriate training | 3.35 | 0.917 | 3.22 | 0.791 |
| Training improve personal skill & abilities | 3.66 | 0.944 | 3.87 | 0.855 |
| Company policies encourage to set higher own goals | 3.86 | 0.884 | 3.66 | 0.842 |
| Company policies encourage to creativity and own idea | 3.53 | 0.711 | 3.25 | 0.8 |
| Company encourages to improve capabilities | 3.73 | 0.565 | 3.35 | 0.738 |
| Everyone has equal chance for promotion | 3.65 | 1.001 | 3.46 | 0.922 |
| Employee has good future prospect | 3.89 | 0.658 | 3.73 | 0.776 |
| Total Average | 3.71 | | 3.51 | |

Source: Survey Data, 2019

For other personal growth factors, all mean scores are higher than 3, so it can assumed that all selected employees are satisfied on other personal growth factors.

For managerial level, they are more satisfied in good future prospect and company improves their capabilities factor. For non-managerial level, they are more satisfied in company's training section and company improves their capabilities factors.

For everyone has equal chance for promotion factor , in managerial level, the standard deviation value 1.001 is the highest value in other factors of personal growth, it means that some of managerial employees' result answer are spread out among them, meaning is some are strongly believed that they have equal chance for promotion but some are not. And also in non-managerial level, standard deviation value 0.922 is the highest value in among other factors of personal growth. So it is shows that non-managerial employees' result answers are spread out to among them. Meaning is some are strongly agreed but some are not.

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

(f) Satisfaction Level on Motivators

Concerning analysis of the level of satisfaction on achievement, the respondents must give their degree of satisfaction and then the score has been set to measure mean value and standard deviation. The mean values of scores and standard deviation are shown in Table (4.18).

According to Table (4.18), for achievement factor, the mean values are 3.84 in managerial and 3.42 in non-managerial level. Therefor mean scores are more than 3, it can be concluded that all selected managerial employees gave very high scores so that they are highly satisfied and non-managerial employees are moderately satisfied on achievement factor.

For recognition factor, the mean values are 3.61 in managerial and 3.34 in non-managerial level. Therefor mean scores are more than 3, it can be concluded that all selected employees are satisfied on recognition factor. Especially, managerial employees are highly satisfied.

For responsibility factor, the mean values are 3.74 in managerial and 3.48 in non-managerial level. Therefor mean scores are more than 3, it can be concluded that all selected managerial employees of bank are very high sores so that they are highly

satisfied and non-managerial employees of bank are moderately satisfied on responsibility factor.

Table (4.18) Satisfaction Level on Motivators

| Motivators | Managerial level | Non- Managerial level |
|----------------------|-------------------------|------------------------------|
| | Mean | Mean |
| Achievement | 3.84 | 3.42 |
| Recognition | 3.61 | 3.34 |
| Responsibility | 3.744 | 3.482 |
| Work itself | 3.75 | 3.62 |
| Personal growth | 3.71 | 3.51 |
| Total Average | 3.73 | 3.47 |

Source: Survey Data, 2019

For work itself factor, the mean values are 3.75 in managerial and 3.62 in non-managerial level. Therefore mean scores are more than 3, it can be concluded that all selected managerial employees of bank are very high scores so that they are highly satisfied and non-managerial employees of bank are moderately satisfied on work itself factor.

For personal growth factor, the mean values are 3.71 in managerial and 3.51 in non-managerial level. Therefore mean scores are more than 3, it can be concluded that all selected managerial employees of KBZ bank gave high scores so that they are highly satisfied and non-managerial employees of KBZ bank are moderately satisfied on personal growth factor.

According to Table (4.18), all selected employees of the KBZ bank are satisfied on motivators and especially all selected managerial level employees' satisfaction level is higher than non-managerial employees' satisfaction level.

4.4 Overall Satisfaction Level on Motivators and Satisfaction Level on Hygiene Factors at KBZ Bank

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

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

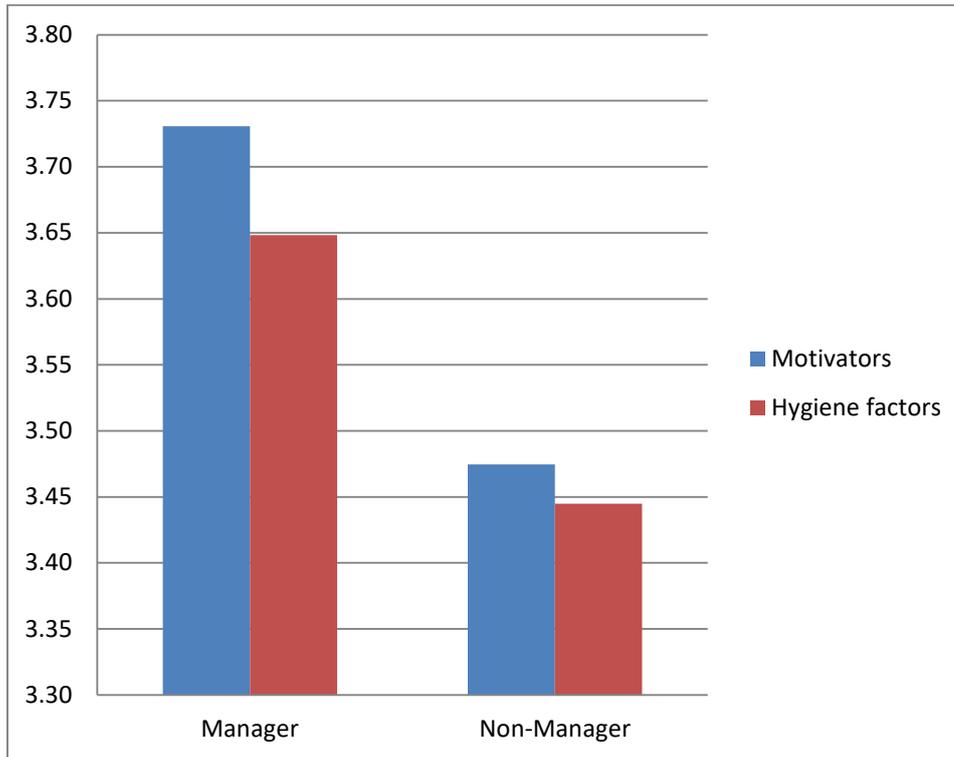
| Overall | Managerial level | Non- Managerial level |
|-----------------|------------------|-----------------------|
| | Mean | Mean |
| Motivators | 3.73 | 3.47 |
| Hygiene factors | 3.65 | 3.45 |
| Total Average | 3.69 | 3.46 |

Source: Survey Data, 2019

According to Herzberg Two Factor theory, Table (4.19) showing that, in managerial level, mean values are 3.73 for motivation factors and 3.65 for hygiene factors. Therefore mean scores are more than 3, it can be concluded that all selected managerial employees are highly satisfied on motivation factors and they also have no dissatisfaction level in hygiene factors so it is good situation for the bank.

In non-managerial level, mean values are 3.47 for motivation factors and 3.45 for hygiene factors, Therefore mean scores are more than 3, it can be concluded that all selected non-managerial employees for KBZ Bank are moderately satisfied on KBZ Bank's motivational factors and they also have no dissatisfaction on hygiene factors, it also means the nice situation for the bank.

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



Source: Survey Data, 2019

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

CHAPTER V

CONCLUSION

This chapter will be included three sections. The first section is to find out what reflects how the research study was conducted, what are the major components of this study, what are the main issues to be faced, what findings have emerged and the overall conclusion based on the results. The second section contains recommendations & suggestions, and the last section is needs for further study.

5.1 Findings

In this study, for the objective one, the information were obtained by conducting in-depth interviewed six time with Manger of Human Resource Department of KBZ bank and some employees who have long service years and then collected secondary data from text books, research paper and internet web. According to survey result, some motivational factors which are provided from the bank are found that such as working condition arrangement, supervision, training support, and performance based reward system, leave system, provident fund, uniform support, promotion policy, recognition and other allowances. For the objective two, the field survey conducted to collect primary data by using simple random sampling technique. The primary data was collected by self-administrative structure questionnaire. For the sample size, only focus on 100 employees of KBZ Bank of Kamayut Township branches and there are two types of employees. Managerial employees and non-managerial employees to collect survey questionnaires form. According to the demographic sector the survey results for 100 employees, The majority of non-management employees are young adults. In position level, all position level inclusive and most of the employees are junior staffs, the second largest group is supervisors/ officers staffs and the third largest groups is manager employees, 8 assistant manager employees and also 4 manager level employees are included. It means that the survey represents different aspect of positions level of employees. For monthly income, most of the managerial level employee' salary are between 400,001 – 500,000 kyats, between 500001 – 600001 and above 600,000 kyats per month and non-managerial level employee' salary are between 200,001-300,000 kyats, between 300,001-400,000 kyats and between 400001-500000 kyats. Some of non-managerial employees' salary

is under 200,000 kyats. Regarding the employees' education level, majority of employees are graduated persons and also post graduated diploma, master degree level and high school level employees are included. According to employees' service year survey results, majority of all selected employees are above 5 years' experience in KBZ Bank. The second largest group of selected employees is between 4-5 years and third largest group of selected employees are between 3-4 years. There are 10 employees, who service year between 2-3 years, 1-2 year and less than 1 year are non-managerial level.

Based on the survey results of hygiene factors, some important results have been summarized. There are five major titles for assessments of hygiene indicators such as work condition, salary and security, company policies, relationship with managers and supervisors and interpersonal relationship are analyzed. Based on the mean score in managerial and in non-managerial, dissatisfaction level of all selected managerial employees of KBZ Bank and non-managerial employees of KBZ Bank have given high scores so they have no dissatisfaction in KBZ Bank for hygiene factors.

All of the hygiene factors, interpersonal personal relationship is the highest mean scores in both managerial level and non-managerial level employees of KBZ Bank. It can be concluded that all employees have good relationships, mutual respect, and good practices of communication among them. This interpersonal relationship good practice is essential for the accomplishments of the company, so those good practices should be followed by the bank's employees.

Both managerial level and non-managerial level employees have given least scores in salary and company policies factors among the other hygiene factors. It can be concluded that both managerial and non-managerial level employees of KBZ Bank are a little bit moderately dissatisfied in this factor, current salary rate, overtime allowance, increment policy, and company's promotion policies.

Both managerial level and non-managerial level employees have given high scores for relationship with manager and supervisors factor, particularly in managerial level employees of KBZ Bank. They have no dissatisfaction in this factor. And also, they know that their supervisors are respectful persons, good leadership style, their supervisors are fairly supervised and give equal chance to subordinates.

In working condition factor, all selected employees levels of KBZ Bank's employees have also given high mean scores on this factor. It can be concluded that employees have no dissatisfaction in the areas of suitable work place, clean and healthy work place, safe environment work place and recognition from co-worker.

Based on the survey results of motivators, some important results have been summarized. There are five major titles for assessments of motivation measurement such as achievement, recognition, responsibility; work itself and personal growth are analyzed. According to mean scores, satisfaction level of all selected managerial employees of KBZ Bank have given high scores with highly satisfied and non-managerial employees of KBZ Bank have also given high scores with moderately satisfied in this factor.

Among the motivators, in both managerial and non-managerial levels achievement is the highest mean scores. In particularly, managerial level of employees of KBZ Bank are very pleased that it shows that all chosen employees have more faith in their role and believe that they can perform a variety of tasks. They also believed they got the company's recognition for their accomplishment.

Recognition is the least mean scores in among other motivation factors. In both managerial and non-managerial levels, in particularly non-managerial level it means that all selected bank employees are somewhat pleased with the factors of recognition. They can feel that for their job they have no praise and nice comments.

The selected employees of managerial level of KBZ bank have given high scores for responsibility factor. It can be concluded that they are highly satisfied in this factor. Meaning is they felt and believed that their responsibility and abilities is match, and also they think that they have decision-making role in each of task and between their responsibility and authority are harmonies. Based on mean values, non-manager level employees are moderately satisfied in this factor.

Regarding to personal growth factor, the selected employees of managerial level have given high scores. It can be concluded that all selected managerial employees of bank are highly satisfied in the field of personal growth for education, training opportunity, and company policies for staff development, their future prospect and commitment. Based on mean score non-managerial level, employees of

the bank are moderately satisfied in company's policies promoting the growth and advancement of workers.

In work itself, in both managerial and non-managerial level of employees have given high scores of mean values. It can be concluded that managerial employees are highly satisfied and non-managerial are moderately satisfied in this factor. Both managerial and non-managerial employees believe that they have a chance to help others, a greater sense of dignity and stability, and a positive sign of work

5.2 Suggestions and Recommendations

The result from this thesis indicated that it is essential and useful data for KBZ Bank's HRM Department to handle the human resource and measure the job performance indicator. The findings of the questionnaires are positively linked to employee satisfaction. Myanmar is rapidly becoming a developing country, but these aspects have not been recognized by most organizations. Therefore, top management needs to know how to boost and inspire the satisfaction of the employees

For managerial positions, all managerial employees are more satisfied than non-managerial. Moreover, for hygiene factors, dissatisfaction level of managerial employees is lower than non-managerial employees. But managerial employees are provided few scores in salary company policies and recognition in all factors so these factors in mean scores are lower than other factors. Management must therefore take these factors into account in order to develop the motivation of employees. And managerial level employees also gave high scores in relationship with supervisors, interpersonal relationship and achievement factors. So that they can feel that they have good communication skills and that they trust their job. Therefore, Management should uphold the good practices of these employees in order to achieve the goal of the company. Among non-managerial level, all employees are less satisfied on motivators than managerial level. And then their dissatisfaction level is higher than managerial level employees. In particular they are less satisfied in the field of salary, company policies. And also non-managerial employees' dissatisfaction level of non-managerial employees is high in recognition factors among of other factors. Therefore the management needs to be more considering improving the motivation of employees on those factors. Moreover, Management will hold an employee

communication workshop to identify motivational factors and develop organizational objectives for employee motivation.

For overall level, Management should perform salary market surveys and other incentives to reduce the level of dissatisfaction among employees. And then management should encourage free conversation between employees to solve the difficulties of employees. The management of the KBZ Bank needs to track motivational level of employees on a regular schedule.

5.3 Needs for Future Research

This study is only focus on Kanbawza Bank Limited (KBZ Bank) among the several banks in Myanmar. And also this study was collected survey data from only 100 employees of Kanbawza bank's Kamayut Township branches. There was no included other township branches survey of KBZ Bank. Therefore, future researches are recommended to take a larger sample size to generate more represent of employees' desire and satisfaction level. And then, the sample size and place should represent different geographical locations of KBZ Bank in Myanmar.

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

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Yangon University of Economics

Master of Banking and Finance (MBF) Program

The assessment of motivational factors practiced in KBZ Bank Ltd.

Questionnaires Form Part (I)

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

1. Gender

Male

Female

2. Age

Less than 20 years
years

21 to 30 years

31 to 40

41 to 50 years

51 years above

3. Position

Manager

Assistant Manager

Supervisor/officer

Senior staff

Junior staff

4. Monthly Income (Kyat)

Under 200000

200001-300000

300001-400000

400001-500000

500001-600000

above 6 Lakh

5. Education Level

High School level
Diploma

Bachelor

Post Graduated

Master Degree

Professional

6. Service Year

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

Part (II)

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

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

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

| No | Particular | 1 | 2 | 3 | 4 | 5 |
|-----------|--|----------|----------|----------|----------|----------|
| A | Working Conditions | | | | | |
| 1. | Suitable work place | | | | | |
| 2. | Suitable office equipment and facilities | | | | | |
| 3. | Recognizing from co-workers | | | | | |
| 4. | Clean and Healthy work place | | | | | |
| 5. | Safe and secure work place | | | | | |
| B | Wages, Salaries and Security | | | | | |
| 1. | Suitable salary | | | | | |
| 2. | Fair salary increment | | | | | |
| 3. | Provide for overtime working hours | | | | | |
| 4. | Safe and Secure Job condition | | | | | |

| | | | | | | |
|-----------|--|----------|----------|----------|----------|----------|
| 5. | Fired without good reason | | | | | |
| C | Company Policies | | | | | |
| 1. | Periodically increase salary | | | | | |
| 2. | Promotion based employee's performance | | | | | |
| 3. | Pay rising related to performance | | | | | |
| 4. | Clearly inform policy to employees | | | | | |
| 5. | Rules and principles help creativity and improvement of employees | | | | | |
| No | Particular | 1 | 2 | 3 | 4 | 5 |
| D | Relationship with Manager and Supervisors | | | | | |
| 1. | I respect and admire to supervisors | | | | | |
| 2. | I can discuss work problem freely | | | | | |
| 3. | Manager provides clear instruction & logical training to employees | | | | | |
| 4. | Manager and supervisor have good leadership skilled and management style | | | | | |
| 5. | Give equal chance to subordinates | | | | | |
| E | Interpersonal Relationship | | | | | |
| 1. | Mutual relationship with other employees | | | | | |
| 2. | Good coordination with employees from other department | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 3. | Transparency among each other | | | | | |
| 4. | Well communication with senior management | | | | | |

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

| No | Particular | 1 | 2 | 3 | 4 | 5 |
|----------|---|---|---|---|---|---|
| A | Achievement | | | | | |
| 1. | I am proud for job to stay in my environment | | | | | |
| 2. | I feel that my work is valuable for my department | | | | | |
| 3. | I have to perform a variety of task | | | | | |
| 4. | Rewards given for goal achievement | | | | | |
| B | Get Recognition for the Outcome of the work | | | | | |
| 1. | I get credit for what I do | | | | | |
| 2. | I am praised regularly for my work | | | | | |
| No | Particular | 1 | 2 | 3 | 4 | 5 |
| 3. | I receive constructive criticism about my work | | | | | |
| 4. | Giving employees almost complete freedom and Power to make decision | | | | | |
| 5. | Involves in problems solving | | | | | |
| 6. | Giving attention of priority of opportunities | | | | | |

| | | | | | | |
|----------|---|--|--|--|--|--|
| C | Experienced Responsibility for the Outcome of the work | | | | | |
| 1. | Take responsibilities in matching with skills and abilities | | | | | |
| 2. | Perceive important for company due to higher level | | | | | |
| 3. | Working voluntarily in weekend or without taking rest | | | | | |
| 4. | Feel, I have decision making role for each of task | | | | | |
| 5. | I feel, my responsibility and authority are matched | | | | | |
| D | Work itself | | | | | |
| 1. | I am not feel that my job is routine or boring | | | | | |
| 2. | Need much skill, knowledge and experiences | | | | | |
| 3. | Feel meaningful worked sign | | | | | |
| 4. | Feel a greater sense of dignity & safety | | | | | |
| 5. | The opportunity to give help to other people | | | | | |
| E | Personal Growth | | | | | |
| 1. | Opportunity for personal growth (education, learning) | | | | | |
| 2. | Company supports sufficient and appropriate training | | | | | |
| 3. | Training improve personal skills & abilities | | | | | |
| 4. | Company policies encourage to set higher own goals | | | | | |
| 5. | Company policies encourage to creativity and own | | | | | |

| | | | | | | |
|-----------|---|--|--|--|--|--|
| | idea | | | | | |
| 6. | Company encourages to improve capabilities | | | | | |
| 7. | Everyone has equal chance for promotion | | | | | |
| 8. | Employee has good future prospect | | | | | |

Thanks for your support