

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF EMPLOYEE MOTIVATION ON JOB  
PERFORMANCE AT PYI WAI SHAN GEMS CO., LTD**

**YU WAI PHYO**

**MBA II 63**

**23<sup>rd</sup> BATCH**

**NOVEMBER, 2019**

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**ACADEMIC YEAR (2017 – 2019)**

**Supervised by**

**Daw Kay Thi Soe**

**Associate Professor**

**Department of Management Studies**

**Yangon University of Economics**

**Submitted by**

**Yu Wai Phyo**

**MBA II – 63**

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for  
the degree of Master of Business Administration (MBA)

**Supervised by**

**Daw Kay Thi Soe**

**Associate Professor**

**Department of Management Studies**

**Yangon University of Economics**

**Submitted by**

**Yu Wai Phyo**

**MBA II – 63**

**MBA 23<sup>rd</sup> Batch**

**2017 – 2019**

**NOVEMBER, 2019**

**ACCEPTANCE**

This is to certify that the thesis entitled “**The Effect of Employee Motivation on Job Performance at Pyi Wai Shan Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

**Board of Examiners**

.....

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

.....

(Supervisor)

.....

(Examiner)

.....

(Examiner)

.....

(Examiner)

**NOVEMBER, 2019**

## **ABSTRACT**

The aims of this study are to investigate the motivational factors that affect organizational commitment of employees and to analyze the effect of organizational commitment on job performance in Pyi Wai Shan Gems Co., Ltd. In order to reach the objectives, a survey is conducted based on (120) employees of Pyi Wai Shan Gems Co., Ltd. From the analysis, it is observed that the motivational factors such as working environment, training and financial rewards have positively influence on affective commitment. Among motivational factors, recognition, flexible scheduling and financial rewards have positively influence on continuance commitment, where as recognition, working environment, training and financial rewards have positively influence on normative commitment. Furthermore, the affective commitment and normative commitment have positively influence on the job performance of employees. As long as the company provides the factors such as the recognition, the flexible scheduling, the working environment, the training and the financial rewards, it is found that the commitment of employees will be enhanced and thereby, promoted their job performance.

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Yu Wai Phyoo  
MBA II- 63  
MBA 23<sup>rd</sup> Batch  
(2017 – 2019)

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# CHAPTER 1

## INTRODUCTION

Human asset the executives has consistently been connected to human as the most significant resource that drives the association to progress or disappointment (Pierce, Cameron, Banko, & So, 2003). Man is said to be the most intricate contrasted with the other three M, specifically money, machine and material. Employees are the main asset that can't be copied (Thomas, 2002). While the other three M's has no sentiments, man is regularly changing combined with its emotional episode. It is unpredictable attempting to comprehend human inspiration. Here and there an individual's rationale might be obvious to him yet very confounding to other people. In different occurrences, both the people and those influenced by his conduct comprehend what is driving him. In certain circumstances, particularly where stress is included, the individual concerned might be absolutely ignorant of his intentions while others may see them obviously.

Employees are a fundamental asset for about all association, particularly since they speak to a critical interest in term of finding, enrolling, preparing not to mention compensations, human services, plans, rewards and so on. The administration of numerous associations builds up their preparation software engineers, advantage bundles, execution examination and work framework dependent on their organization strategies. Generally these strategies are planned for creating faithful representatives since this prompts an increasingly long residency. The more drawn out an employee works for an organization the more important they become. Steadfastness is the sort of reliability and genuineness.

Organizational commitment has been characterized as a mentality, which attaches the person to the association. The results of hierarchical responsibility advantage the association as far as expanded employment execution, expectation to remain, increment in participation, dependability, decline in turnover, more prominent innovativeness, more co-activity (especially crosswise over control claims to fame), more volunteerism, and additional time gave to gainful work for the association.

In association, employers' concern for employee commitment is on the ascent because of the high turnover and employment bouncing society which has been a significant slowed down for association. In this period of ability war, bosses flourish to remunerate with persuasive elements to increase upper hand in building employee commitment. In returns, employee commitment will have positive effect on work fulfillment just as efficiency and limit turnover.

Most employers understand that the way to progress lies in inspired and duty workforce who are exceptionally proficient, profitable, roused and committed to the association. Employers' questioning contemplations on employee commitment regarding loyalty to an association appears to be out of line now and again. In order to pick up employee commitment, employers have to be master dynamic in supporting activities invigorating employees to move towards employee's commitment. Therefore, employers must make a success win circumstance by means of conceive new approaches, for example, motivational factors to effectively pick up employees' commitment.

On the other hand, job performance comprises of the noticeable practices that individuals do in their employments that are significant to the objectives of the association (Campbell, McHenry, & Wise, 1990). The total organizational performance relies upon productive and compelling execution of individual employees of the association. In this manner, it places impressive dependence on their individual employee performance to increase high efficiency in the association. In this way, this research tries to survey the significant of motivational factors and its effect on organizational commitment that lead to job performance of employees at Pyi Wai Shan Gems Co., Ltd.

## **1.1 Rationale of the Study**

Employee motivation is the key factor to support up the capacity of an association and carries accomplishment to any sorts of business undertaking, regardless of whether that is average size association or a global organization. In the present globalized time, each organization needs to support in the savage aggressive market and business substances bulls eye on to gain huge income in each money related year. In that prospects those associations set various types of plans to get the upper hand in the furious market rivalry. Business associations set up a decent corporate administration to reach on their each money related and nonfinancial objective. So as to reach to that focus on those

organizations are currently step up to the plate and keep propelled their dexterous workers. So as to run the utilitarian procedure in smooth way the organizations are setting up some remarkable methodologies to keep up the corporate administration and get the upper hand in certain manner.

The best way to accomplish individuals who adore buckling down is to inspire them. Today, individuals must comprehend why they are buckling down. Each person in an association is persuaded by some unique way. At the same time, employee motivation tends to be essentially characterized as "Employee motivation is an impression of the degree of vitality duty, and innovativeness that an organization's laborers bring to their employments." Lack of legitimate inspiration is generally communicated basically in misfortunes which lead to low staff turnover, poor frame of mind towards work, low yield stage and low productivity.

Organizational commitment is the authoritative duty that is the field of organizational behavior. By and large sense the employee's mental connection or faithfulness to the association. Employees and associations have complementary obligations and common responsibilities both expressed and characterize their relationship (Kreisman, 2002). It is responsibility that takes care of business. This extreme commitment is more dominant than our best aims, determination, or conditions. Without duty, impact is insignificant; hindrances are unbreachable; and energy, effect, and openings might be lost ( Maxwell, 1999).

In today era, most small and medium associations in Myanmar come up short on an unmistakable HR approach particularly where employee's inspiration is matched. Consequently, the path how to oversee inspirational variables includes some significant practices such as recognition, flexible scheduling, working environment, training and financial rewards. It is in the light of these that the study intends to look into the effect of motivation on the organizational commitment that can make the job performance of the workers of Pyi Wai Shan Gems Co., Ltd. The present investigation will be advantageous not exclusively to the laborers of the organization yet in addition Myanmar diamonds and gems part in general. The discoveries of this examination will aid the advancement of powerful administrative methodologies and arrangements that can bolster in improving the administration and realization of Pyi Wai Shan's goals.

## **1.2 Objectives of the Study**

The objectives of the study are as follow;

1. To investigate the motivational factors that affect organizational commitment of Pyi Wai Shan Gems Co., Ltd.
2. To analyze the influencing organizational commitment on job performance of Pyi Wai Shan Gems Co., Ltd.

## **1.3 Scope and Method of the Study**

There are numerous factors that impact job performance. Employee motivation plays a critical role to control the employees and to attain the company's success. In this study, it is emphasized mainly on employee motivation, organizational commitment and job performance of employees at Pyi Wai Shan Gems Co., Ltd. Information and data are gotten from Pyi Wai Shan Gems Co., Ltd. This examination relates to motivational factors; recognition, flexible scheduling, working environment, training and financial rewards, human resource outcomes; organizational commitment and job performance of employees.

In this investigation, the descriptive method is utilized to analyze the essential information. Essential information is compiled with constructed questionnaires by employing simple random sampling method to choose 120 employees from 153 employees of various departments of Pyi Wai Shan Gems Co., Ltd. The auxiliary information was gathered through the articles, past research from MBA graduated, global research papers, journals, different reference books and websites. The SPSS (Statistical Package for Social Science) is exploited for information investigation. The information was amassed from September 2019 to October 2019.

## **1.4 Organization of the Study**

In particular, the treatise is made up aggregate of five episodes. The part one is introduction section which incorporates rationale of the study, objectives of the study, scope and method of the study and organization of the study. Theoretical background

which concerns with the recognition, flexible scheduling, working environment, training, financial rewards, organizational commitment and job performance are portrayed in the part two. The third segment is composed of the profile of the organization and the viewpoint of the workers toward motivational factors of the organization. The part four involves the analysis on the effect of motivational factors on organizational commitment and the analysis on the effect of these commitments on job performance of employees at Pyi Wai Shan Gems Co., Ltd. The part five is the conclusion section including findings and discussions, suggestions and recommendations, needs for further research.



## CHAPTER 2

### THEORETICAL BACKGROUND

In this episode, the pith of background, pertinent theories and literatures will be discussed. Most importantly, it initiates with the definitions of key terms of the examination, trailed by the significance of factors about motivation which is the recognition, flexible scheduling, working environment, training and financial rewards will be clarified. The third part is about the organizational commitment and job performance and fourth part talks about impacts of motivational factors on the organizational commitment and job performance. The last part is the conceptual framework of the study.

#### 2.1 Motivation

There are myriad quantities of definitions and literary works identifying with motivation. Those literary works pertinent to current business condition is considered for survey. The word motivation stated by (Vroom, 1964) has been gotten from the Latin word "movere" that signifies "to move" which allude to the inside power, which is reliant on the need of person that drive ones-self to accomplish. As per Webster's word reference by taking a gander at the base of the phrasing, motivation begins with thought process which implies something makes something else act, and along these lines, motivation essentially can be characterized as the demonstration of giving rationale that makes somebody act. Motivation is answerable for somebody to act and another person self alone can make somebody persuaded (Burton, 2012).

Likewise, motivation is a fundamental part of employee performance and efficiency. It alludes to the powers inside an individual that influences their bearing, force, and determination of intentional conduct (McShane & Glinow, 2000). Motivation is slanted towards what enacts human conduct, motivation is slanted towards what coordinates this conduct toward a specific objective, motivation is slanted towards how this conduct is continued (Rue & Byars, 2000). Motivation is viewed as mental powers that decide the bearing of an individual's conduct in an association, an individual's degree of exertion, and an individual's degree of constancy (Jones & George, 2009). For the most part, the term is synonymous with course and diligence of activity. On this note, (Krech, Crutchfield, & Ballachey, 1962) place that motivation is slanted towards why individuals pick a specific game-plan in inclination to other people, and why the picked activity is

supported, for the most part for an extensive stretch of time, with the orderly strains and stress. On a very basic level, the idea spins around the cause behind why individuals act with a particular goal in mind, subsequently, (Pate, 1998) suggests the fundamental hidden conversation starter for what reason does what they do? In any case, regardless of whether motivation is cogitated from representative execution and efficiency point of view or from the edge of course and constancy of activities, it is normally an objective coordinated conduct. Along these lines, propelling others involve getting them to move in the ideal heading so as to accomplish an outcome. For example, (Armstrong, A Handbook of Human Resource Management Practice, 2003) recommends that individuals are spurred when they expect that an arrangement is probably going to realize objective fulfillment and an esteemed prize (one that fulfills their needs). Aside from the objective accomplishment, worker execution and activity course perspectives, (Luthans & Doh, 2012) propose that motivation is a mental procedure through which unsatisfied needs or needs lead to drives that are focused on objectives or motivators, henceforth, an individual with an unsatisfied need will attempt objective guided conduct to fulfill the need. Along these lines, as a mental procedure by which representatives set objectives to accomplish their fluctuated needs, associations ought to give different methods for guaranteeing that employees' individual objectives are accomplished with the goal that they can contribute towards accomplishing the hierarchical objectives.

Motivation at work can happen in two different ways. Extrinsic motivation is alludes to what is done to and for individuals to spur them. It emerges when the executives gives such awards as expanded compensation, applause or advancements (Armstrong, A Handbook of Human Resources Management Practice, 2006). Likewise, extrinsic motivation is a conduct that is affected by outside remunerations. Recognition or positive criticism, cash, and the nonattendance of discipline are instances of extrinsic motivation (Deci, 1980). Intrinsic motivation is gotten from the substance of the activity. It very well may be portrayed as the procedure of motivation by the work itself to the extent that it fulfills individuals' needs or possibly drives individuals' to expect that their objectives will be accomplished. Intrinsic motivation is self-produced in that individuals look for the kind of work that fulfills them. The variables influencing intrinsic motivation incorporate obligation (sentiment of the work is significant and having authority over one's own assets, opportunity to act, degree to utilize and create aptitudes and capacities,

fascinating and testing work and open doors for progression (Armstrong, A Handbook of Human Resources Management Practice, 2006).

### **2.1.1 Recognition**

Recognition is the most significant and powerful motivations for improved execution. As per (Ricks, Glinn , & Daughtrey, 1995) perceiving self-roused, self-guided and profoundly beneficial individual will empower and support the continuation and advancement of the above highlights in the workers which will resultant set for a model for others to pursue. In any case, recognition is the energy about execution by the association of a demonstration done by the colleague. Recognition has two fundamental objectives: right off the bat is to energize the workers or group to rehash or proceed with the conduct and besides is to urge different representatives to do likewise.

Ordinary articulation of gratefulness from top administration may urge a representative to arrive at a vital objective which is the sole duty of supervisors to commend their workers. (Branham, 2005) recommended that, the recognition must be earnest, certified and in convenient way. He included that, when representatives are given acknowledgment, the board of associations will satisfy their worker's needs, by inspiration them to improve and proceed with their difficult work. Interestingly, (Nelson, 1996) found that, absence of acknowledgment and recognition were the most huge reasons why individuals left for their occupations.

### **2.1.2 Flexible Scheduling**

Employees can concentrate on at the quantity of jobs in focused workplaces these days so as to make a sound work life balance. The meaning of adaptability has been examined from various point of view. Adaptability can improve flexibility, this capacity is reasonable for changing client by basically changing its property and ready to have rearrangement as a result of the innovation (Arge, 2005).

Innovation, economy and social way of life in conditions have brought the pattern of flexible working time in the association. Past research had expressed that expanded remaining burden by organization had caused worker individual and family issue (Mary & Chris, 1998). Particularly for office women, they ought to have balance in their life among work and obligation to the family (Smith, 1993). After the adaption of flexible working hour plan, youngsters will be more the protected on security and instruction

(Cook, 1992). As of now, lady worker pregnant leave in the open area had been stretched out from ninety days to most extreme five years by Malaysian Government.

Beginning from first May 1998, Federal Territory of Kuala Lumpur has complete working calendar with adaptable and named by Staggered Working Hours (SWH). Purpose for of this move is to improve nature of administration and spread the length of the administration to open. This is a substantial strategy to grow the profitability without procuring an enormous measure of work power to finish the undertakings (Cushway, 1994).

Researcher has talked about three general classifications of adaptable work game plan that are flexi-time that bring encourage in booking, tele-homeworking that encourage in area and low maintenance that encourage long of the work. These game plans ready to receive separately and/or consolidated (Possenried & Plantenga, 2011).

### **2.1.3 Working Environment**

A Superior, strong, appealing and security working condition could carry loads of advantage to the association. Those advantages are association could draw in bunches of handy and information representatives, increment the maintenance or even limit the turnover rate in the association, and keep up the solid workforce of workers. Besides, a prevalent, strong, appealing and wellbeing working condition could empower sound representatives to perform compelling and productivity, utilizing their abilities and information with different assets to expand the job performance.

As indicated by (Tripathi, 2014), the workplace can be characterized as nature in which individuals work that incorporate physical setting, work profile, culture and economic situation. Every angle is bury connected and impacts on employees by and large execution and efficiency. It is the nature of the employees' working environment condition that most effects on their degree of inspiration in this manner execution. (Spector, 1997) saw that workplace comprises of wellbeing to representatives, employer stability, great association with collaborators, acknowledgment for good execution, inspiration for performing admirably and support in the basic leadership procedure of the firm. He further expounded that once workers understand that the firm thinks of them as significant, they will have elevated level of responsibility and a feeling of unwaveringness for their association. Working condition is the total of the

interrelationship that exists inside the representatives and the earth wherein representatives work.

Working environment can be independent into two segments which are physical and social. As per (McCoy & Evans, 2005), physical workplace is assuming a significant job to the association and employees. A decent association that solid physical work space could assist employees with increasing their relationship and system inside the working environment. (Vischer, 2007) expressed that the employees could perform with their full vitality and consideration by having a decent workplace. Moreover, the social condition comprise part that how of the employees could speak with one another well and the aftereffect of how the earth of office could influence the worker's conduct.

#### **2.1.4 Training**

Training is significant potential inspirations which can give present moment and long haul benefits for worker and associations. It is on the grounds that preparation is planned and means to assist worker with procuring and upgrades their activity information, abilities and frames of mind towards the objective setting of association. It is valuable to improve worker spirit and quality, in this way it can diminish cost of creation, turnover rate, and improve employee duty that connected to the opportunity for additional prize and advancement.

Training is characterized as the planned program to alter worker conduct for the improvement of employee capacities, aptitudes and information applicable to work successfully (Gordon, 1992). Training is portrayed as the learning procedure which ready to brief change worker capacity for the productivity and adequacy on work execution (DeCenzo & Robbins, 2000). In any case, training must be plan appropriately so as to powerful improve or upgrade worker mentalities, information, aptitudes and social conduct. As indicated by (Robert , 2006), preparing and improvement is an extra switch for upgrading commitment and duty of workers. For new contracts, preparing typically starts with direction. Direction introduces a few significant chances – including clarifying compensation, work calendars and friends approaches. (Chew & Chan, 2008) referenced that preparation and profession improvement when incorporated with pay for information plan results to expanded persuasive and a higher promise to work and association.

To put it plainly, training is attempted to improve worker present or future execution. It is basic for both bizarre and present employees (Ivancevich, 2010). Moreover, training can give rule to the ideal conduct of employee toward the association objectives. Training is pertinent with present place of employment aptitudes and capacities just as having a present direction to assist workers with acing their capacities and abilities.

Two kinds of training strategies can be utilized for training and development abilities for employees which are work preparing during work time and occupation preparing during off time. Occupation preparing during work time might be directed during the ordinary working hour and setting. It includes the instructing, tutoring and training by experienced mentors or worker in the association (Armstrong, A Handbook of Personnel Management Practices, 1995). Job training during off time is directed by sending employees from their conventional activity degree and workplaces, for example, gatherings and pretending. Along these lines, worker can place full fixation in the training and expedite better impact representative employment execution.

### **2.1.5 Financial Rewards**

Financial reward is the prize that assess by execution, for example, compensation, tip and stipend. As indicated by (Ajila & Abiola, 2004), a person to be persuaded in working environment should initially have needs, subsequently various representatives have their own need of remunerations. (Lauver & Kristof-Brwon, 2001) expressed that employees have with physiological, wellbeing and social needs are adequate to satisfy with outer financial reward, for example, money. Furthermore, external financial rewards can be partitions into execution and participation based pay. Execution based remuneration, for example, pay and impetus is connected legitimately to execution after assessment. Participation based pay likewise called incidental advantages is a roundabout technique for pay that distributing reward dependent on the expansion of worker status or training. It is likewise employee advantages in different type of money pay (Armstrong, A Handbook of Human Resources Management Practice, 2006).

## **2.2 Organizational Commitment**

Commitment is the bond employees' involvement in their association. Extensively, workers who are focused on their association for the most part feel an

association with their association, feel that they fit in and, feel they comprehend the objectives of the association. The additional estimation of such employees is that they will in general be progressively decided in their work, show moderately high profitability and are increasingly proactive in offering their help.

(Salancik, 1977) characterized commitment as a condition of being the place an individual is bound by his/her activities to support exercises where he/she is included. (Scholl, 1981) characterized commitment as an inward power that keeps up conduct conditions when value conditions are neglected while (Oliver, 1990) thinks about commitment as one's tendency to act in an offered manner to accomplish a given objective. As per (Mowday, Steers, & Porter, 1979) referred to by (Price, 2011), organizational commitment alludes to the level of contribution and ID that employees have with their association esteems, strategic objectives. This implies employee commitment is the craving that employees need to remain in an association by having certainty with its qualities and destinations. (Armstrong, Handbook of Human Resource Management Practice, 2012) underscores that employee commitment is the dependability and connection that workers have in an association and it is related with their sentiments about the establishment. In this way, commitment means both the conduct propensities and the sentiments that workers have towards an association.

As indicated by (O'Reilly & Chatman, 1986) referred to by (Dockel , 2003), organizational commitment can be classified into; consistence which is worried about association for certain extraneous needs, ID worried about connection dependent on want for alliance with the association and disguise responsibility that depends on harmoniousness between the individual and hierarchical needs. (Allen & Meyer, The measurement and antecedents of affective, continuance, and normative commitment to the organization, 1990), referred to by (Price, 2011) then again proposed three segments of commitment; affective commitment worried about passionate connection with the association, continuance commitment worried about dread of expenses related with leaving the association and normative commitment dependent on a sentiment of commitment to proceed with business.

Affective commitment alludes to the enthusiastic connection that a representative has in an association (Price, 2011). It is the degree at which employees acknowledge to be individuals from an association. As indicated by (Rhoades, Eisenberger, & Armeli, 2001), emotionally dedicated workers are believed to have a feeling of distinguishing proof and

having a place and this spurs them to build their cooperation in the exercises of an association. Moreover, affective commitment makes workers to have ability to meet the objectives of an association just as the craving to remain in the association. Beck and Wilson (2000) note that authoritative individuals who have a full of feeling level of duty have an aching to stay in the association since they see their qualities and objectives to be compatible with those of the association. As per (Allen & Meyer, Affective, continuance, and normative commitment to the organization: An examination of construct validity, 1996) workers with solid affective commitment would be persuaded to elevated levels of execution and make more important commitments than employees who communicated duration and regularizing duty. This happens attributable to the way that the worker recognizes and partner himself/herself with each part of the association.

(Allen & Meyer, Affective, continuance, and normative commitment to the organization: An examination of construct validity, 1996), referred to by (Lee, 2010) characterize continuance commitment as the employee consciousness of the costs that are connected with withdrawing the association. This implies continuance commitment is the energy to stay in an association because of the individual speculations which can't be moved. As per (Coetzee, 2005), continuance commitment is calculative in nature since it depends on a worker supposition by gauging the dangers and expenses related with leaving an association. It is fixated on an assessment of the financial advantages picked up by being related with the association.

As per (Meyer & Allen, 1997) referred to by (Lee, 2010) normative commitment is an inclination of commitment that an individual needs to proceed with the employment. It emerges from a worker commitments and individual qualities that the individual feels towards the association.

### **2.3 Job Performance**

In the first place, there are a few different ways to isolate performance which are worker performance and organizational performance (Otley, 1999). Employee performance is additionally orders by work execution. Otley is additionally expressed that the authoritative execution isn't just founded on the worker execution (job performance), yet it is likewise founded on the other factor, for example, working condition in association. Besides, an incredible worker is required also so as to make the association



achievement. As per ( Ramlall, 2008), employee's imagination, advancement and commitment are required so as to make the association achievement. As indicated by (Griffin, Welsh, & Moorhead, 1981), incredible worker's exhibition and the development of the profitability from the employee are significant also. It could bring a portion of the advantage like consistent the economy which means increment the ways of life, increment in compensations, increment the interest of the products accessible for utilization and so on.

In addition, work execution of more elevated level in the association is an indisputable to the representatives oneself (Hunter & Hunter, 1984). In any case, the association could enroll those representatives that satisfy the prerequisite or capacities so as to get a superior aftereffect of the association. Additionally, (Vroom, 1964) likewise expressed that the presentation of the workers depends on five variables which are information, experience, capacities, character and abilities.

Moreover, work execution can be isolated into process angle and result part of execution. Henceforth, it is a multi-dimensional idea (Borman & Motowidlo, Expanding the Criterion Domain to Include Elements of Contextual Performance, 1993). Procedure perspective alludes to the activity of employee in their activity undertaking and procedure of achieve their objective (Campbell, McHenry, & Wise, 1990). Execution is thinking about the particular conduct or activity of worker in playing out their activity scope toward the objective set by association. Result angle alludes to the consequence of employee conduct.

Additionally, performance can be measure by from viability that alludes to the result of performance or productivity that allude as the cost used to arrive at the result (Pritchard et al., 1992; Campbell et al., 1993). To improve association adequacy, there are two sorts of conduct that must be considered. In this manner, (Borman & Motowidlo, Expanding the Criterion Domain to Include Elements of Contextual Performance, 1993) referred to that exhibition of the assignments and relevant execution.

Task performance is alludes as worker's immediate or aberrant contribution during the time spent assembling products from crude material to completed merchandise, giving help and supporting association significant capacity (Borman and Motowidlo, 1997; Werner, 2000). To support representative inclusion, it ought to be connected to formal

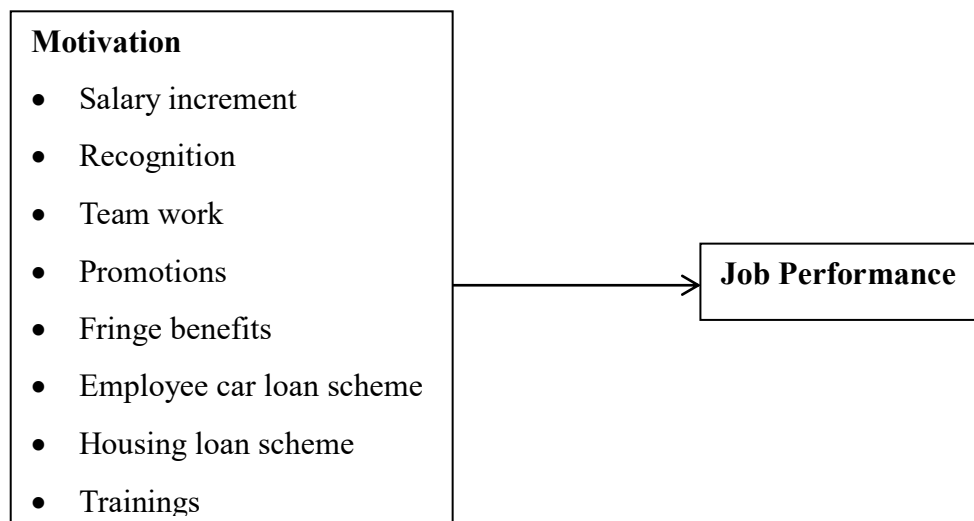
association reward framework. In this manner, representative needs to satisfy the necessity of association so as to acquire the prize.

Contextual performance is alludes to the representative backhanded exertion and impact to association capacities. It is significant in molding association culture, (Werner, 1994). Contextual performance can be isolated into relational help that ready to help associate, for example, participation and occupation devotion that alludes to employee self-inspiration, for example, self-control or adhere to the guidance of association or pioneer.

## 2.4 Previous Studies

In the part of previous studies, there are six research papers consisting of the relationship of motivational factors, organizational commitment and job performance from different fields. The conceptual frameworks of these papers are the following.

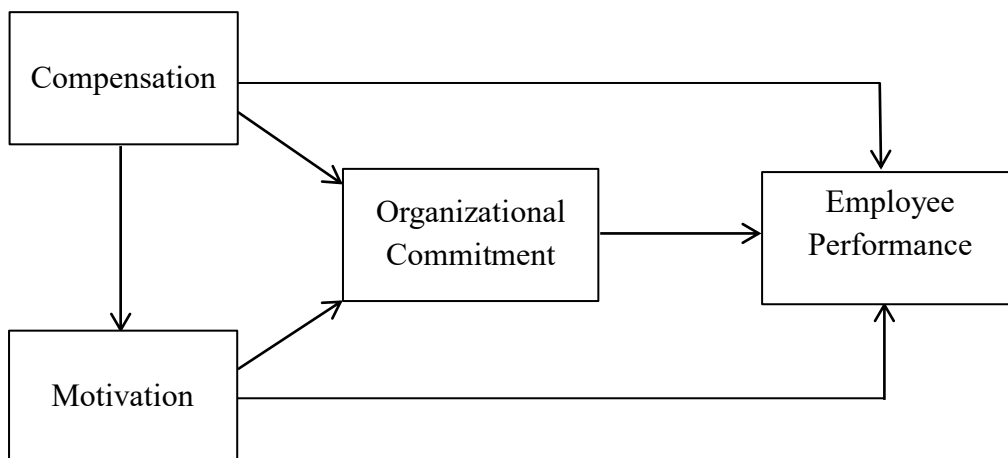
**Figure 2.1: Conceptual Framework of Buguza Massudi Mohamedi**



Source: Buguza Massudi Mohamedi (2013)

Buguza Massudi Mohamedi (2013) conducted a study on the effect of employee motivation on job performance. The purpose of his study was to analyze and determine the motivational package that influences the performance of employees at Tanzania Postal Bank. The bank achieved its corporate goals as well as employee job performance simply because the company was using extrinsic motivation package which covers periodic enhanced salaries to employees, fringe benefits, promotions, training, car and housing loan schemes and other intrinsic motivation such as recognition.

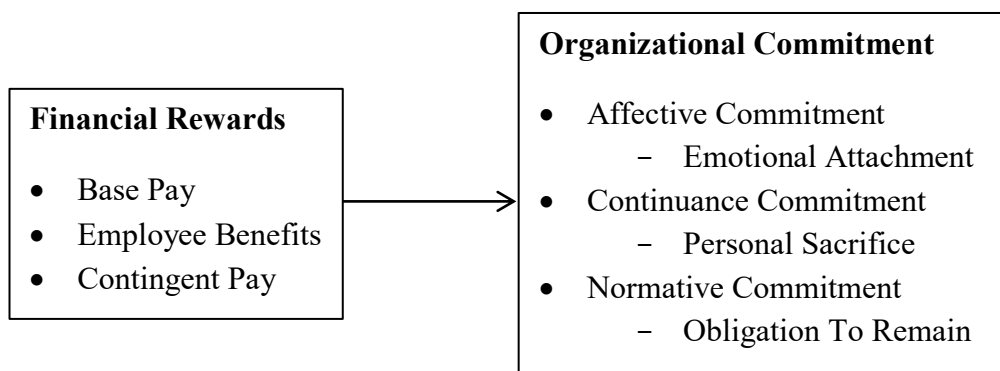
**Figure 2.2: Conceptual Framework of Muhamad Rizal**



Source: Muhamad Rizal (2014)

Muhamad Rizal (2014) did a research on the effect of compensation and motivation on organization commitment and then job performance of employees who work at Local Apparatus Work Unit at Local Revenue Management in Kendari City in Indonesia. The research revealed that compensation can improve employees' motivation raising their commitments which make their performance. The study mainly focused on the aspect of compensation and motivation on performance.

**Figure 2.3: Conceptual Framework of Isaack Korir**

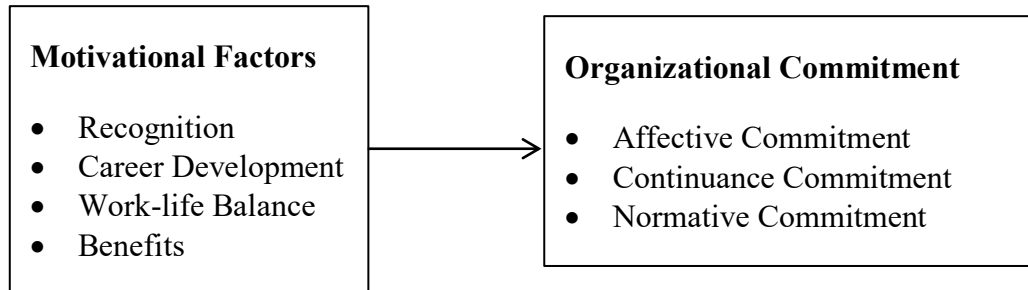


Source: Isaack Korir (2016)

Isaack Korir (2016) conducted a research on the effect of financial reward system on organizational commitment of employees in Universities in Nakuru County. The study aimed to determine the effect of financial rewards on organizational commitment. The

result from this study discovered that financial rewards had the positive and different significant levels effect on the commitments of employees.

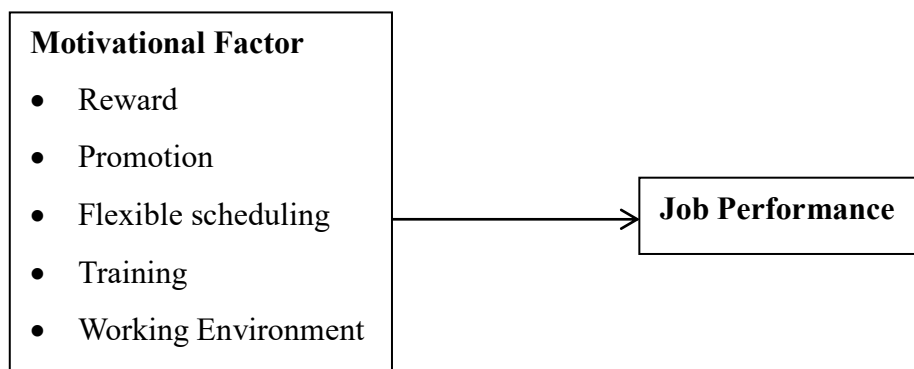
**Figure 2.4: Conceptual Framework of Yasmin Binti Mohamad Nor**



Source: Yasmin Binti Mohamad Nor (2011)

Yasmin Binti Mohamad Nor (2011) researched on the motivations and the commitment of employees in the oil and gas industry in Malaysia. The objective of the research was to identify the motivational factors towards being more committed and loyal to the organization and to add value to body of knowledge to prove that motivational factors play eminent role in increasing employee commitment. From these findings, it also revealed that there was a significant relationship between the motivational factors and the organizational commitment.

**Figure 2.5: Conceptual Framework of Chin Mei Ching**

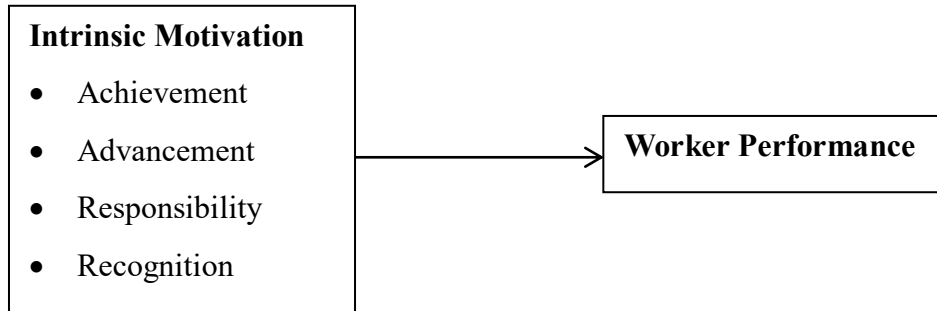


Source: Chin Mei Ching (2016)

Chin Mei Ching (2016) conducted a research on the roles of motivation on employee performance at Prudential Assurance Company in Malaysia. This research was useful for the improvement of insurance industry as it could help the organization to deal with better reward systems. It found that motivational packages available to employees in the company were largely inadequate. Hostile environment within the company were not

promoting efficient work. Since workers were found to be poorly motivated, this resulted into poor attitude towards work, lateness to work, absenteeism and indiscipline hence poor job performance.

**Figure 2.6: Conceptual Framework of Opu Stella**



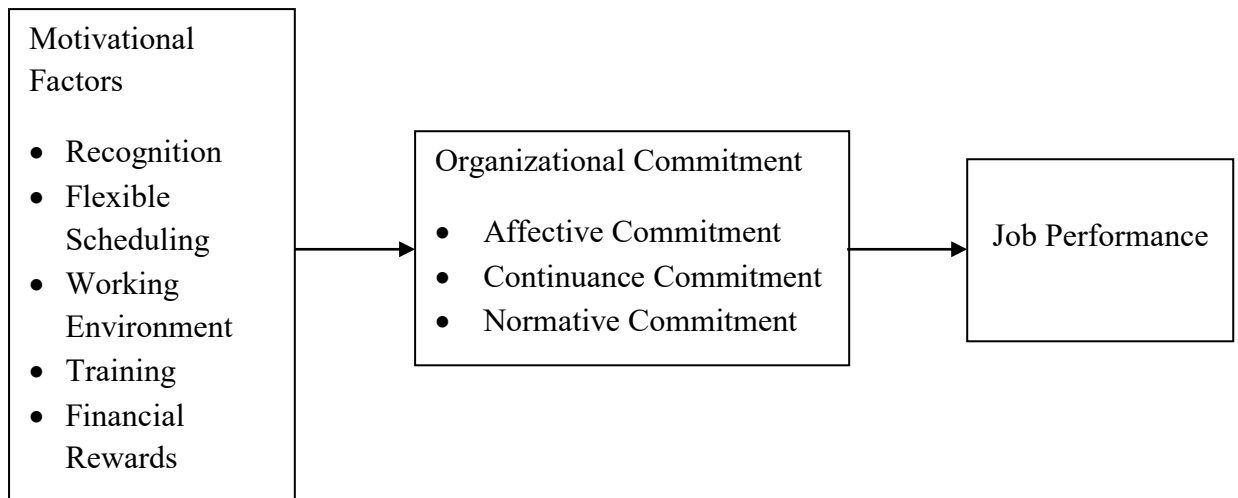
Source Opu Stella (2008)

Opu Stella (2008) did a research focusing on motivation measures and improving workers performance in Kitgum district in Uganda. This found that, workers were not performing well in Kitgum district because salaries and allowances at the district were very inadequate and not able to meet people’s basic needs. Team work was not there between managers and subordinates which also hindering good performance. However, intrinsic motivators such as achievement, advancement, responsibility and recognition were identified to be well expressed in the district.

## **2.5 Conceptual Framework of the Study**

According to the above literature and results from the prior research, the following conceptual model is developed for this study. Organizational commitment has been regarded as a fundamental determinant of employee motivation. The effects of organizational commitment on job performance have been identified. The framework shows how motivational factors have effects on the organizational commitment on job performance. The conceptual framework for this study is given in Figure 2.7.

**Figure 2.7: Conceptual Framework of the Study**



Source: Own Compilation, October (2019)

In a framework, three major parts are included. These are motivational factors, organizational commitment and job performance. The first part is motivational factors consisting of recognition, flexible scheduling, working environment, training and financial rewards. The second part is organizational commitment and the third part is job performance. Employee motivation was measured by a five motivational factors.

## **CHAPTER 3**

### **PROFILE AND MOTIVATION PROGRAM OF PYI WAI SHAN GEMS CO., LTD**

This chapter introduces the profile of Pyi Wai Shan Co., Ltd including its vision, mission, values and organization structure. It also presents the motivation program of the human resources management, the research design, target population and data collection procedures of Pyi Wai Shan Co., Ltd.

#### **3.1 Profile of Pyi Wai Shan Gems Co., Ltd**

Established in 2003 Pyi Wai Shan Group of Companies is one of the main Myanmar organizations in pearls and gems, precious stones and goldsmith processing plant and it is 100 percent claimed by Myanmar resident. The reason for foundation is to give their clients both neighborhood and worldwide with the amazing nature of pearls and adornments. In just barely any long periods of its initiation the organization has immovably settled itself in significant adornments market and gem assortment fabricating with two sorts of generation; customary technique and motorized strategy, was established and turned into the profitable producer.

Pyi Wai Shan is additionally one of the outstanding makers and creates fine adornments with assortment of popular plans with unlimited quality at a focused cost and circulates through its channels discount and retail showcase. Pyi Wai Shan Gems Co., Ltd is arranged in 30-C Thanlwin and Inya Road, Bahan, Yangon 11201, Myanmar and its shops are situated at Yuzana Plaza and Taw Win Center.

Alongside a vigorous worker base, the organization has created best in class processing plants outfitted with the most recent mechanical aptitudes. To guarantee sheltered, agreeable and top notch adornments items, the institutionalized strategies are under the cautious and precise administration of all offices with refined machines, systems and development. Upheld by more than 153 representatives, a tremendous assembling unit furnished with all the cutting edge innovations Pyi Wai Shan adornments always endeavors to accomplish the best harmony between worth, yield and make. It

centers around conveying unrivaled quality precious stone gems through profoundly effective production network from mines to showcase.

Pyi Wai Shan bunch is serving to a heap of client base comprising of top retail marks in the business. Organization exceeds expectations in the profound comprehension of the diverse gems markets, needs and inclinations of the clients in this way serving them giving the best suits. For any gold and adornments items that are purchased from Pyi Wai Shan, clients can sell these items back to exchange or trade with other gold and gems items whenever with the market cost of the day. They mean to collaborate effectively with its clients to make unrivaled estimation of items and administrations.

### **3.1.1 Vision, Mission and Values of Pyi Wai Shan Gems Co., Ltd**

The vision of the company is as to get one of the most perceived "reasonable extravagance" adornments brands around the world. The organization consistently puts most extreme exertion to get the clients' fulfillment through the accompanying statement of purpose.

The company has the mission statement as to give gems items one of a kind structures, administrations and arrangements of the highest caliber and convey more an incentive to our clients that win their regard and dependability.

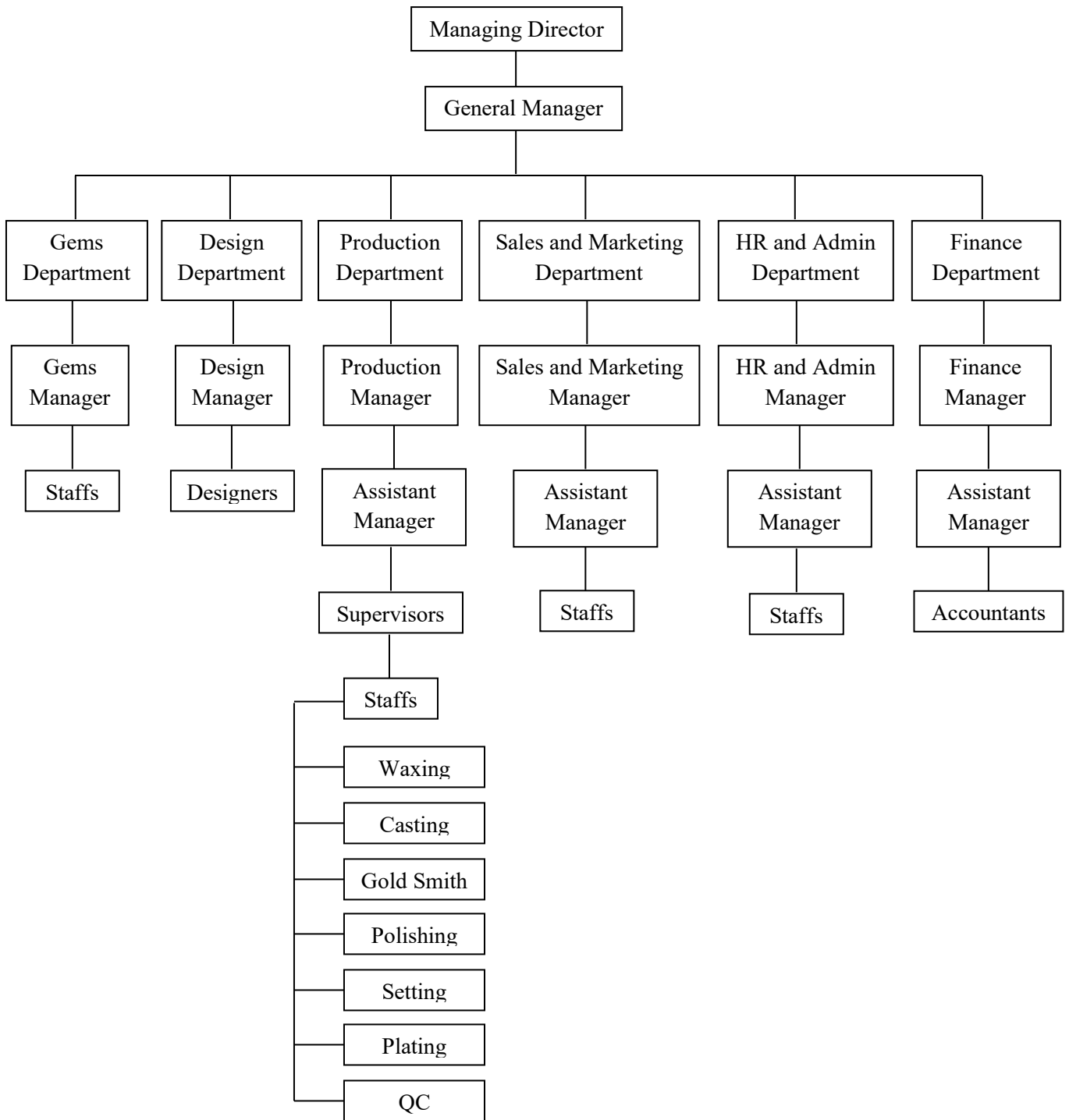
The core values of the company are accountability, integrity, reputation, teamwork and social responsibility.

### **3.1.2 Organization Structure of Pyi Wai Shan Gems Co., Ltd**

An organization structure explains how authority and responsibility flows from one head to other. In Pyi Wai Shan Gems Co., Ltd, managing director is at the top level. The organization mainly has six departments such as Gems Department, Design Department, Production Department, Sales and Marketing Department, Human Resource and Admin Department and Finance Department. According to the Figure (3.1), the employees perform each job description under duties and responsibilities, rules and regulations of vision and mission of the organization. Under the leading of their managing director, they have managers, assistant managers, supervisors and staffs. There are total (153) employees in this company.



**Figure 3.1 Organization Structure of Pyi Wai Shan Gems Co., Ltd**



Source: Pyi Wai Shan Gems Co., Ltd, October (2019)

In the above organizational structure, the gems department has the least number of employees including a gem manager and three staffs only. The gems manager is a specialist gemologist who is very expert in the gems selection. This department performs investigating the gems market, classifying types of stones and gems from the gems market, identifying these types of stones and gems which are good or bad in quality, specifying the gems' sizes to composite of the jewelries and determining the value of stones and gems by using equipment such as magnifiers, microscopes, scales and other gem related equipment.

The only one who owns the company is the managing director and she is very skillful in creating jewelry designs. In designing, there are three kinds of designs and they are classic design, modernized design and customized design. So, the design department has to carry out drawing variety of jewelry designs which are very attractive by using the jewelry design software. Sometimes, this department brings about the designs which are ordered by the customers.

The production department is at the highest number of employees among all the departments. This department functions consists of seven sections that are waxing, casting, gold smith, polishing, setting, plating and checking QC. Under the management of production manager, all assistant manager, supervisors and staffs are well trained and do their duties and responsibilities with their production standards. Moreover, the production manager discusses and confirms the designs from the design department with the sales and marketing manager before making the processes. The assistant manager reports the daily production processes and issues from the supervisors to the production manager and solves together with supervisors and the production manager. And then, the supervisors have to examine the production processes.

Under the management of the sales and marketing manager, 10 marketing staffs, 17 sales staffs and 5 helpers are operating in the department. The tasks of sales and marketing department are research and development, advertising, pricing, distribution, customer service, sales and communications. The manager and assistant manager are trying to grow revenue, increase market share and contribute to the company growth. For wholesale, the department tries to get information about the customer needs, wants and market condition for matching with the suitable market.

The human resources and admin department's main duties are the recruitment and selection, the orientation for the new employees, preparing the training and motivation programs, managing the human resources policy, doing performance appraisal, constructing the company pay system, arranging the travelling and transportation and making the required documents for the relevant government offices. The assistant manager does the weekly reports about the employee issues and administrative problems to the manager.

The finance department is composed of one finance manager, one assistant manager and five accountants. This department has the responsibilities to prepare the financial budget reports quarterly and submit the managing director. It also controls the cash in, cash out, fixed assets, payroll for employees and financial control to avoid errors, fraud and theft.

### **3.2 Motivation Program of Pyi Wai Shan Gems Co., Ltd**

Pyi Wai Shan is now in progress effective and efficient HRM policies and procedures to motivate their employees. PWS creates an environment and policies and provides the incentives to stimulate employee motivation, commitment and performance. These incentives such as recognition, flexible scheduling, working environment, training and financial rewards are used for its employee in order to become highly motivated in their work.

#### **(a) Recognition**

The organization appreciates and recognizes their employee's effort by giving rewards and certificate for outstanding employees. The company also holds Employee Appreciation Ceremony annually for its employee to encourage with the aim of improving their performance. Additionally, the company organizes recognition rituals that are informal recognition as simple sometimes as saying appreciation and please, and having the opportunity to praise and encourage best efforts daily. For example, the superiors send their staffs the congratulatory email and make a commendation for a job well done. The management also arranges the promotions for the effective and efficient employees. Moreover, there are the catalogues of employees' success stories to brag about their achievement in the company's website.

**(b) Flexible Scheduling**

The working hour policies of the company are not too strict in workplace that employees are offered flexible work hours to have work-life balance. Flextime employees are given the opportunity to schedule their additional working hours from 05:00 a.m. to 09:00 p.m. with at least eight total working hours a day or hours given by company. There are two working shifts composed of day shift and night shift. The day shift starts from 05:00 a.m. to 01:00 p.m. and the night shift begins from 01:00 p.m. to 09:00 p.m. The company also gives the employees to take vacation time for prioritizing work-life balance, yielding increased productivity and overall happiness in the workplace.

**(c) Working Environment**

The organization creates its working environment with mainly relationship with co-workers, managers and supervisors. In this working culture, all employees have to value and respect with each other and especially their superiors care and support the subordinates in doing the challenge tasks. The elements of physical working environment such as machinery and equipment, office layout, temperature, ventilation and lighting are fully supported to the employees by the company. It also provides the health insurance for all employees.

**(d) Training**

The training programs of Pyi Wai Shan consist of the orientation training, the operation trainings, the operation support trainings and English 4 skills training. Human Resources and Admin Department undertakes the orientation training on the first day of the job. The operation trainings such as assorting, designing, waxing, carting, doing goldsmith, polishing, setting, planning, QC and sale trainings are taught the new employees by their respective superiors. The employees from HR and Admin Department and Finance Department let to attend the conferences and seminars which are respective to their jobs. The company hires English teacher and train 2 days a week which is the normal class and advance class takes two hours each.

### **(e) Financial Rewards**

There is provision period for every new employee and it takes 3 months. The salary is paid in the first day of the month and minimum salary is 150,000 kyats. Before Thingyan, the annual one month bonus based on the salaries is given to the employees who work for Pyi Wan Shan at least one year. There are also allowances for commission and phone bills. The company also arranges ferries for the staff and cars for the managerial employees. In the future, it plans on opening a small food shop in Pyi Wai Shan compound.

### **3.3 Research Design**

This research objective is to analyze the effect of employee motivation on job performance of employees at Pyi Wai Shan Gems Co., Ltd. In this research, the unit of analysis is employees who are currently working in Pyi Wai Shan. This research is also carried out in quantitative research method. One of the methods to collect quantitative survey data is using self-administered questionnaire survey. Questionnaire survey has been applied because it is easy to conduct just distributing out of the questionnaires to the respondents and collect back them after they have answered the questions. Moreover, the data collected can be analyzed and compared easily because the questions stated in each questionnaire are standardized.

This study utilizes questionnaire as the research instrument. Questionnaire is developed with closed type questions and most of the questions are Likert-type 5 point scale. This questionnaire consists of four portions: demographic section, perception on motivational factors section, organizational commitment section and job performance section. Demographic part includes gender, age group, level of education, year of experiences, salary range, current working department and position.

Motivational factors section consists of five sub-sections and is organized with 25 question items; 5 questions for recognition, 5 questions for flexible scheduling, 5 questions for working environment, 5 questions for training and 5 questions for financial rewards for the company. In organizational commitment section, 5 questions for affective commitment, 5 questions for continuance commitment and 4 questions for normative commitment are developed. For the job performance of employees section, 10 question items of job performance are constituted. For all the questions exception from

demographic section, Likert type 5 point scale of (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree) are used to measure the employee's perception on the variables.

To collect data for survey, initial contact with Managing Director of Pyi Wai Shan Gems Co., Ltd was done for getting approval of conducting survey at this company. The purpose of questionnaire and requirement were explained to the Managing Director and respondents. It was explained to each respondents that the collected data will be remain absolutely confidential and used only for academic purpose.

For data analysis, both descriptive approach and analytic approach are practiced. In this study, firstly, in order to provide descriptive approach data of collected information on gender, age, level of education, year of experience, department and position of employees were entered into Microsoft Excel spreadsheet. This helped to identify measures of central tendency including mean and correlation between variables. Second, according to analytical approach, Statistical Package for the Social Sciences (SPSS) was used to analyze the effect of employee motivation on organizational commitment and the relationship between the organizational commitment and job performance of employees.

### **3.4 Reliability Test**

Measurements of reliability provide consistency in the measurement of variables. Cronbach's Alpha is the basic formula for determining reliability based on internal consistency. According to this survey results, the internal consistency reliability of data collected from 120 respondents for motivational factors, organizational commitment and job performance variables were shown in Table (3.1).

**Table 3.1 Reliability Test**

<b>Factors</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
<u>Motivational Factors</u>		
Recognition	5	0.914
Flexible Scheduling	5	0.916
Working Environment	5	0.914
Training	5	0.915
Financial Rewards	5	0.915
<u>Organizational Commitment</u>		
Affective Commitment	5	0.914
Continuance Commitment	5	0.915
Normative Commitment	4	0.914
Job Performance	10	0.914

Source: Survey Data, October (2019)

If Cronbach's Alpha value is high, then this suggests that all of the items are reliable and the entire test is internally consistent. If Cronbach's Alpha value is low, then at least one of the items is unreliable, and must be identified via item analysis procedure. Moreover, the Cronbach's Alpha standard minimum value is 0.7 and it means reliable as stated by (Nunnally, 1967) and (Malhotra, 2004). As shown in the Table (3.1), it is found that the five factors of motivational factors which are recognition, flexible scheduling, working environment, training and financial rewards have the Alpha values of above 0.7 and the Alpha values of organizational commitments and job performance also have above 0.7. Therefore, it can be interpreted that the items have relatively acceptable internal consistency and the questionnaire is valid and sufficiently reliable.

## **CHAPTER 4**

### **ANALAYSIS ON MOTIVATIONAL FACTORS, ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE OF PYI WAI SHAN CO., LTD**

In this chapter, it emphasizes the demographic profiles of respondents, the mean values of motivational factors, organizational commitment and job performance of Pyi Wai Shan Co., Ltd. It is also composed of the analysis of the effect of motivational factors on organizational commitment, and then the effect of organizational commitment on job performance of Pyi Wai Shan Co., Ltd. Finally, the results are presented to show the most effective motivational factors which are correlated with organizational commitment and job performance of employees.

#### **4.1 Demographic Profile of Respondents**

The target employees of the study are 120 respondents who are currently working under the Pyi Wai Shan Co., Ltd. There are a total of 153 employees at this company. The seven different questions were designed using nominal and interval scales to explore demographical profiles of the respondents. The demographic profiles of respondents are composed of gender, age, level of education, year of experiences, average salary, current department and current position. Questionnaires were distributed to 120 employees who took part in this study by using simple random sampling technique. The result of the analysis data on the demographic profile of respondents are described in terms of frequencies and percentages (%) in the following Table (4.1).



**Table 4.1 Profiles of Respondents**

No.	Demographic factors	Description	Frequencies	Percentages (%)
		Total	120	100.0
1.	Gender	Male	76	63.3
		Female	44	36.7
2.	Age group (Year)	18 – 35	86	71.7
		36 – 55	28	23.3
		56 and above	6	5.0
3.	Education Level	High School	38	31.7
		Diploma	6	5.0
		Bachelor	74	61.7
		Postgraduate (Master or Ph.D)	2	1.7
4.	Service Year in Current Company	Under 3 years	20	16.7
		3 years – 5 years	34	28.3
		Above 5 years	66	55.0
5.	Average Monthly Salary in MMK	150, 000 – 300, 000	74	61.7
		300, 001 – 450, 000	32	26.7
		450, 001 – 600, 000	6	5.0
		600, 001 – 750, 000	6	5.0
		750, 001 & above	2	1.7
6.	Department	Gems	4	3.3
		Design	8	6.7
		Production	46	38.3
		Sales and Marketing	32	26.7
		Human Resources and Admin	23	19.2
		Finance	7	5.8
7.	Position	Managers	8	6.7
		Assistance Managers	4	3.3
		Supervisors	3	2.5
		Designers	7	5.8
		Accountants	5	4.2
		Staffs	93	77.5

Source: Survey Data, October (2019)

According to Table (4.1), 63.3% of the respondents are male and the rest 36.7% are female. The range of age is that 71.7% represents from 18 to 35 years old, 23.3% shows the age from 36 to 55 years and 5% is above 56 years old in the company.

Among the respondents, the group with education level of bachelor degree holders represents the largest amount 61.7%. The group with high school level is 31.7%, diploma holders are 5% and the rest 1.7% are postgraduate degree holders (Master or PhD).

As Pyi Wai Shan was founded in the beginning of 2003, most of the employees are above 5 service years and only 16.7% of the employees are under 3 service years. And then, the rest 28.3% are within from 3 to 5 service years.

There are only 2 employees who get 750,001 kyats and above and most of them get from 150,000 to 300,000 kyats and the percentage is 61.7. The employees who get salary from 300,001 to 450,000 kyats are 26.7 percent. Those who get from 450,001 to 600,000 kyats and from 600,001 to 750,000 kyats are 5% each.

There are altogether 120 employees from office and shop and the largest number of employees is production department and the percentage is 38.3. The gems department has only 4 employees representing 3.3%, design department is 6.7%, sales and marketing department is 26.7%, human resources and admin department is 19.2% and finance department is 5.8% of the total 120 employees who respond the survey.

There are only 8 employees who are the manager level and the percentage is 6.7. The four employees are assistant managers showing 3.3% and there are three supervisors in the production department expressing 2.5%. The percentage of designer and accountant employees are 5.8% and 4.2%. The remaining employees are all staff level representing 77.5% and the staff level employees are the highest numbers of the total 120 respondents.

From the survey result, it can be seen that the male genders are more than the female genders because this company's main operation is goldsmith operation which is not suitable for almost female genders according to their traditional opinions. Secondly, the production of the company needs the younger age group so the age group (18-25) is higher than others. Thirdly, the reason of the bachelor educational level group which is greater numbers than the other educational groups is that some bachelor degree holders from the production department have an interest in waxing, casting, gold smith, polishing, setting, plating and QC and it also includes all office employees who obtain the bachelor degree. Fourthly, there are most employees who are above 5 service years in the company and that is because Pyi Wai Shan is standing longer for about 16 years in Myanmar gems and jewelry market. Fifthly, most employees get the average monthly salary in MMK

from 150,000 to 300,000 because their incentives are not only the salary but also the other motivating facilities and development providing from the company. Sixthly, the cause of the largest quantity of employees in the production department is that the management assumes the company's major earning operation is the production and there is nothing to do if the production is stopped in troubles. Finally, the staff position numbers are higher than other position numbers due to the largest quantities of operation staffs in the organization.

## 4.2 Employee Perception on Motivational Factors

In this section, the employees' perceptions on motivational factors provided by Pyi Wai Shan together with the mean tables are explored. The five motivational factors are recognition, flexible scheduling, working environment, training and financial rewards. The data and information collected through the survey questionnaires from the participants will be worked out in this section. This section is to examine the extent of the mean and standard deviation of the five factors which can be seen in the following Table charts. In the structured questionnaire, 5 points Likert Scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree) is used in order to find out the results.

### (a) Employee Perception on Recognition

The first factor of motivational factors is recognition that is one of the intrinsic rewards. In order to see the employees' perceptions on recognition, this survey questionnaire is constructed with five questions which are concerned recognition factor. Table 4.2 shows the employees' perception on recognition of Pyi Wai Shan Co., Ltd.

**Table 4.2 Employee Perception on Recognition**

No.	Statement	Mean Value	Standard Deviation
1.	Giving for creative suggestions	3.82	0.91
2.	Thanking for a job well done	3.61	0.77
3.	Acknowledging recognition through performance	3.61	0.89
4.	Local recognition events (e.g, Annual Dinner)	3.48	0.93
5.	Feeling appreciated and recognized when achieving or completing a task	3.77	0.94
Overall Mean		3.66	

Source: Survey Data, October (2019)

According to the above data, the highest mean score is 3.82 meaning that most of the respondents are highly affected by the recognition which gives for creative suggestions to improve their performance. This is because the employees' perception accepts and enjoys the recognition of their working environment to share their creative ideas. The lowest mean score 3.48 is the local recognition events (e.g, Annual Dinner) pointing out that there are least influence among the other statements for most of the respondents to motivate them. The reason of the local recognition events is that they think these events spend their spare time and they also more prefer to hold the individual recognition events. The overall mean score of recognition factor is greater than standard norm mean 3.0 and it is 3.66 indicating that the company takes cares its employees and recognizes their efforts and performance and the most of the employees are satisfied.

**(b) Employee Perception on Flexible Scheduling**

The second factor of motivational factors is flexible scheduling that is one of the important factors nowadays. In order to see the employees' perceptions on flexible scheduling, this survey questionnaire is built with five questions which are related to flexible scheduling factor. The following Table 4.3 illustrates that the employees' perception on flexible scheduling of Pyi Wai Shan Co., Ltd.

**Table 4.3 Employee Perception on Flexible Scheduling**

No.	Statement	Mean Value	Standard Deviation
1.	Preferring flexible working hours	3.79	0.89
2.	Motivating to be more efficient	3.44	0.84
3.	Providing a relaxing/adaptable working environment	3.66	0.91
4.	Allowing to have autonomy	3.48	0.85
5.	Having flexibility in work to have work-life balance	3.67	0.80
Overall Mean		3.61	

Source: Survey Data, October (2019)

As the above results, the highest mean score 3.79 is the preferring flexible working hours and it can be interpreted that most of the respondents prefer the flexible working hours rather than the fixed working hours. The cause is that they make sure the flexible working hours is necessary in their life to give more time to their families and take other personal activities' time. The lowest mean score 3.44 is the flexible working

hours motivating to be more efficient pointing out that there are less influence on the respondents than the other statements and there are slightly needs to adjust the flexible working hours to be more efficient. Therefore, the company should create the situations that their capabilities are still requiring for being able to arrange their jobs and flexible working hours. The overall mean score of flexible scheduling factor is greater than standard norm mean 3.0 and it is 3.61 indicating that the company supports the flexible working hours for their personal needs and most of the employees agree this flexibility in work.

**(c) Employee Perception on Working Environment**

The third factor of motivational factors is working environment that is one of the essential factors for all employees for every working day. This survey questionnaire consists of five statements which are focused on working environment factor to see the employees’ perceptions on working environment. These survey results are shown in the following table.

**Table 4.4 Employee Perception on Working Environment**

No.	Statement	Mean Value	Standard Deviation
1.	Challenging tasks to enhance knowledge and creativity	3.81	0.87
2.	Satisfying with the working condition	3.56	0.86
3.	Understanding the importance to value and respect colleague	3.73	0.76
4.	Bringing positive changes	3.63	0.79
5.	Encouraging and guiding the work by the superiors	3.68	0.83
Overall Mean		3.68	

Source: Survey Data, October (2019)

According to Table (4.4), the challenging tasks to enhance knowledge and creativity gets the largest mean scores 3.81 and it can be explained that most of the respondents like the working environment in doing the challenging tasks to develop their knowledge and creativity. The consideration of their perception is that they enjoy doing the challenging tasks in this company for their ability improvement. The smallest mean score 3.56 is the satisfying with the working condition figuring out that they are satisfied with the working condition in their work place and their working layouts are good. Since they are convenient in their working conditions, the company has provided the essential

facilities and equipment for them. The total average mean score of working environment factor is higher than standard norm mean 3.0 and it is 3.68 meaning that the company structures the good working environment for the employees and most of the employees enjoy in this working condition.

**(d) Employee Perception on Training**

The fourth factor of motivational factors is training that is also one of the necessary factors for all employees to improve their job performance. This survey questionnaire is composed of five items which are emphasized on training factor to see the employees’ perceptions on training. These survey results are described in the following table.

**Table 4.5 Employee Perception on Training**

No.	Statement	Mean Value	Standard Deviation
1.	Having training opportunities to learn and enhance knowledge	3.64	0.79
2.	Carrying out with minimum mistakes after training tasks	3.77	0.75
3.	Improving decision-making skills	3.63	0.74
4.	Having been trained with all skills that are needed to perform job	3.61	0.66
5.	Meeting the needs of job	3.81	0.78
Overall Mean		3.69	

Source: Survey Data, October (2019)

Regarding to Table (4.5), the meeting the needs of job obtains the largest mean scores 3.81 and it can be concluded that the given training strongly meets the needs of the respective jobs of the mostly respondents. The inferences of the training are that the management can support their job requirements and they can contribute to the organizational goals. The smallest mean score is 3.61 indicating that most of the new or old employees have been trained their needed or up-to-date skills to perform their jobs well. The essence of this smallest mean score is that they can learn from the given training to carry out their jobs with almost skills which are more effective and efficient. The total average mean score of training factor is higher than standard norm mean 3.0 and it is 3.69 indicating that the company supplies the effective trainings for the employees to

improve their knowledge and skills which are predominant their job performance and most of the employees are influenced.

**(e) Employee Perception on Financial Rewards**

The fifth factor of motivational factors is financial rewards that are one of the extrinsic rewards. This survey questionnaire contains five items which are related to financial rewards factor to see the employees’ perceptions on financial rewards. These survey results are described in the following table.

**Table 4.6 Employee Perception on Financial Rewards**

No.	Statement	Mean Value	Standard Deviation
1.	Financial rewards (salary, bonus and other perks) increasing motivation at work place	3.81	0.84
2.	Satisfying with the company pay structure	3.34	0.91
3.	Rewards of performance	3.86	0.84
4.	Allowance	3.64	0.91
5.	Performance appraisal	3.83	0.75
Overall Mean		3.70	

Source: Survey Data, October (2019)

According to Table (4.6), the rewards of performance obtains the highest mean scores 3.86 and it can be interpreted that the rewards strongly affect the performance of the mostly respondents. This is because they understand that the rewards should be paid based on their performance. And then, they also believe the management awards them the prizes corresponding with their performance appraisals. The lowest mean score 3.34 is the satisfying with the company pay structure indicating that the satisfaction of the most of the employees about the company pay structure has some effect and the company requires to reconsider. Due to having less trust in the payment method of the management, there is less satisfaction in their mind. Besides, they think this payment method is not systematic in reality. The total average mean score of training factor is higher than standard norm mean 3.0 and it is 3.70 concluding that the company provides the financial rewards for all employees based on their performance to have the motivation at work place and most of the employees are satisfied with these rewards.

### 4.3 Organizational Commitment of Employees

The organizational commitment of this section is analyzed in three different components; affective, continuous and normative commitment. The following tables consist of means and standard deviations for organizational commitment together with detail questions for the survey.

**Table 4.7 Affective Commitment**

No:	Statement	Mean Value	Standard Deviation
1.	Being happy to spend the rest of career with this organization	3.57	0.82
2.	Considering the organization as part of family	3.73	0.86
3.	Feeling “Emotionally attached” to this organization	3.70	0.68
4.	Feeling this organization’s problems as own	3.65	0.84
5.	A great deal of personal meaning	3.64	0.81
Overall Mean		3.66	

Source: Survey Data, October (2019)

Regarding to Table (4.7), the largest mean score 3.73 indicates that most of the employees recognize the company as a part of their family. The organization makes sure to develop and upgrade their capabilities, careers and life. Moreover, the organization treats well, supports and helps in other personal cases. Therefore, they feel the organization is the membership of their families. The management should continue to preserve and promote them for the long term. The mostly employees have positive emotionally linked with the company since the second largest mean score is 3.70. The overall mean score is 3.66 and it can be concluded that most of the employees with affective commitment to Pyi Wai Shan are doing their job.



**Table 4.8 Continuance Commitment**

No:	Statement	Mean Value	Standard Deviation
1.	Staying with the organization for necessity rather than desire	3.58	0.78
2.	Difficulty to leave this organization right now	3.22	0.82
3.	Too few options to consider leaving this organization	3.10	0.81
4.	Too much disruption in life when deciding to leave the organization now	3.04	0.75
5.	Being the lack of available alternatives when leaving this organization	3.06	0.76
Overall Mean		3.20	

Source: Survey data, October (2019)

According to Table (4.8), the largest mean score 3.58 represents that some employees are now staying with their organization because of their necessity rather than desire. In this company, there are few employees for their compulsory matters because of no alternative choices to thrive their life. In other words, they will leave this organization if they find another better opportunities matching with them. Hence, the management should explore their needs and wants and support them. Then, it should prepare how to delegate their jobs if they suddenly resign. Since the second largest mean score is 3.22, the mostly employees would not be very hard to leave this company right now even if they wanted to it. Therefore, they do not think that there are too few options to consider leaving this organization and their life would be very disrupted if they decided to leave the company now. Moreover, they are also not feeling that one of the few negative consequences of leaving this organization would be the lack of available alternatives. The overall mean score is 3.20 and it can be pointed out that a few employees with continuance commitment to Pyi Wai Shan are doing their job.

**Table 4.9 Normative Commitment**

No:	Statement	Mean Value	Standard Deviation
1.	Being right to leave the organization now	3.39	0.70
2.	Not leaving the organization right now because of a sense of obligation to the people in it	3.57	0.67
3.	Deserving the loyalty for the organization	3.63	0.82
4.	Owing a great deal to the organization	3.70	0.68
Overall Mean		3.57	

Source: Survey Data, October (2019)

In the above Table (4.9), the highest mean score 3.70 reveals that most of the employees owe a great deal to the organization and staying with the organization is the right and moral things to do. By the reason of having happiness in their mind about the organization in performing their jobs, it becomes an appearance of the grateful to the company. Accordingly, the management should try these employees' normative commitment to reach the affective commitment. They believe that their faithfulness, obedience and honesty are worthy of this company since the second largest mean score is 3.63. The overall mean value is 3.57 and it can be concluded that some employees with normative commitment to Pyi Wai Shan are doing their job.

**Table 4.10 Organizational Commitment**

No.	Statement	Overall Mean Value
1.	Affective Commitment	3.66
2.	Continuance Commitment	3.20
3.	Normative Commitment	3.57

Source: Survey Data, October (2019)

In this above summary Table (4.10), the affective commitment gains the greatest overall mean value. It can be concluded that most of the employees commit to their company because they are satisfied and the organization bears in their mind as their part of family. The least affective commitment is the continuance commitment as there are the lowest numbers of employees who are now working in this organization for the reason of their individuals' needs. The employees who have the normative commitment owe a great

deal to the organization. In general, the employees have high the commitment on Pyi Wai Shan Co., Ltd because the overall mean values are higher than the average level.

**Table 4.11 Summary of Employee Perception on Motivational Factors**

No.	Statement	Overall Mean Value
1.	Recognition	3.66
2.	Flexible Scheduling	3.61
3.	Working Environment	3.68
4.	Training	3.69
5.	Financial Rewards	3.70

Source: Survey Data, October (2019)

In this above summary Table (4.11), the largest overall mean value factor is the financial rewards. It means that this financial rewards factor has the strongest dominance over the employees' perception. The least dominant factor is the flexible scheduling because its overall mean value is the smallest among these motivational factors. As all the values of the factors are greater than the average level, those all factors are affecting the employees and the company is really carrying out the development of the motivation program. And then, these motivational factors are significant for the organizational commitment of the company to achieve the higher job performance.

#### **4.4 Analysis on the Effect of Motivational Factors on Organizational Commitment of Employees**

In this analysis section, the effects of the motivational factors such as recognition, flexible scheduling, working environment, training and financial rewards (independent variables) on organizational commitment such as affective, continuance and normative commitments (dependent variables) at Pyi Wai Shan Co., Ltd will be analyzed by using Linear Regression Model. Regression analysis is applied to know by how much the independent variable motivational factors influence the dependent variables of organizational commitment.

#### 4.4.1 The Effect of Motivational Factors on Affective Commitment

The data and information collected through the survey questionnaires from the participants will be worked out in the Table 4.12 below.

**Table 4.12 The Effect of Motivational Factors on Affective Commitment**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.318	.287		1.108	.270	
Recognition	.053	.061	.069	.870	.386	1.848
Flexible Scheduling	-.076	.051	-.094	-1.494	.138	1.170
Working Environment	.264***	.078	.266	3.379	.001	1.839
Training	.319***	.070	.312	4.573	.000	1.385
Financial Rewards	.344***	.069	.366	4.965	.000	1.618
R	.785					
R Square	.616					
Adjusted R Square	.599					
F Value	36.623***					
Durbin-Watson	1.931					

Dependent Variable: Affective Commitment

Source: Survey Data, October (2019)

Note: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

As shown in Table 4.12, the specified model could explain that the unstandardized coefficient B values of working environment, training, financial rewards factors are 0.264 unit, 0.319 unit, 0.344 unit and the significant levels of these three factors are at 1% level (99% confidence level interval). It means that an increase in working environment, training and financial rewards by 1 unit each will lead to an increase in affective commitment by 0.264 unit, 0.319 unit and 0.344 unit respectively and there are positive relationship between these three factors and the affective commitment. Moreover, the standardized coefficient (Beta) has the value of 0.266 unit, 0.312 unit and 0.366 unit

indicating that the working environment, training and financial rewards had the contribution to increase affective commitment of respondents at Pyi Wai Shan. The t magnitudes in all factors are greater than 0 showing evidence against the null hypothesis that there is no significant difference. All VIF values stand below cut-off value 10 showing that there are no multicollinearity problems in this case and no correlations among independent variables (motivational factors).

Correlation coefficient (R) measure the linear relationship between two variables. R value is 0.785 which line between 0 and 1. So, it means that the level of motivational factors and the level of affective commitment responded by the participants are correlated. R Square (proportion of the variance in the criterion variable accounted by model) is 0.616 and adjusted R Square is 0.599 (59.9%) which is the variance of the independent variables and dependent variable. F value, the overall significant of the model, is highly significant at 1 % level so that this model is valid. There is no autocorrelation in sample because Durbin-Watson value is 1.931 which is closed to 2.

In overall this result, the main determinant of affective commitment is financial rewards variable although the model exhibits the three factors such as working environment, training and financial rewards which possess the high significant values. Therefore, the financial rewards factor among the other motivational factors has the most positive effect on the affective commitment of Pyi Wai Shan Co., Ltd.

Additionally, the significant factors for the employees who have the affective commitment are the working environment, the training and the financial rewards. For the working environment factor, it is because they feel that the good working environment especially team work can solve the organizational problems as their own. Then, the given trainings enhance their essential skills and abilities so they emotionally attached to this organization. Gradually, the most important financial rewards factor comes into existence that the company is considered as the part of their families.

#### **4.4.2 The Effect of Motivational Factors on Continuance Commitment**

The results from the regression between motivational factors and continuance commitment are expressed in the following Table 4.13.

**Table 4.13 The Effect of Motivational Factors on Continuance Commitment**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.392	.304		1.291	.199	
Recognition	.131**	.064	.189	2.030	.045	1.848
Flexible Scheduling	.162***	.054	.222	2.994	.003	1.170
Working Environment	.136	.083	.152	1.642	.103	1.839
Training	.115	.074	.126	1.558	.122	1.385
Financial Rewards	.222***	.073	.264	3.027	.003	1.618
R	.682					
R Square	.466					
Adjusted R Square	.442					
F Value	19.881***					
Durbin-Watson	2.002					

Dependent Variable: Continuance Commitment

Source: Survey Data, October (2019)

Note: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

The above model shown in Table (4.13) makes clear that the B values of flexible scheduling and financial rewards factors are 0.162 unit and 0.222 unit and then the significant levels of these two factors are at 1% level (99% confidence level interval). It means that an increase in flexible scheduling and financial rewards by 1 unit each will occur an increase in continuance commitment by 0.162 unit and 0.222 unit respectively and there are positive relationship between these two factors and the continuance commitment. Additionally, the B value of recognition is 0.131 unit and at 5% significant level interpreting that the continuance commitment are also raised by 0.131 unit when the recognition are raised by 1 unit and this independent variable is positively related with this dependent variable. Besides, the Beta has the value of 0.189 unit, 0.222 unit and 0.264 unit showing that the recognition, flexible scheduling and financial rewards had the contribution to increase continuance commitment of respondents at Pyi Wai Shan. The

value of t in all factors are higher than 0 describing evidence against the null hypothesis that there is no significant difference. The values of all VIF are lower than cut-off value 10 exhibiting that there are no multicollinearity problems in this study and no correlations among independent variables (motivational factors).

R value (the correlation between the observed value and the predicted value of criterion variable) is 0.682 which line between 0 and 1. Therefore, it refers that the level of motivational factors and the level of continuance commitment responded by the employees are correlated. This model is representing some extent about the variation of the continuance commitment of Pyi Wai Shan Co., Ltd since the value of R square is 0.466. And then, it is also illustrating 44.2% about the variance of dependent variable with independent variables. The overall significant of the model concerning F value is greatly significant at 1 % level. So, this model is said to be valid. It obtains Durbin-Watson value 2.002 which is very near 2 meaning that there is no autocorrelation in sample.

As regard the analysis data, the financial rewards variable is the major consideration of continuance commitment in spite of revealing the three factors such as recognition, flexible scheduling and financial rewards which have the significant values. Thus, the financial rewards factor among the other motivational factors has the most influence on the continuance commitment of Pyi Wai Shan Co., Ltd and this factor is also the main variable for the affective commitment already stated in Table (4.12).

Furthermore, the recognition factor is at 5% significant level for the continuance commitment of some employees because the recognition programs are pale for their satisfaction. Correspondingly, they may leave the company if they have better options in other companies. By the cause of the flexible scheduling, they are very hard to leave this organization right now, even if they wanted to resign. The most significant financial rewards factor makes them to stay in this company due to their needs rather than wants.

#### **4.4.3 The Effect of Motivational Factors on Normative Commitment**

The following Table (4.14) shows the relationship between the influencing motivational factors and the normative commitment of Pyi Wai Shan.

**Table 4.14 The Effect of Motivational Factors on Normative Commitment**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.620	.288		2.155	.033	
Recognition	.179***	.061	.256	2.934	.004	1.848
Flexible Scheduling	.032	.051	.044	.633	.528	1.170
Working Environment	.179**	.078	.198	2.276	.025	1.839
Training	.274***	.070	.296	3.916	.000	1.385
Financial Rewards	.138**	.070	.163	1.991	.049	1.618
R	.727					
R Square	.529					
Adjusted R Square	.508					
F Value	25.623***					
Durbin-Watson	1.976					

Dependent Variable: Normative Commitment

Source: Survey Data, October (2019)

Note: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

According to Table (4.14), it shows that the B values of recognition and training factors are 0.179 unit and 0.274 unit and then the significant levels of these two factors are at 1% level (99% confidence level interval). It means that an increase in recognition and training by 1 unit each will occur an increase in normative commitment by 0.179 unit and 0.274 unit respectively and there are positive relationship between these two factors and the normative commitment. Additionally, the B values of working environment and financial rewards are 0.179 unit and 0.138 unit when they are at 5% significant level. So, it refers that the normative commitment are increased by 0.179 unit and 0.138 unit respectively when the working environment and financial rewards are raised by 1 unit each and these independent variables are positively related with this dependent variable. Besides, the Beta has the values of 0.256 unit, 0.198 unit, 0.296 unit and 0.163 unit showing that the recognition, working environment, training and financial rewards had



the contribution to rise normative commitment of employees at Pyi Wai Shan. The t magnitudes in all variables are larger than 0 expressing evidence against the null hypothesis that there is no significant difference. All VIF values are smaller than cut-off value 10 revealing that there are no multicollinearity problems in this study and no correlations among independent variables (motivational factors).

R value (the correlation between the observed value and the predicted value of criterion variable) is 0.727 which line between 0 and 1. So, it means that the level of motivational factors and the level of normative commitment responded by the employees are correlated. R Square (proportion of the variance in the criterion variable accounted by model) is 0.529 and adjusted R Square is 0.508 (50.8%) which is the variance of the independent variables and dependent variable. F value, the overall significant of the model, is highly significant at 1 % level so that this model is valid. There is no autocorrelation in sample because Durbin-Watson value is 1.976 which is near to 2.

As regard the analysis data, the prime motivation of normative commitment is training variable despite showing the four factors such as recognition, working environment, training and financial rewards which have the significant values. Hence, the training factor among the other motivational factors has the most influence on the normative commitment of Pyi Wai Shan Co., Ltd.

In addition, the normative commitments of some employees are affected by the recognition, working environment, training and financial rewards. They do not feel it would be right to leave this organization now because of the supplying financial rewards which enrich them. Then, they have the senses of obligation to their colleagues since there is good working environment. They suppose this company has a certain value for their fealty due to the praise and recognition from the organization. They also greatly appreciate the company because this organization changes their skills and thinking by giving the training.

#### **4.5 Analysis on the Effect of Organizational Commitment on Job Performance**

In this study, the effects of the organizational commitment such as affective, continuance and normative commitments (independent variables) on job performance (dependent variable) at Pyi Wai Shan Co., Ltd will be explored by using Linear

Regression Model. Regression analysis is applied to know by how much the independent variable organizational commitment influence the dependent variable job performance.

#### 4.5.1 Job Performance

The mean values and standard deviation of job performance from the survey results are stated as shown in the following Table (4.15).

**Table 4.15 Job Performance**

No:	Statement	Mean Value	Standard Deviation
1.	Effectively performing tasks that are expected	4.06	0.69
2.	Adequately completing assigned duties	3.98	0.81
3.	Attending meetings that are not compulsory	3.73	0.75
4.	Helping others who have problems	3.77	0.79
5.	Making innovative and creative suggestions to improve the department	3.75	0.75
6.	Speaking up and being ready to adopt new changes in the department	3.79	0.77
7.	Effectively communicating with the colleagues for problem solving and decision making	3.77	0.68
8.	Maintaining good coordination among team members	3.82	0.74
9.	Handling effectively work team in the face of change	3.78	0.74
10.	Believing a high performer in organization	3.74	0.78
Overall Mean		3.82	

Source: Survey Data, October (2019)

As regard to Table (4.15), the greatest mean value of the statement number 1 is 4.06 represents that most of the respondents effectively perform their jobs according to the superiors' expectation. The drift of the statement number 1 is that their sense knows their performance appraisals' rating can be raised if they are effectively able to do the assigned jobs with the superiors' hope. They also want to be recognized by their superiors. While the second largest mean score is 3.98, it refers that they adequately carry out to complete their assigned duties. And then, the least mean value of the statement number 3 is 3.73 indicating that they are very slightly less in the consideration about the attending unessential and unimportant meetings for their job. Although they have

altruism, they have no time to attend these unnecessary meetings for their jobs. The mean scores of other statement number from 4 to 10 are all above 3.5. Thus, these statements mean that they used to effectively communicate and coordinate their colleagues or team members to do their work well done. Besides, they are ready to adopt and handle the new changes contributing their innovative and creative suggestions to improve their department and organization. They also believe and help each other and then solve together the problems. The overall mean value is 3.82 that is nearly closed to 4 and it can be concluded that most of the employees of Pyi Wai Shan have some development in job performance.

#### 4.5.2 The Effect of Organizational Commitment on Job Performance

The data and information collected through the survey questionnaires from the participants will be generated in the Table 4.16 below.

**Table 4.16 The Effect of Organizational Commitment on Job Performance**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.759	.245		3.098	.002	
Affective Commitment	.390***	.078	.408	5.031	.000	1.834
Continuance Commitment	-.088	.102	-.083	-.863	.390	2.549
Normative Commitment	.536***	.099	.508	5.389	.000	2.473
R	.764					
R Square	.584					
Adjusted R Square	.573					
F Value	54.213***					
Durbin-Watson	1.709					

Dependent Variable: Job Performance

Source: Survey Data, October (2019)

Note: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

According to Table (4.16), it shows that the B values of affective and normative commitments are 0.390 unit and 0.536 unit and then the significant levels of these two commitments are at 1% level (99% confidence level interval). It means that an increase in affective commitment and normative commitment by 1 unit each will occur an increase in job performance by 0.390 unit and 0.536 unit respectively and there are positive relationship between these two commitments and the job performance. Besides, the Beta has the values of 0.408 unit and 0.508 unit showing that the affective and normative commitments had the contribution to rise job performance of employees at Pyi Wai Shan. The t magnitudes in all variables are larger than 0 expressing evidence against the null hypothesis that there is no significant difference. All VIF values are smaller than cut-off value 10 revealing that there are no multicollinearity problems in this study and no correlations among independent variables (organizational commitment).

R value (the correlation between the observed value and the predicted value of criterion variable) is 0.764 which line between 0 and 1. So, it means that the level of organizational commitment and the level of job performance responded by the employees are correlated. R Square (proportion of the variance in the criterion variable accounted by model) is 0.584 and adjusted R Square is 0.573 (57.3%) which is the variance of the independent variables and dependent variable. F value, the overall significant of the model, is highly significant at 1 % level so that this model is valid. There is no autocorrelation in sample because Durbin-Watson value is 1.709 which is closed to 2.

From the above data, the main determinant of job performance is normative commitment variable although the results express the two commitments such as affective and normative commitment which have the significant values. Accordingly, the normative commitment among the three commitments has the most positive effect on the job performance of the employees and the company should encourage the motivational factors which lead to the normative commitment. As stated in the previous analysis of the motivational factors and normative commitment, the factors which are the recognition, working environment, training and financial rewards factors make the normative commitment. So, the company can gain the employees' normative commitment which leads to improve job performance by encouraging these motivational factors.

In conclusion, the employees who acquire the affective commitment concede that the members in the organization are the best partners of their families and the normative commitment employees feel obligated to be indebted to the organization for all

supplements. Consequently, those employees completely serve their assigned duties together with their superiors' prospect and belief. Then, they can be sustainable the good dealing with their departmental affiliates. They also ready to adopt the new changes in the organization and can handle the team work when they face the difficulties of the changes by contributing their innovative and creative suggestions. Moreover, they have the mindset that aids the others who are not in their department while encountering the issues and they also have confidence in themselves to be the high performers in the organization. Therefrom, the job performance of the whole organization can be raised to achieve the organizational vision, mission and goals.

## **CHAPTER 5**

### **CONCLUSION**

This chapter consists of results and discussion, suggestions and recommendations of findings from relationship analysis of employee perception on motivational factors and organizational commitment and job performance in Pyi Wai Shan Co., Ltd. Limitation of this study and the need for further research are also included in this section.

#### **5.1 Findings and Discussions**

The first objective of this paper, which is to investigate the effect of motivational factors on organizational commitment of Pyi Wai Shan Co., Ltd, was found out that some factors are implemented and it can be observed that as long as the company takes care of the employees, and it implements the factors, most of the employees are satisfied and motivated by providing these factors. Therefore, their motivation can be stimulated to do their works together with their commitments at the company. To analyze the effects of the organizational commitment on job performance at the organization, according to the calculations and results in the previous chapters, they feel that they owe a great deal to their organization and it is worthy their loyalty. So, the job performance of the employee can be developed. By observing all these connections discussed above, it can be said that the motivational factors can make organizational commitment on job performance. The findings of some motivational factors, organizational commitment and job performance are the following.

In regard to the recognition, the employees are deeply satisfied this motivation factor which is created by the company. However, the celebration of local recognition events have just a slightly influence to the employees because they think that these events are not essential for them. So, the organization should reconsider these local recognition events.

According to the flexible scheduling, it has the highly effect on the employees although the flexible working hours have a little impact on them to be more efficient. The company allows the flexible working hours and it is not rigorous. Thus, the human

resources and admin department should readjust the working hours to improve more efficient.

As the previous result of the financial rewards mean table, there are also the strongly interest of the employees but one of the conditions they less agree is the company pay structure. They feel that this company pay structure is not systematic and not fair for every employee.

According to the analysis results of motivational factors and affective commitment, there are the highly significant level between the affective commitment and the three motivational factors such as working environment, training and financial rewards. Among these three significant factors, the financial rewards factor should be more focused because it is the main determinant variable and the employees' perception are less satisfied with the company pay structure.

As the previous analysis results of motivational factors and normative commitment, it has the significant level between the normative commitment and the four factors such as recognition, working environment, training and financial rewards. Among them, the training factor should be continued to preserve and develop the existing training program as this factor is the main determinant variable for the employees who has the normative commitment.

As regards the already stated analysis results of organizational commitment and job performance, there are greatly significant level in the positive relationship between the two commitments such as the affective and normative and job performance. In this result, the normative commitment is higher significant than the affective commitment with job performance. Therefore, the normative commitment of the employees should be more emphasized. The four motivational factors which have significant level with the normative commitment are also important for the organization to increase job performance.

## 5.2 Suggestions and Recommendations

Basing on the findings of the study, the management should emphasize on the recognition, flexible scheduling and financial rewards because most of the employees' perception on these three factors has some impact. And also, the management should focus on the affective commitment and normative commitment because they are highly significant with job performance of the employees.

In the recognition factor, the local recognition events are less interested by the employees. Thus, the management should repair this event program and the management also needs to know what types of recognition are more wanted. It is suggested that the celebration of the employees' birthday party should held if they do not mind. Additionally, it should arrange the games program in the annual dinner.

Flexible scheduling can improve worker spirit by enabling the representative to concentrate on different jobs and let them can adjust work-life and family. Be that as it may, in this examination adaptable booking factor, the adaptable working hours affects the representatives' productive. It is recommended that the flexible working hours should be just a little reduced because sometimes the employees can be lazy and sluggish for doing their jobs efficiently. Moreover, the management should train the employees to be able to schedule their working hours.

Financial rewards can have the option to satisfy worker needs and needs. On the off chance that the prizes can't satisfy worker physiological needs, at that point representatives can't contribute further to the association. Moreover, a proper and reasonable prize framework is expected to inspire representative for the better commitment and job performance in the association. In this study financial rewards factor, there is the less satisfaction on the company pay structure. Therefore, the management should amend the company pay structure. It is suggested that the management should be fair in paying the salary for every employee and restructured how to pay the salary or bonus increment.

As the organizational commitment, it tends to be seen that the representatives are genuinely connected to the association and they feel that the association is their piece of the family. Then again, the workers are genuinely dedicated as a normative commitment. So, the management should try to know the employees' behavior well and factors that can raise those commitments. Moreover, it should learn the culture of the organization



because some cultural effects can change the employees' perception. To increase normative commitment, the organization should give knowledge about the ethical behaviors and thinking.

In conclusion, the organizational commitment is one of the factors that can help protect an organization against turnover, the company need to hold onto their most experienced employees by the motivation program development which had been provided. Pyi Wai Shan Co., Ltd need to realize those three influencing factors that lead to increase the commitment of the employees. Then, management should fulfill the needs and wants of the employees and require careful attention to strategic management of financial rewards system since the success of organization is dependent on have the committed employees to develop their job performance.

### **5.3 Needs for Further Research**

This is only a research for MBA degree and it was done only within the limited learning surroundings over limited time duration. Moreover, this research deals only with some of the factors which are recognition, flexible scheduling, working environment, training, financial rewards and organizational commitment and job performance. For those reasons, this research is not said to be a perfect research. The other factors of human resource management should be also studied to be better researches in the future.

The future researchers may also want to focus on the code sharing company's culture, processes within company, personal life, performing meaningful works, there might be research for the foreign employees who work in Myanmar Company. Lastly, more investigation into the relationship between employee motivation and job performance should be researched further.

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## APPENDICES

### Regression Analysis Results for the Effect of Motivational Factors on Affective Commitment

#### Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Change Statistics		Durbin-Watson
					R Square Change	F Change	
1	.785 <sup>a</sup>	.616	.599	.29453	.616	36.623	1.931

a. Predictors: (Constant), Financial Rewards, Flexible Scheduling, Training, Working Environment, Recognition

b. Dependent Variable: Affective Commitment

#### ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.885	5	3.177	36.623	.000 <sup>b</sup>
Residual	9.889	114	.087		
Total	25.775	119			

a. Dependent Variable: Affective Commitment

b. Predictors: (Constant), Financial Rewards, Flexible Scheduling, Training, Working Environment, Recognition

#### Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.318	.287		1.108	.270		
Recognition	.053	.061	.069	.870	.386	.541	1.848
Flexible Scheduling	-.076	.051	-.094	-1.494	.138	.855	1.170
Working Environment	.264	.078	.266	3.379	.001	.544	1.839
Training	.319	.070	.312	4.573	.000	.722	1.385

Financial Rewards	.344	.069	.366	4.965	.000	.618	1.618
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a. Dependent Variable: Affective Commitment

### Regression Analysis Results for the Effect of Motivational Factors on Continuance Commitment

#### Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Change Statistics		Durbin-Watson
					R Square Change	F Change	
1	.682 <sup>a</sup>	.466	.442	.31220	.466	19.881	2.002

a. Predictors: (Constant), Financial Rewards, Flexible Scheduling, Training, Working Environment, Recognition

b. Dependent Variable: Continuance Commitment

#### ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.689	5	1.938	19.881	.000 <sup>b</sup>
Residual	11.111	114	.097		
Total	20.800	119			

a. Dependent Variable: Continuance Commitment

b. Predictors: (Constant), Financial Rewards, Flexible Scheduling, Training, Working Environment, Recognition

#### Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.392	.304		1.291	.199		
Recognition	.131	.064	.189	2.030	.045	.541	1.848
Flexible Scheduling	.162	.054	.222	2.994	.003	.855	1.170
Working Environment	.136	.083	.152	1.642	.103	.544	1.839
Training	.115	.074	.126	1.558	.122	.722	1.385

Financial Rewards	.222	.073	.264	3.027	.003	.618	1.618
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a. Dependent Variable: Continuance Commitment



**Regression Analysis Results for the Effect of Motivational Factors on  
Normative Commitment**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Change Statistics		Durbin-Watson
					R Square Change	F Change	
1	.727 <sup>a</sup>	.529	.508	.29573	.529	25.623	1.976

a. Predictors: (Constant), Financial Rewards, Flexible Scheduling, Training, Working Environment, Recognition

b. Dependent Variable: Normative Commitment

**ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.204	5	2.241	25.623	.000 <sup>b</sup>
Residual	9.970	114	.087		
Total	21.174	119			

a. Dependent Variable: Normative Commitment

b. Predictors: (Constant), Financial Rewards, Flexible Scheduling, Training, Working Environment, Recognition

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.620	.288		2.155	.033		
Recognition	.179	.061	.256	2.934	.004	.541	1.848
Flexible Scheduling	.032	.051	.044	.633	.528	.855	1.170
Working Environment	.179	.078	.198	2.276	.025	.544	1.839
Training	.274	.070	.296	3.916	.000	.722	1.385
Financial Rewards	.138	.070	.163	1.991	.049	.618	1.618

a. Dependent Variable: Normative Commitment

**Regression Analysis Results for the Effect of Organizational Commitment on  
Job Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Change Statistics		Durbin-Watson
					R Square Change	F Change	
1	.764 <sup>a</sup>	.584	.573	.29078	.584	54.213	1.709

a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

b. Dependent Variable: Job Performance

**ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.752	3	4.584	54.213	.000 <sup>b</sup>
Residual	9.808	116	.085		
Total	23.560	119			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Normative Commitment, Affective Commitment , Continuance Commitment

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.759	.245		3.098	.002		
Affective Commitment	.390	.078	.408	5.031	.000	.545	1.834
Continuance Commitment	-.088	.102	-.083	-.863	.390	.392	2.549
Normative Commitment	.536	.099	.508	5.389	.000	.404	2.473

a. Dependent Variable: Job Performance

# QUESTIONNAIRES

## Section A

Dear Participant,

I am using the following questionnaires to conduct a survey on the effects of employee motivation & job performance at Pyi Wai Shan Gems Co., Ltd. This survey will be used only for MBA thesis paper & not related to other business purposes, you will remain anonymous & I will never forget your help. Please kindly answer the following questions. Thank you very much for your co-operation, help & precious time.

Please choose only one answer and fill the blank for each of the following questions.  
Thank you.

1. Your gender.  
 Male  Female
2. Your age.  
 18 – 35  36 – 55  
 56 & above
3. Your educational level.  
 High School  Diploma  
 Bachelor  Postgraduate (Master or Ph.D)
4. Service Year in Current Company.  
 Under 3 years  3 years – 5 years  
 Above 5 years
5. Average Monthly Salary in MMK (Myanmar Kyat).  
 150, 000 – 300, 000  300, 001 – 450, 000  
 450, 001 – 600, 000  600, 001 – 750, 000  
 750, 001 & above
6. State your current department -----
7. State your current position -----

## **Section B**

Please rate the following statements by ticking only on appropriate box at the right side of each question according to your satisfaction of Pyi Wai Shan Gems Co., Ltd. Thank you.

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

No.	Statement	Significant Level				
		1	2	3	4	5
<b>A</b>	<b>Recognition</b>					
1.	Recognition gives for creative suggestions that improve my performance.					
2.	My Supervisor thanks me for a job well done.					
3.	My company acknowledges my recognition through my performance.					
4.	Local recognition events (e.g, Annual Dinner) are important in a recognition program.					
5.	I feel appreciated and recognized when I achieve or complete a task.					
<b>B</b>	<b>Flexible Scheduling</b>	1	2	3	4	5
1.	I prefer flexible working hours rather than fixed working hours.					
2.	Flexible working hours motivate me to be more efficient.					
3.	I believe flexible working hours could provide a relaxing/adaptable working environment.					
4.	Flexible working hours allow me to have autonomy over my work.					
5.	I desire to have flexibility in work so that I can have work-life balance.					

<b>C</b>	<b>Working Environment</b>	1	2	3	4	5
1.	I like challenging tasks as it enhance my knowledge and creativity.					
2.	I am satisfied with the working condition at my work place.					
3.	I understand the importance to value and respect my colleague.					
4.	My job brings positive changes to me.					
5.	My superiors always encourage and guide me in the performance of my work.					
<b>D</b>	<b>Training</b>	1	2	3	4	5
1.	I have training opportunities to learn and enhance my knowledge.					
2.	After training tasks can be carried out with minimum mistakes.					
3.	The training programmes have improved my decision-making skills..					
4.	I have been trained with all skills that are needed to perform my job.					
5.	Overall, the training I receive meets the needs of my job.					
<b>E</b>	<b>Financial Rewards</b>	1	2	3	4	5
1.	I believe financial rewards (salary, bonus and other perks) could increase motivation at work place.					
2.	I am satisfied with the company pay structure.					
3.	I believe rewards should be based on performance.					
4.	Allowance is fine compared to other companies.					
5.	Performance appraisal influence pay raise.					

### Section C

Please rate the following statements by ticking only on appropriate box at the right side of each question according to your satisfaction of Pyi Wai Shan Gems Co., Ltd. Thank you.

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

No.	Statement	Significant Level				
		1	2	3	4	5
<b>A</b>	<b>Affective Commitment</b>					
1.	I would be happy to spend the rest of my career with this organization.					
2.	I consider the organization as part of my family.					
3.	I feel “emotionally attached” to this organization.					
4.	I feel this organization’s problems as my own.					
5.	This organization has a great deal of personal meaning for me.					
<b>B</b>	<b>Continuance Commitment</b>					
1.	Right now, staying with my organization is a matter of necessity rather than desire.					
2.	It would be very hard for me to leave this organization right now, even if I wanted to.					
3.	I feel that I have too few options to consider leaving this organization.					
4.	Too much in my life would be disrupted if I decided to leave the organization now.					
5.	One of the few negative consequences of leaving this organization would be the lack of available alternatives.					

C	Normative Commitment	1	2	3	4	5
1.	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
2.	I would not leave my organization right now because I have a sense of obligation to the people in it.					
3.	This organization deserves my loyalty.					
4.	I owe a great deal to my organization.					

## **Section D**

Please rate the following statements by ticking only on appropriate box at the right side of each question according to your satisfaction of Pyi Wai Shan Gems Co., Ltd. Thank you.

(1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

No.	Statement	Significant Level				
		1	2	3	4	5
<b>A</b>	<b>Job Performance</b>					
1.	I effectively perform tasks that are expected of me.					
2.	I adequately complete my assigned duties.					
3.	I attend meetings that are not compulsory but are considered important to my job.					
4.	I am ready to help others who have problems with their work even if I am from another department.					
5.	I try to make innovative and creative suggestions to improve the department.					
6.	I speak up and am ready to adopt new changes in the department.					
7.	I effectively communicate with my colleagues for problem solving and decision making.					
8.	I use to maintain good coordination among my team members.					
9.	I can handle effectively my work team in the face of change.					
10.	My colleagues believe I am a high performer in my organization.					

Thank you for your very kind co-operation, help & precious time.



